POST-GRADUATE PROGRAMS (PGP)
HANDBOOK 2025-27

MBA - MBA (BKFS) - MBA (HRM) - MBA (MKT) – MBA (IB) – MBA (AI & DS)

WHERE LEARNING IS FOR LIFE
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MISSION

To excel in

management education,

research and practice

PGP HANDBOOK

2025-2027

**MBA, MBA-BKFS, MBA-HRM, MBA-MKT, MBA-IB
&
MBA-AI & DS**

T A Pai Management Institute, Manipal

Manipal Academy of Higher Education (MAHE)

Manipal Academy of Higher Education (MAHE) is a deemed to be university, recognized as an Institution of Eminence (IoE) by the Government of India. We are synonymous with excellence in higher education for more than six decades. MAHE's journey began in the university town of Manipal nestled on a plateau in Karnataka's Udupi district. Today, the institution has off-campuses in Mangalore and Bangalore, and offshore campuses in Dubai (UAE) and Melaka (Malaysia). Over 28,000 students from 57 different nationalities, nearly 2500 faculty and almost 10000 other support and service staff are part of the MAHE community today. TAPMI is part of an institutional eco-system consisting of the Kasturba Medical College, Manipal Institute of Technology, Welcome Group Graduate School of Hotel Administration and Srishti Manipal Institute of Art, Design & Technology to name a few.

Vision

- Global leadership in human development, excellence in education and healthcare.

Mission

- Be the most preferred choice of students, faculty, and industry.
- Be in the top 10 in every discipline of education, health sciences, engineering, and management.

Manipal Values

- Integrity
- Transparency
- Quality
- Teamwork
- Execution with passion
- Humane touch

T A Pai Management Institute (TAPMI)

TAPMI is a constituent unit of the Manipal Academy of Higher Education (MAHE) since August 2021. Since our founding in 1984 the institute has strived to stay relevant in the changing landscape of management education in India. TAPMI is one among 5% of the top business schools worldwide to have been accredited with the prestigious Association to Advance Collegiate Schools of Business (AACSB) accreditation, the oldest accreditation in the world of business education. It is also the 6th institution in India to have both the AACSB as well as Association of MBAs (AMBA) accreditation. We aim to produce industry relevant graduates capable of taking leadership roles while navigating a volatile, uncertain, complex, and ambiguous (VUCA) world. TAPMI continues to be a destination of choice for students and recruiters alike.

Mission

"To excel in management education, research and practice"

Means:
- By nurturing and developing global wealth creators and leaders.
- By continually benchmarking ourselves against the best-in-class institutions.
- By fostering continuous learning and reflection, achievement orientation, creative interdependence, and respect for diversity.

Value Bounds

- Holistic concern for ethics, environment, and society.

Values
- Excellence
- Trust
- Honesty
- Innovation
- Commitment
- Student-centric

DIRECTOR'S MESSAGE

Present Perfect and Future Ready

Greetings from TAPMI!

I take this opportunity to welcome you to an institution with great legacy and prodigious future. As the Director, I consider it a great privilege and solemn responsibility to set the tone and expectations, preparing you for this eventful and rewarding journey.

You will discover, on arrival at the picturesque TAPMI campus, that our efforts, processes and systems place you at the center. We think deeply about your comfort, progress, growth and evolution. This student centricity in TAPMI is by design and ingrained in our DNA. Our aim is to create leaders for the 21st century who will be competent, confident and whose character will be their enduring characteristic. You will notice that your class size will be smaller than usual which, again, is an outcome of meticulous design and planning. The aim is to foster deeper engagement and richer interactions with some of the most talented and accomplished faculty in the area. They will share unique perspectives, connect theory and practice and open up a world of possibilities, by orienting you to visualize the future. Needless to say, academics at TAPMI will be rigorous and challenging. However, you will feel invigorated, more aware, and curious after each session. Our curriculum, pedagogy and processes in each program, whether it is the MBA or our specialist programs such as BKFS, HRM, MKT, IB & AI&DS are an innovative blend of theory and practice, preparing you to face management and leadership challenges. Through this you will get enough opportunities to experience, observe and reflect. Accelerating your growth and evolution as a well-rounded human being and a professional, you will begin celebrating the successes of your peers as your own. You will be careful to prejudge, depending more on deep discussion and reflection. You will be more open to collaboration and cooperation.

Expect much more in your eventual two-year journey at TAPMI. The after TAPMI phase will be more rewarding and challenging. As a TAPMian, a world of opportunity beckons you. The stupendous success of an alumni is a testament to the same. The most respected corporate

houses, start-ups, financial services and consulting firms have recruited from our campus. TAPmians have also made their mark as successful entrepreneurs.

Whatever your professional choice, your TAPMI experience will prepare you better than comparable institutions. The TAPMI experience is unique in many ways. For example, our Leadership Assessment and Development Centre (LADC) creates a process of self-awareness and improvement. You will become a person who embraces changes in a volatile, uncertain, chaotic and ambiguous world (VUCA) world.

If you are anxious about career opportunities, TAPMI's Placement and Corporate Engagement (PACE) office is for all purposes a "career advancement office". The industry outreach of the PACE office will expose you to the most influential corporate leaders, facilitate high quality internships and final placements.

Welcome once again to TAPMI!

Where there is learning both inside and outside the classroom, where you will meet talented and motivated peers, who will catalyze your growth and evolution.

Welcome to TAPMI, where LEARNING IS FOR LIFE!

Prof. Rajeev Kumra

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POST GRADUATE PROGRAMS AT TAPMI

1.1 Preface

The Batch of 2025-2027 undergoing the Master of Business Administration **(MBA)**, Master of Business Administration-Banking and Financial Services **(MBA-BKFS)**, Master of Business Administration-Human Resource Management **(MBA-HRM)**, Master of Business Administration-Marketing **(MBA-MKT),** Master of Business Administration-International Business **(MBA-IB)** & Master of Business Administration-Artificial Intelligence & Data Science **(MBA-AI&DS)** Programs at TAPMI are governed by the information, rules and regulations contained in this Handbook. The Institute reserves the right to amend/ modify/ alter these rules and regulations from time to time without any advance notice.

1.2 ABOUT THE CURRICULUM

TAPMI has always been innovative in its approach to management education and has been updating its curriculum and program structure to incorporate the constant evolution of new thoughts and practices in management, as well as to address the emerging needs of industry. The Institute has recognized that management education in the new millennium ought to:

a) Encourage students to explore, experiment and learn.
b) Enable students to meet with confidence the uncertainties and challenges in the global business environment.
c) Impart skills to enable students to adapt to changes in situations, people, or processes.
d) Enable the students to gain functional knowledge and expertise to excel in their chosen fields of work.
e) Enable the students to appreciate the robustness of management theories with practice.
f) Equip the students with an appreciation of values, ethics, and sustainability.

TAPMI has a mission statement, which is consistent with the above objectives. TAPMI's mission is

'To excel in management education, research and practice.'

The curriculum is aligned with the program level goals (PLG), which in turn are derived from the mission statement. The Institute has set the following as the program level goals –

PLG1 : Application of Fundamentals
Traits: Demonstrate application of functional / conceptual knowledge to business situations

PLG2 : Problem Identification and Solution
Traits: Demonstrate ability to identify a problem, critically assess various alternatives and suggest appropriate solution

PLG3 : Integrative Thinking
Traits: Demonstrate ability to identify inter-linkages among functional areas within an enterprise and assess the impact of external environment on its performance

PLG4 : Effective Communication
Traits: Demonstrate proficiency in Oral and Written Communication

PLG5 : Ethical Responsibility
Traits: Demonstrate awareness and assess the impact of ethical behavior on business

PLG6 : Leadership
Traits: Demonstrate capability to take leadership role in a business situation

In accordance with the above, all the programs are well thought out as a mix of classroom study and experiential/practical training. They are fully residential programs of two years (six trimesters) duration. The programs involve learning through classroom sessions, discussions and exercises, project assignments with organizations, and specific field-based project work. However, the emphasis of the entire programs would be on self-learning.

1.2.1 Classroom Pedagogy

The classroom pedagogy ranges across traditional classroom instruction, simulations, case discussions, role-plays, etc. Simulations and case discussions are adopted extensively across the curriculum, to supplement classroom instruction/lecture. Simulations illustrate the complex interplay of variables and replicate real situations wherein the student understands and decides on a course of action. Discussion of cases based on business situations helps a student connect the theory with practice. Thus, classroom instruction, when supplemented with case-based discussions and simulations, helps the student in developing a deep and rich understanding of business and management.

1.2.2 Field-based Experiential Learning

The curriculum places great emphasis on field-based experiential learning. Learning in the classroom is supplemented with field-based learning, resulting in an understanding that is holistic, and connects theory with practice.

1.2.3 Credits and Instructional Hours

A credit is a term used to denote the extent of effort required to be put in by a student. One credit generally indicates 10 hours of classroom and non-classroom-based learning. However, the student supplements each hour with the time equivalent of about three hours of preparation. The courses offered at the Institute will be of 1, 2, 3, 4, 5 or 6 credits.

II
MASTER OF BUSINESS ADMINISTRATION
(MBA)

During the two-year MBA program, a student shall receive at least 950 hours of classroom and non-classroom-based learning. A student admitted into the MBA program will complete a minimum of 580 hours in Year 1. The remaining hours will be completed in Year 2 of the program.

2.1   First Year (MBA)

The first-year courses enable the student to gain basic knowledge about different functional areas of management. The objective of these courses is to equip the students with the basic tools and concepts in different disciplines and enable an understanding of organizational functions. The student would start appreciating the interdependence between the disciplines. The credit earnings in Year I (Term 1 + Term 2 + Term 3) are 61 credits.

The indicative list of courses for the first year and corresponding credits are given below:

Term I			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Basics of Accounting	1	10
2	Learning through Alternative Pedagogies (LEAP)	1	10
3	Excel Basics	1	10
4	Managerial Statistics	3	30
5	Marketing Management – I	3	30
6	Managerial Economics	3	30
7	Managerial Communication – I	2	20
8	Financial Accounting	2	20
9	Individual & Group Dynamics	3	30
10	Decision Science	3	30
11	Sustainability, Responsibility & Managerial Ethics	2	20
12	Comprehensive Test – I	1	0
TOTAL TERM - I		**25**	**240**
Term II			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Operations Management - I	2	20
2	Marketing Management – II	2	20
3	Management Accounting & Control	3	30
4	Macro Economics	2	20
5	Financial Management – I	3	30
6	Organization Design & Structure	2	20
7	IT for Business	3	30
8	Comprehensive Test – II	1	0
TOTAL TERM - II		**18**	**170**

Term III		Student Credits (*)	Classroom Hours
Sl. No.	Course Name		
1	Legal Aspects of Business	2	20
2	Human Resource Management	3	30
3	Strategic Management	3	30
4	Business Research Methods (BRM)	3	30
5	Financial Management – II	2	20
6	Operations Management-II	2	20
7	Managerial Communication – II	2	20
8	Integrative Assessment	1	0
TOTAL TERM - III		18	170
TOTAL Credits TERM – (I-III)		61	580

Student credits are based on both classroom hours & non-classroom hours

The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.

ACT 4001 - Basics of Accounting - 1 Credit

INTRODUCTION

The topics of the course cover financial accounting concepts. Management students need to understand financial data and coordinate their decision making by using such data developed by accounting executives. This requires an understanding on how financial statements are prepared and the assumptions in their preparations rather than a mastery of accounting techniques.

MGT 4001 - Learning through Alternative Pedagogies (LEAP) - 1 Credit

INTRODUCTION

Various pedagogies have been used to impart management education such as case discussion, lecture, simulation, management games, lab experiments. The objective of this course is to introduce participants to these pedagogies in general as well as case discussion in particular. Case discussion, as pedagogy is one of the most effective and widely used pedagogy for teaching business management across the globe. This pedagogy brings real-life situations to class and hence of significant value from an industry perspective too. This method also allows participants to put themselves in the shoe of a manger, and address issues in situations which they face. The course encompasses various facets of case analysis including case reading, preparing notes, case analysis (written and oral), case discussion (within-group and in class with instructor), class participation techniques. Participants through this course should be able to understand the importance of case discussions and analysis and internalize this method of learning.

ANT 4003 - Excel Basics - 1 Credit

INTRODUCTION

Data analysis skills is a critical component in excelling as a manager in today's data

rich business environment. By using problem solving techniques and approaches mostly relying on data analysis, managers solve problems they face in their workplace. Problem solving follows a systematic path of gathering, analysing, interpreting, and presenting numerical data to a diverse group of people in management.

Hence every student before starting their formal MBA programme should be familiar with the key functions of Microsoft Excel which are extremely useful for analysing data and presenting results. The Microsoft® Excel sessions are structured with guided in-class exercises along with home practice exercises.

ANT 5001 - Managerial Statistics - 3 Credits

INTRODUCTION

Quantitative data comes in all forms- small/large, sufficient/incomplete, and useful/useless. Data governs most of the decisions that are taken at the table. Managerial statistics enables decision making in the contexts of uncertainty and has its utility in all areas of business be it marketing, finance, operations, health administration, quality assurance, human resource management and service improvement to name a few. The world today produces data by microseconds, and it is imperative now to demonstrate the impact numbers have on all dimensions of decision making. If one needs to process data, then statistical knowledge to manage and interpret data is crucial.

Statistical facts can help determine the significance of any given business processes. Statistics are something all business managers should consider if they expect maximum profitability for their enterprises. This course introduces various

aspects of Managerial Statistics to the participants. Participants will be able to understand concepts of probability, randomness, and addressing randomness in form of probability distributions. This course also deals with basic tools and techniques of statistical inference like sampling, hypothesis testing, and regression analysis using spreadsheet software.

MKT 5001 - Marketing Management I - 3 Credits

INTRODUCTION

Marketing is business - this is how one of the magazine's byline goes. This epitomizes the importance of marketing in a highly competitive business environment developing in India. Marketing as an academic discipline is an amalgam of subjects ranging from applied psychology to operations research. It is an art as well as science and therefore it is fascinating. Marketing is ever fresh, evolving and therefore challenging too. Marketing to some is a philosophy because what we do day in and day out can be looked through the marketing lens. We as consumers and marketers are influenced and influence the progress of marketing. Marketing management is creative and innovative. However, it is at the same time one that is the most responsible to shore up the top and bottom lines of companies. This paradox of marketing makes it the most challenging profession. Marketing as an orientation is now touted as the fundamental requirement for any organization to exist. It is therefore imperative that we understand the dynamics of marketing.

ECO 5001 - Managerial Economics - 3 Credit

INTRODUCTION

The course "managerial economics" deals with the fundamental principles of economics for managerial decision-making. At its core, the study of economics deals with the choices and decisions that have to be made in order to manage scarce resources available to us. It covers the essential microeconomics tools such as demand and supply, production, cost, revenue and market structures, and their application to different functional areas of the business. The Course will help in decision making and will also acts as a link between economic practice and economic theory.

MGT 5001 - Managerial Communication - 1 - 2 Credits

INTRODUCTION

In today's VUCA (volatile, uncertain, complex, and ambiguous) world, skills that are vital today are no longer relevant tomorrow. The Fourth Industrial Revolution has introduced us to advanced robotics, artificial intelligence, and machine learning. All these changes and automations are rapidly transforming the ways we live and work. To remain competitive, companies need managers who can assimilate and assess huge amounts of data, analyze it, find linkages between the various threads of information, make sense through sound logical reasoning, and arrive at creative solutions. This, in short is critical thinking and the course *Managerial Communication - I* focuses on honing students' critical thinking skills through analyzing issues and arguments.

The course Managerial Communication - I is intended to help students develop and improve both their oral and written communication skills. This is achieved by encouraging them to give attention to details, present the message logically and clearly, to effectively carry out the intended communication.

ACT 5001 - Financial Accounting - 2 Credits

INTRODUCTION

Managers and other stakeholders need to understand financial reporting and use financial data for decision making. This course enables students to develop an ability to understand the reporting requirements and impact of operating, investing & financing decisions on key performance metrics.

HRM 5001 - Individual and Group Dynamics - 3 Credits

INTRODUCTION

This course deals with human behavior in organizations with a focus on individuals, groups, and their interactions. The goal of this course will be to increase your awareness of the challenges associated with human behavior in the workplace in modern times. Problems related to human behavior are complex and managers need to be able to reflect on and analyze these problems from various angles. Through a series of conceptual lenses, the aim of the course is to provide you with tools that you can use to solve specific problems.

The secondary aim of this course is to make you aware of your workplace strengths with an ability to construct reality while interacting with different situations. As part of this endeavor conceptual frameworks, in-class exercises,

case discussions, and skill-oriented activities are blended within the course. It is expected that by the end of the course, learners would be able to understand the dynamics of human behavior in an organizational context.

OPS 5004 - Decision Science - 3 Credits

INTRODUCTION

In today's competitive business environment, the success of a firm depends largely on the ability of its managers to take effective decisions within the constraints posed by the external environment and internal resources and capabilities. The field of Decision and Management Science helps managers in this regard. Through mathematical tools and techniques developed over last 70 years or so, this important field of management decision-making provides today's managers with capabilities for formulating and solving large-scale decision problems. This course gives an overview of such techniques through hands-on exercises. Students are also encouraged to take up optional topics and carry out extra non-credit assignments to enjoy the full flavour of this subject. One can view at this course as a basic preparation for "Prescriptive analytics" which has emerged as combination of optimization techniques, simulation methods along with decision theory

MGT 5002 - Sustainability, Responsibility & Managerial Ethics - 2 Credits

INTRODUCTION

Sustainability, Responsibility & Managerial Ethics provides business students with the necessary knowledge, tools, skills, and self-perception to become responsible managers. In order to realize these goals, this course provides a very profound overview of the conceptual development of the field of responsible business and management. This course will help in understanding the three main domains viz –

- The 'Sustainability' domain aims to create a positive triple bottom line, and to contribute towards a healthy circular economy.
- The 'Responsibility' domain addresses stakeholder concerns and optimizes stakeholder value.
- The 'Ethics' domain highlights the ethical issues, challenges and opportunities for modern businesses, while encouraging moral excellence.

OPS 5002 - Operations Management - 1 - 2 Credits

INTRODUCTION

This course introduces the operations function to the student, and provides the basic skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Operations Management involves the management of resources to produce the goods or services to the customer. The course emphasizes on an intensive study of the elements associated with the design and operation of productive systems and explains the integration of these elements with corporate strategy. A process view that cuts across departmental boundaries is adopted in the design and operation of productive systems.

MKT 5002 - Marketing Management - II - 2 Credits

INTRODUCTION

The impact of marketing on consumers and other important stakeholders is an important topic for research and practice. The connection between marketing and other functional areas of business is also a fascinating area of study. Students of marketing would find that concepts covered in other courses like economics, quantitative techniques, costing fundamentals and communication find application in Marketing. However, within many organizations, the marketing function is seen as being too aggressive in demanding resources, without appreciating the concerns of other functions. This misunderstanding would continue unless the marketing function plans and strategizes based on a holistic understanding of organizational goals and objectives. This course aims to develop an integrated understanding of the implications of marketing actions for the organization.

ACT 5002 - Management Accounting and Control - 3 Credits
INTRODUCTION

Accounting information is an important component of the process that helps to take managerial decisions. Linking accounting information to varied activities such as planning operations, evaluating units/operations, sustainability and understanding the nature of costs and profits can be very useful in helping take business decisions. Understanding aspects of control in a business environment helps sustain the operational efficiency and profitability of the organization.

ECO 5002 - Macro Economics - 3 Credits
INTRODUCTION

Macroeconomics is that branch of economics which deals with the subject matter of aggregate economic behavior. Unlike microeconomics, which deals with disaggregated individual decision makers, macroeconomics considers the entire economy as an indivisible unit. Since no business can operate in isolation, awareness of various macroeconomic parameters is a pre-requisite for businesses to flourish. In this regard, this course intends to offer conceptual as well as working knowledge on macroeconomic environment integrating economic relations among government, businesses, and international institutions.

FIN 5001 - Financial Management - I - 3 Credits
INTRODUCTION

The focus of this course is to understand that every decision a business makes has financial implications. There would be seldom any decisions that a manager makes that do not have financial implications! In that sense, this course is important for every business manager across various domains. This course is designed to introduce the fascinating world of finance and provides a foundation for other advanced courses.

HRM 5002 - Organization Design & Structure - 2 Credits

INTRODUCTION

We have encountered organizations in every sphere of our life. Even as a student of business education you will be associated with organizations – large or small, as an employee or owner, upon graduating from TAPMI. Given this

overarching influence of organizations in our life both at personal and professional level, we need to understand what the organization is all about and how it is to be managed to achieve the desirable outcome. The purpose of this course is to introduce students to the study of organization via organization theory. It is crucial to understand how an organization operates and behaves so that students as future managers can mobilize resources and people effectively and develop their own professional careers.

ITS 5001 - IT for Business - 3 Credits

INTRODUCTION

Information Technology (IT) has become an integral component of business organisations. As an enabler for attaining a competitive edge, the role of IT in an organization is indispensable spanning different functions and levels of management. The course is aimed at making the business management students recognize the importance of IT in achieving the business objectives of an organization, familiarize themselves with different types of information systems that can be utilized across the organization's value chain, and identify the business implications of emerging technologies.

MGT 5003 - Legal Aspects of Business - 2 Credits

INTRODUCTION

The object of law is order and the result of order is that people can look with some sort of security as to their future. In the Indian context, the object of law is to establish socio- economic justice and remove the existing imbalance in the socio-economic structure. When improved literacy contributes to awareness of rights of citizens, the society transforms to a

litigious one, resulting in legal actions becoming more pervasive in our lives. Going by the maxim of "Ignorantia juris non-excusat" (ignorance of law is no excuse) it becomes imperative for managers to be aware of the laws that govern the corporate sector so that they proceed legally when their rights are infringed and defend legal suits against their organizations as and when required. Hence understanding of laws, more specifically business laws become inevitable for students.

HRM 5003 - Human Resource Management - 3 Credits

INTRODUCTION

If you open naukri.com, on any day you are likely to find 15 Lakh plus new jobs advertised. Other job sites only add to this enigma. Ever since the emergence of globalization, knowledge economy and dominance of technology driven services, the relative importance of factors of production (land, labour and capital) has undergone a fundamental change in pecking order, putting Labour (call HR) as the most important one. Its dynamism and ability to innovate and orchestrate change or desist these, bestows on HR the unique distinction of being the irrefutable most significant factor of competitive advantage. As a team leader or a CEO, you will chase this resource for ever to come. This course is designed for will give you insights to prepare to leverage the vital human resource for achieving competitive advantage.

MGT 5005 - Strategic Management - 3 Credits

INTRODUCTION

A firm's strategy reflects its approach toward its competitiveness, profitability, and growth. The strategy is also a firm's theory of how to gain and sustain competitive advantage. As the process of strategy formulation and implementation is cross-functional; it requires integrative thinking connecting the firm's operations, finance, marketing, systems, human resources, and R&D functions. The broad objective of this course is to understand and critically evaluate how firms manage the formulation and implementation of the strategy. Various frameworks pertaining to situation analysis, business strategy, corporate strategy, and executing strategy are to be discussed and applied in this course. The pedagogy includes case analysis, lectures with discussion, presentations, and classroom exercises.

OPS 5003 - Business Research Methods - 3 Credits

INTRODUCTION

Business Research is the process of identifying solutions for problems related to business situations. This process involves identifying the problem in its correctness, formulating research design to systematically collect, record, analyze & interpret the data that can help to solve problems for decision makers involved in various areas of business and leads to improvement.

FIN 5002 - Financial Management – II - 2 Credits

INTRODUCTION

The focus of this course is to provide a clear understanding of the practical aspects of finance. The course will further the Financial Management – I concepts and delve deeper into the operational aspects of finance. The course is essential as it provides the primary platform for more advanced topics in finance and other areas. Hence, as a business manager, the cross-functional integration of this course will hold you in good stead in your future career.

The course is divided into five modules: dividend policy, corporate financing choices, financial statement analysis, financial statement forecasting, and working capital management. The concepts and applications covered by this course are directly relevant for every management student, irrespective of the area of specialization. Topics include Dividend Policy, IPO Process, Percentage of Sales method, Operating and Cash Conversion Cycle, Receivable, Payable and Cash Management.

MGT 5006 - Managerial Communication - II - 2 Credits

INTRODUCTION

Communication is at the core of every aspect of business because it connects the company with all its stakeholders, both internal and external: customers, employees, shareholders, suppliers, auditors, bankers, neighbours, community and the nation. Communicating through writing is vital in the modern world and is becoming ever more so in the present information age. Business writing is in various forms such as reports, business plans, letters, memoranda, emails, newsletters, and websites. Effective writing is crucial as it provides information,

establishes relationships, persuades readers, eases and facilitates business processes, and most importantly, helps in decision making. It is these goals that emphasize the need to develop good writing skills. In addition, another vital skill that enhances a manager's communication capacity is the listening skills. Active listening is the solution to many conflict management. Hence, it is of utmost importance to develop this skill among the students who would be future managers.

The course *Managerial Communication - II* is intended to help students develop and improve their communication skills with an emphasis on listening and writing.

2.2 Comprehensive Test – I & II

At the end of terms 1 and 2, a student shall undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

2.3 Integrative Assessment

At the end of term 3, a student shall undergo a term end assessment. The faculty panel shall evaluate the student based on the courses covered in year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each context, demonstrate fair appreciation of inter-linkages between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

2.4 Sustainability, Responsibility & Managerial Ethics at TAPMI

Responsible Management Education, i.e., to situate all learning at a B-school within the broad boundaries of sustainable and ethical business practices, is no longer just desirable but an imperative. TAPMI is fully committed to act responsibly as a leading B-school and to train every graduate to be able to recognize, react to and responsibly shape sustainability and ethical issues as they arise and create opportunities and win–wins for their employers, customers, communities, and themselves.

Sustainability, Responsibility and Managerial Ethics (SRME) is a 2-credit course delivered inside the classroom. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the T A Pai Centre for Sustainability & Competitiveness.

2.5 Summer Internship (SIP)

SIP is a six-credit course where students undertake internship projects between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity

to gather hands-on experience of solving real-world problems, apply understanding of concepts/practice to real life situations, strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internships arranged by the institute. They then undertake internship projects in their respective organizations for a period of six to eight weeks at the end of their first year. Upon completion of the internship process, students submit their Internship Project Report to the Institute and proceed to present their work to a panel of faculty members for evaluation.

2.6   Second Year (MBA)

During the second year of the program, there are certain courses that are compulsory in nature. The credits for compulsory courses are around 23, of which 6 credits are to be completed through the Summer Internship. The remaining credits are earned from the electives offered. The student must choose his/her choice of the elective courses offered in the various domains like Marketing, Finance, HR, Operations, Information Systems & Technology, Analytics and Strategy. The elective credits are between 26 to 32, and thus in the second year, the total credits are between 49 – 55, while the total hours are between 370 and 430.

The electives and total credits offered in the various domains are subject to review at the beginning of the second year. **It is a policy of the Institute to drop courses with less than the pre-defined criteria for registrations. Based on academic reviews from time to time,** *TAPMI reserves the right to change the total credits/courses.*

Courses offered in the second year fall into three categories* as follows:

Sl. No	Category	Nature	Existing Credits	Remarks
i	CORE Courses	Compulsory for all students	23	Includes 6 credits of the SIP
ii	DOMAIN 1 Courses	Selections are to be made from a set of courses offered in a specific domain of the student's choice	Minimum of 18 credits	Student chooses one domain from Marketing, Operations, Finance, IS & T, Analytics or Strategy
iii	Domain 2 and Domain 3 or Basket of Courses	Selections are to be made from a set of courses offered in a specific domain of the student's choice or from different domains.	Minimum 7 credits from a domain to be specified as Domain 2/3. Total credits to meet the minimum overall program credit requirements (i.e. 49-55 credits)	Student chooses electives from Marketing, Operations, Finance, IS & T, Analytics, Strategy, Human Resource, Foreign Languages, Humanities and Liberal Arts

The distribution shown above is as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.

Students may opt for auditing certain elective courses, on a non-credit basis. This will be subject to the consent of the respective course faculty. PGP schedules will not be altered to facilitate auditing.

The existing Auditing Policy at the Institute is as follows:
Any student desirous of auditing course(s) on a non-credit basis needs to obtain permission of the concerned course faculty in writing. Based on the permission accorded, the student will attend classes and abide by all other guidelines as stated by the faculty concerned. The course faculty can ask any student to withdraw from the audit course in case of unsatisfactory attendance/performance. On successful completion of the audit course to the satisfaction of the faculty concerned, the faculty issues a letter to the student on the Institute letterhead certifying completion of the course through audit. Audit courses will not appear in the transcripts.

Students can also pursue areas of their specific interest through the mechanism of Course of Independent Study (CIS). Under the CIS scheme, 3 credits worth of work can be undertaken in lieu of the domain 2 electives. {See Annexure – A}

The content and relevance of the courses are assessed by the Academic Areas before they are offered.

An indicative list of courses and credits for the second year is given below –

Summer Term		
Course Name	**Student Credits (*)**	**Classroom Hours**
Summer Internship	6	0
COMPULSORY		

Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
V	International Business	3	30
V	Strategy Simulation	4	20
VI	Business Leadership	2	20
VI	Humanities	2	20
VI	Society, Environment, Values & Attitudes (SEVA)	4	0
VI	Inter Disciplinary Courses (anyone)	2	20

ELECTIVES: DOMAIN – ACCOUNTING, ECONOMICS & FINANCE			
Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
IV	Commercial Banking	3	30
IV	Emerging Technologies in Finance	2	20
IV	Financial Derivatives	2	20
IV	Financial Statement Analysis	3	30
IV	Fixed Income Securities	2	20
IV	Security Valuation	2	20
IV	Financial Analytics using Python (Cross-listed with Analytics)	2	20
IV	Emerging Technologies in Managers	2	20
V	Fund Management	3	30
V	Investment Banking	2	20
V	IT in Banking and Financial Services (Cross-listed with IT domain)	2	20
V	Risk Management in Financial Institutions	2	20
V	Strategic Corporate Finance	2	20
V	Technical Analysis	2	20
VI	Alternative Investments	2	20
VI	Financial Advising	2	20
VI	Financial Modelling using Excel	2	20
VI	International Finance	2	20
VI	Student Managed Investment Course - SMIC	4	40
VI	Course of Independent Study (CIS)	3	30
ELECTIVES: DOMAIN - HUMAN RESOURCE MANAGEMENT, ORGANISATIONAL BEHAVIOUR & COMMUNICATIONS			
Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
IV	Organizational Change and Development	2	20
IV	Employment Relations & Labour Laws	2	20
V	HR Analytics (Cross-listed with Analytics)	2	20

Term	Course Name	Student Credits (*)	Classroom Hours
V	Managing Social Network	2	20
VI	Workplace Diversity Equity and Inclusion	1	10
VI	Employee Wellness in the Modern Workplace	1	10
VI	Course of Independent Study (CIS)	3	30

ELECTIVES: DOMAIN – INFORMATION SYSTEMS & TECHNOLOGY

Term	Course Name	Student Credits (*)	Classroom Hours
IV	IT Risk Management and Cyber Security	3	30
IV	Technology Consulting & Business Analysis	3	30
IV	Digital Platforms and Technology Ecosystems (Cross-listed with SGM area)	2	20
IV	Digital Transformation	2	20
V	AI for Management	3	30
V	Enterprise Resource Planning	2	20
V	IT Project Management	3	30
V	IT in Banking and Financial Services (Cross listed with AEF Domain)	2	20
VI	E-Commerce and M-Commerce	2	20
VI	Web and Social Media Analytics (Cross-listed with Analytics Domain)	2	20
VI	Cloud Computing for Business	2	20
VI	Course of Independent Study (CIS)(Cross-listed with ANT Domain)	3	30

ELECTIVES: DOMAIN – MARKETING MANAGEMENT

Term	Course Name	Student Credits (*)	Classroom Hours
IV	Consumer Behaviour	3	30
IV	Brand Management	3	30
IV	Services Marketing	3	30
IV	Sales & Distribution Management	3	30
IV	Digital Marketing	2	20
IV	Applied Marketing Strategy	3	30

Term	Course Name	Student Credits (*)	Classroom Hours
V	Integrated Marketing Communications	2	20
V	Product Management	2	20
V	Retail Management	3	30
V	Business to Business Marketing	3	30
V	BrandScan	4	0
V	Marketing Performance Metrics	2	20
V	Advanced Marketing Analytics and Research (Cross-listed with ANT Domain)	3	30
VI	Pricing Strategies	2	20
VI	Personal Selling and Sales Negotiations	2	20
VI	Marketing Strategy	3	6
VI	Customer Relationship Management	2	20
VI	Rural Marketing	2	20
VI	Social Marketing	2	20
VI	Course of Independent Study (CIS)	3	30

ELECTIVES: DOMAIN – OPERATIONS & DECISION SCIENCES

Term	Course Name	Student Credits (*)	Classroom Hours
IV	Data Visualization (Cross-listed with ANT Domain)	2	20
IV	Foundations of Business Analytics (Cross-listed with ANT Domain)	3	30
IV	Project Management (Cross- listed with SGM area)	3	30
IV	Supply Chain Models for E-commerce	3	30
V	Sustainable Supply Chain Management (Cross-listed with SGM area)	2	20
V	Applied Business Analytics (Cross-listed with ANT Domain)	2	20
VI	Course of Independent Study (CIS)(Cross-listed with all Areas)	3	30

ELECTIVES: DOMAIN – STRATEGY & GENERAL MANAGEMENT

Term	Course Name	Student Credits (*)	Classroom Hours
IV	Project Management (Cross-listed with ODS Area)	3	30

Term	Course Name	Student Credits (*)	Classroom Hours
IV	Strategic Consulting	3	30
IV	Digital Platforms & Technology Ecosystem (Cross-listed with IST Area)	2	20
V	Managing Strategic Networks	2	20
V	New Venture Planning	2	20
V	Sustainable Supply Chain Management (Cross-listed with ODS Domain)	2	20
VI	Course of Independent Study (CIS)	3	30

EELCTIVES: DOMAIN – ANALYTICS			
Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
IV	Data Visualization (Cross-listed with ODS Domain)	2	20
IV	Foundations of Business Analytics (Cross-listed with ODS Domain)	3	30
IV	Financial Analytics using Python (Cross-listed with AEF Domain)	2	20
V	Applied Business Analytics (Cross-listed with ODS Domain)	2	20
V	AI for Management (Cross-listed with IT Domain)	3	30
V	HR Analytics (Cross-listed with HROBC Domain)	2	20
V	Advanced Marketing Analytics and Research (Cross-listed with MKT Domain)	3	30
VI	Web and Social Media Analytics (Cross-listed with IS Domain)	2	20
VI	Course of Independent Study (CIS) (Cross-listed with IT Domain)	3	30

ELECTIVES: DOMAIN – INTER-DISCIPLINARY			
Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
V	Cross-Cultural Management	2	20
V	Negotiation Skills	2	20
VI	Game Theory	2	20
VI	Mergers and Acquisitions	2	20

Student credits are based on both classroom hours & non-classroom hours

HRM 6015 - Business Leadership – 2 Credits

INTRODUCTION

Leadership is a convergence of knowledge, passion, attributes, practice and experience. As all of you get into the Corporate World, you will be practicing leadership, knowingly and unknowingly, using available knowledge and experimenting with solutions in the real world. It is a myth that one has to be a CXO or equivalent to be a leader in Business. Leadership in different formats are necessary for a healthy personal, professional and organizational world, at all stages of one's life. In recruitments, promotions and lateral movements, you will be tested for your leadership potential in addition to managerial abilities. Can leadership be taught and learned? The answer is most definitely 'YES'. This course is designed to provide you a few relevant aspects of leadership at your stage of life. This is not a master list. It intends to arouse in you the curiosity and desire to explore the topic further. It also encourages you to apply the learnings to deal with situations.

HRM 1002 - Organizational Change and Development – 2 Credits

INTRODUCTION

Rightly goes the saying- change is the only constant of life. Organizations are not debarred from this doctrine as well. Every Organization faces the challenges and pressures to survive and survival needs constant and continuous change and adoption. In this course, students are expected to explore, internalize and discuss the concepts and processes involved in a change management process.

Specific inputs on need and nature of change, managing change and measuring change in the context of diversified and unpredictable situations will be provided. Also students will get familiarised with various methods for change and the process steps for change in an organization. The course is planned in a manner to orient the students to contemporary business situations and environments.

HRM 1003 - Employment Relations & Labour Laws – 2 Credits

INTRODUCTION

Employment Relations as a discipline deals with the dynamics of Employee Relations (ER) as well as of the Industrial Relations (IR) in a liberalized, deregulated, and global environment. While Employee Relations focuses on the individual-organizational relationship in the context of employment contract, the rights, duties and obligations of employers and employees, Industrial Relations focuses on interactive dynamics of Collective Representation, Collective Bargaining and Collective Action and the relevant laws and regulations applicable for the governance of this institutional relationship.

Employment relationship is given shape in a permanent system of negotiations since a formal employment contract cannot be expected to define the relationship between price and performance in detail.

Thus, this course attempts to provide holistic and comprehensive perspective on the current trends in ER and IR and equip the participants with the knowledge of legislations, rules, regulations and systems that are required for managing the

employment relationship in the 21st Century.

HRM 6016 - Negotiation Skills – 2 Credits

INTRODUCTION

This course endeavours to provide insights into the challenges faced during negotiations encountered at different levels and in various contexts. It looks into possible applications that could help better manage the negotiation through discussions, exercises and inputs from practitioners.

HRM 1005 - Workplace Diversity Equity and Inclusion - 1 Credit

INTRODUCTION

Diversity is about acknowledging the presence of perspectives in a group. While Equity is the act of demonstrating fair treatment and giving everyone in a group access to opportunities. And, Inclusion is about feeling welcomed, valued, and heard. Organizations that incorporated Diversity, Equity, and Inclusion have reported higher levels of employee retention, increased job satisfaction, higher levels of trust, and higher employee engagement. Diversity alone is inefficient because an employee's sense of belongingness (inclusion) and experience of fairness (equity) is critically important. This course will help one understand the importance of Diversity, Equity, and Inclusion in the workplace.

HRS 6017 - Cross Cultural Management – 2 Credits

INTRODUCTION

Cross-cultural management context currently underpins both local and multinational organizations in the contemporary globalized context. Given the strong impact of cross-cultural understanding on managerial success and failure, this course endeavours to develop sensitivity to and appreciation for the cross-cultural context of management. Looking at the significance of cross-border movements and increased physical and virtual interactions across the borders, the course also looks into important dimensions of expatriate management and important issues related to cross-cultural team management.

HRM 1006 - HR Analytics - 2 Credits

INTRODUCTION

HR analytics also known as people analytics is being used by top organizations in the world. Numbers rarely talk but if one analyses these numbers, you can tell get insights into different HR process. HR analytics can be split into descriptive, predictive and prescriptive analytics. It is essential to understand the business and come up with solutions which are not only effective but also efficient. Analytics has become an integral part of decision making in organizations today. This course will help students understand the basics of analytics, problems in implementing analytics along with tools that can be used for analytics.

HRM 1007 - Managing Social Network - 2 Credits

INTRODUCTION

Working in organizations revolves around being part of both formal – official position, titles, and identity associated with the same, and informal networks – colleagues, friends, and indifferent colleagues. Bulk of what we do, or what we get done from others, is through using informal networks. Thus, either we influence or get influenced by informal networks. Therefore, identifying once own position and the position of other crucial members in once own informal social network is crucial to manage and being managed by such networks. This course thereby also covers

a few aspects of influence, leadership, and change management that can be resolved using social networks. The course also creates a management consulting opportunity for students who are familiar with various aspects of social networks; tools to map, visualize, and identify key individuals; and diagnose key features of organizational networks.

HRM 1008 - Employee Wellness in the Modern Workplace - 1 Credit

INTRODUCTION

In the rapidly evolving landscape of modern business, the concept of employee wellness has transcended beyond a mere organizational perk to a fundamental component of workplace strategy. This course, "Employee Wellness in the Modern Workplace," is designed to address the increasing relevance of wellness programs in light of the challenges posed by contemporary work environments. This course delves into the intricacies of wellness initiatives, recognize that sedentary lifestyles, often exacerbated by today's work culture, significantly contribute to the rise of chronic illnesses among employees. These health issues not only affect the personal well-being of individuals but also have profound implications for employers, including increased healthcare costs and lost productivity.

The course aims to equip students with the knowledge and tools necessary to design, implement, and evaluate effective wellness programs. Chronic illnesses, such as diabetes and heart disease, are not just personal health issues but also organizational challenges, leading to higher absenteeism, reduced employee engagement, and diminished productivity. These factors collectively underscore the cost of illness for employers, both in financial terms and in terms of human capital.

MKT 6022 - Applied Marketing Strategy - 3 Credits

INTRODUCTION

By end of this course the student should be able to understand the strategic and holistic aspects of marketing, their practical implications in real world. This course is positioned as a capstone course in marketing. This course will encompass various marketing function in various industries settings in action. More so, this course goes in depth of different marketing functions and its implantation in real world. The course then focuses on the marketing analysis which is central to the strategy. Further, this includes marketing driving activities and integration with the corporate strategy issues. The real-world experience-based case studies, exercises, and simulation in Indian context will be used to explain the marketing actions within strategic framework.

MKT 6009 - Sales and Distribution Management - 3 Credits

INTRODUCTION

Sales and Distribution (S&D) Function has the onerous, if glamorous, responsibility of achieving topline revenue target by acquiring and retaining customers in a competitive context. S& D function plays a critical role in the development of long-term product and business strategy and creating channel and manpower competency and capacity. This course is intended to enable students to learn the principles in designing, dimensioning, managing, and evaluating the sales team and channel in different product/market context.

In analyzing a channel/sales situation we will create a framework to list the qualitative and quantitative factors and demonstrate how to weigh the qualitative factors in designing policies or taking

decisions. The course is designed to provide a deep analytical perspective on channel cost/value add to highlight the application of science in key decision areas. The course is designed to bring perspectives of the organization, channel manager, and channel owner and prepare the students for responsibilities in middle-level sales management jobs.

MKT 6005 - Digital Marketing - 2 Credits

INTRODUCTION

Digital marketing is the process of creating shareholder value by capitalizing on the opportunities offered by the internet and its associated technologies. Marketing experts are using the tools of the internet to both identify new customers as well as maintain a relationship with the existing customers. As customers of today use the Internet to take the bulk of their purchase decisions without interacting with the selling organization. Business enterprises need to adapt to the new reality of

- Customer with choice, knowledge and buying power
- Fiercely competitive markets
- Breaking down of entry and exit barriers

This course will cover digital marketing and advertising channels and focus on the strategies for successful planning and analysis.

MKT 6004 - Brand Management - 3 Credits

INTRODUCTION

This course focuses on the management of products, specifically on brands, in the marketing setup of a company. Brand-focused management has assumed importance in the background of more intense competition among brands in the market and due to the need for more focused support for each brand in the company. Products are generic and

tangible expressions, while brands are a product's tangible and intangible expressions. Brands tell consumers about their origin, identity, personality, culture, and values in addition to the functional utility that it offers. A brand very specifically expresses a product through a name. Brand management, hence, consists of creating tangible and intangible assets in a product to the customers' satisfaction by fulfilling their needs. It also means being strategic to be more effective than the competition. Brands allow the company to differentiate a product through its tangible features and make it stand out and distinct from the competition. A key branding task involves giving a product an appropriate name to make it distinct and easily identifiable. The name and the tangible and intangible dimensions added over a period of time create a unique aura around each brand. This task of consciously and consistently nurturing a brand favorably and positively in the mind of the consumer is called Brand management.

MKT 6006 - Consumer Behaviour - 3 Credits

INTRODUCTION

The course on consumer behavior provides students with in-depth knowledge of the fundamentals of consumer behavior with emphasis on the consumer in the marketplace, consumers as individuals, consumers as decision makers, and consumers as influenced by culture and subculture. It emphasizes the process of consumer choice and the implications for marketing efforts in businesses. Organizations are constantly gearing up to assess their customer needs accurately with an intention to make effective decisions on what markets to target and the variety of product/service offers to them. Therefore, this course, in this rapidly changing market place, assists managers to have an effective understanding of the

current & future needs of the market place and the related behavioral factors influencing them.

MKT 6003 - Services Marketing - 3 Credits

INTRODUCTION

Services have become an integral part of the economy in both developing and developed countries. One of the main parameters of development is the share of services in a country's Gross Domestic Product (GDP). Understanding and delivering superior services is the key to flourishing in a service economy. Also, marketing services are different from marketing products. The 4 I's (characteristics) of services viz. Intangibility, Inventory (Perishability), Inconsistency (Heterogeneity), and Inseparability differentiate them from products and thus make the marketing of services more challenging.

MKT 6002 - Business to Business Marketing - 3 Credits

INTRODUCTION

The course includes an overview of business-to-business (B2B) marketing with a focus on challenges and opportunities associated with it.

MKT 6010 - Retail Management - 3 Credits

INTRODUCTION

Retail in India has been evolving over the last decade from being largely unorganized to one which has attracted the major corporates like Reliance, Tatas, Birla's, Bharti Group etc. As a sector it comprises about one fourth of the Indian economy and impact many other industries including agriculture, FMCG and manufacturing. Retailing links producers to the consumers and hence it assumes a strategic importance in today's competitive marketplace. Retail flourishes in the wealthy and populous regions of the

world. The objective of this course is to critically analyze the retailing process, the environment within which it operates, and the institutions and functions that are performed. Participants of this course would be able to understand and appreciate a wide array of issues, activities, and strategies that constitute the field of Retail Management.

MKT 6020 - Marketing Performance Metrics - 2 Credits

INTRODUCTION

The marketing function is regularly critiqued for seeking significant organizational resources but not measuring the short-term effects and long-term outcomes of outlays. This has led to a credibility problem for the marketing function. To overcome this weakness, marketing professionals need tools and frameworks to carefully examine the rationale and impact of their decisions. These tools can increase the quality of day-to-day decision making and marketing strategy formulation. Understanding performance metrics and using them appropriately is the central theme of this course. In today's day rich world performance dashboards are continuously flashing in front of managers, this course is about creating and leveraging such dashboards for enhancing the performance of the marketing function.

MKT 6012 - Brand Scan - 4 Credits

INTRODUCTION

BrandScan is a practice and experiential course. This is a course that is planned and executed in different stages and steps. The students take up live projects from companies and work on them to solve real-life business problems. Most of the projects are marketing related aimed at collecting data and information regarding products (both tangible goods as well as

services) and their market decisions, the success & failures of such decisions, consumer profiles, consumer buying behavior and consumption patterns, business environment status, the performance of competing products and brands, etc.

This is a student-driven course, where students are divided into groups around the projects. This course has three phases: In the first phase, the participating students plan and design the study and develop the questionnaire. Secondly, students are required to collect data from the target respondents. Lastly, students analyze the data, prepare a report and present the findings and recommendations to the organizations and the Faculty Mentor.

MKT 6021 - Product Management - 2 Credits

INTRODUCTION

It is said that a Product Manager is not just a manager of a 'product' but mostly acts like a 'mini CEO' – being responsible for product creation, launch, margin, sales, people, consumers, competition, markets, etc.

This course is designed in a way to make the students 'industry ready' by combining the theory and the application part in a FMCG setup. The course will attempt to link how the basic consumer's need triggers new product ideation, execution (including stage gate), packaging, communication, pricing, sales and monitoring. The course would include relevant industry examples / cases and explain how they are applicable from a product manager's perspective.

MKT 6015 - Integrated Marketing Communications - 2 Credits

INTRODUCTION

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

MKT 6017 - Customer Relationship Management - 2 Credits

INTRODUCTION

One of the most critical success factors in the contemporary business environment is the ability to acquire and retain customers. In this current business scenario, one of the most critical competencies of an organization is managing relationships with its customers. In this situation, the discipline of Customer Relationship Management (CRM) is helping organizations successfully implement their strategies which are aimed at winning and retaining customers profitably. It is also helping businesses shift to a long-term relationship mode such that the interactions are mutually profitable for both customers and companies. The objective of this course is to illustrate the utility and application of Customer Relationship Management, a strategy that leverages marketing knowledge and advanced technologies for acquiring and retaining customers at a profit.

MKT 6014 - Marketing Strategy - 3 Credits

INTRODUCTION

Marketing Strategy is a capstone course in marketing that enables students to get first-hand experience in formulating and

executing segment-based positioning strategies. It is intended to make students apply the concepts they learned in various courses in a dynamic situation and learn from the experience and reflection to internalize such learning. The basic aim of the course is to facilitate students to cognitively learn the science of strategy formulation and the related aspects of implementation and the art of converting the formulated strategy into actionable programs and activities. Hence, this course will be entirely conducted through Markstrat Simulation.

MKT 6013 - Personal Selling & Sales Negotiations – 2 Credits

INTRODUCTION

Personal selling is a unique element of marketing which not only creates awareness and provide information about the features of the products but also adopts individualistic approach that is designed to meet specific need of prospects and specific market segment. Personal selling plays a vital role of creating direct contacts and/ or interactions between customers and sellers/producers as well as enhances a firm's productivity. Productivity is the act of enhancing customer relationships, customer retention and increase in sales volume of a firm. Personal selling remains a cornerstone that assists firms to build strong customer relationship; increase in sales volume, customer retention, understanding the needs, taste and preferences of customer, stimulating demand of a firm's products. Virtual selling is now in vogue in most countries due to the post pandemic constraints.

MKT 6023 - Pricing Strategies – 2 Credits

INTRODUCTION

Pricing is one of the most important decisions that businesses make in their efforts for profit maximization. This "P" among the 7Ps of marketing which when effectively managed brings revenue and profit to the firm in a significant manner. The course is a foundation for effective pricing decisions by teaching key economic, analytical, and behavioral concepts associated with costs, customer behaviour and competition. In addition, advanced pricing techniques that aim to create additional value are introduced to the students.

MKT 6016 - Rural Marketing - 3 Credits

INTRODUCTION

This course seeks to introduce participants to the exciting world of rural marketing. The rural markets in India consist of a diversity of actors, ranging from the government, and private sector to civil society interventions. The actions of these actors create a rich ecosystem with interesting intersections, this course introduces participants to the objectives, actions, and impact of these actors. It is vital that we approach rural citizens both as consumers and producers; The role of rural marketing as a tool for wealth creation and poverty eradication is the underlying theme of this course. Course participants are encouraged to appreciate the linkages between production and consumption.

MKT 1002 – Social Marketing- 3 Credits

INTRODUCTION

This course provides a theoretical as well as applied perspective on the application of marketing principles and techniques to social causes and campaigns. The traditional theoretical framework of marketing is broadened to create, communicate, and deliver value to influence target audience behaviors that benefit society as well as the target audience in the areas such as road safety,

sanitation, public health, education, environment and sustainable lifestyles. The focus of the course is on voluntary behavior change for creating and enhancing social good.

MKT 1003 – Advanced Marketing Analytics and Research - 3 Credits

INTRODUCTION

Great marketing decisions are typically based on the sophisticated analysis of timely in-depth consumer, competitor, and environmental information. Firms operate in an increasingly challenging business environment, with greater competition, more informed customers, and rapidly changing market trends. Simultaneously, there has been an exponential growth in data generated from internal and external databases, store scanners, customer transactions, web navigation, online search, and more recently, social media but most companies do not know how to best use this data. Thus, it is imperative that all marketing professionals understand the data available to them and how to most effectively make use of it.

Advanced marketing research and analytical tools and techniques are developed and applied to real-world business decisions. Major emphasis is placed on developing an understanding of the data available to marketers, its uses and limitations, and the tools and techniques for predicting and measuring the effectiveness of a company's marketing efforts. Analytical, critical thinking and technology skills will be enhanced throughout the course.

This course will introduce students to state-of-the-art marketing analytics and will demonstrate how to practically apply these analytics to real-world business decisions. Students will develop an understanding of the data available to marketers, its uses and limitations, and be

exposed to methods for measuring performance of marketing efforts. Students will acquire hands-on experience with tools and software, marketing metrics, business intelligence and modeling techniques, and web/social media measurement tools.

MGT 6020 - Strategic Consulting - 3 Credits

INTRODUCTION

This course is designed to provide an overview of (a) the role of a strategy consultant, and (b) the nuances of organization consulting issues. This course will introduce the participants to the aspects of strategy consulting from both perspectives - the client and the consultant - with an objective of learning how to develop a symbiotic and hence, productive partnership. The course would engage the participants in deliberation, debate, and application of the strategy and consulting concepts and frameworks using business cases. This course places significant emphasis on participants' ability to think critically and to articulate - verbally and in writing. The course would entail application of concepts through case examples and would require participants to make pragmatic suggestions of actions an organization should take in a case situation.

MGT 6022 - Managing Strategic Networks - 2 Credits

INTRODUCTION

In today's dynamic world, given the velocity of change, the intensity of competition, and the resource constraints that organizations face, nobody can do everything internally. Firms aim to develop various strategically focused cooperative relationships to achieve their objectives. Organizations recognize that their success depends not just on what they can do but also on the capabilities they can leverage

by partnering with other firms. To stay ahead, firms utilize various powerful but often risky inorganic strategies for growth in the hopes that they can "plug and play" with entities to obtain the required resources to compete effectively. Therefore, collaborations have become an important source of competitive advantage for organizations. While strategic partnerships can help organizations scale their investment, talent, and other resources needed to drive competitiveness, profitability, and growth in today's hyper-connected economy, these collaborations are also complex in nature and come with risks. To guard against the risks and capitalize on important growth opportunities, firms need to understand the factors that lead to successful collaborations, how they can become and select superior partners, and how to manage their relationships over time. This is why organizations, no matter their size, need to know how to create effective collaboration strategies.

MGT 1001 - New venture planning - 2 Credits

INTRODUCTION

This course is designed to create an entrepreneurial mindset among students. Hence, they are better prepared to contribute to ideating, commercializing, structuring, and managing the growth of start-up firms/ new ventures. This course is designed to motivate the students to be part of the entrepreneurial ecosystem and to inculcate in them a thinking process that will enable them to contribute to the sustainability and growth of new ventures. Entrepreneurship in this course would be viewed from a firm perspective.

The course would be particularly appropriate for participants who plan to a) start a new venture or get hired by a new venture in a position of strategic importance; b) be a management

consultant whose practice focuses on the activity of new ventures; c) be an investment professional who has to evaluate the potential of start-ups for investment, or has to guide start-ups; d) do research in new venture founding and growth; e) work on any other aspect of entrepreneurship or has interests in building the ecosystem for entrepreneurship.

MGT 6014 - International Business – 3 Credits

INTRODUCTION

The increasing globalization of the marketplace affects all businesses, large or small. Even organizations that are not directly involved at an international level are affected in their domestic operations by global events and by the business activities of foreign entities. While the markets, resources, and supply chains become more global, the national differences across borders and geopolitical tensions make the global business environment complex, heterogeneous, and uneven. In addition, the outbreak of Covid-19 in 2020 put up unique and enormous challenges to the governance of global businesses across the spectrum. Therefore, students must learn about international business systems and their global challenges and opportunities to become influential decision-makers.

This course provides students with a thorough understanding of the concepts and practices of international business. By taking a global perspective, with extensive hands-on decision-making, the course covers a wide range of topics that aim to integrate strategic management perspectives with that of international business and enables students to become familiar with leading practices in the field. Among other, the course covers topics such as trade and FDI, national and

institutional differences, political risk and contemporary processes of regionalization, internationalization as a strategy process, entry mode choices, governance of the value chain of multinational enterprises, inter-firm relationships, and internationalization trajectories of emerging market multinationals.

The three components of the course are (a) lectures, data analyses, and discussions on contemporary global business issues, (b) CESIM Global Challenge simulation involving an automotive manufacturer with global production facilities addressing developed and developing markets, (c) X-Culture project that provides students with an opportunity to learn international business and teamwork through IB experience and involves working on real international business challenges presented by actual companies – in a team where team members are in different countries.

MGT 6010 - Strategy Simulation – 4 Credits

INTRODUCTION
Strategy Simulation (STSM) is a capstone course for the postgraduate program in management. This course enables students to conceptualize, plan, and implement strategy for a firm by integrating key functional areas of Innovation, Marketing, Operation, Human Resource Management, and Finance. This integrative understanding facilitates learning of the diverse perspectives of a firm represented by various theories/models/frameworks, and how creating linkages among these perspectives help to achieve the unifying goals of a firm. The students are expected to apply functional and strategic management theories to scan the external and internal environments, formulate a sound strategy, plan its execution, take

appropriate decisions during the process of execution, and achieve competitive advantage over the other market players. Application of the theoretical knowledge in a real-world simulated environment adds great value in terms of providing experiential learning. Learning-by-doing not only prepares students for starting their career at the workplace, but also ensures that the learning is for life.

FIN 6002 - Commercial Banking – 3 Credits

INTRODUCTION
This course examines the role of commercial banks in an economy. It highlights the basic principles of commercial bank management. The course profiles the financial services provided by commercial banks and the Basel capital regulation and issues related to managing assets and mobilizing funds. The course will focus on applying the principles outlined to commercial bank operations in the context of India.

FIN 6023 - Emerging Technologies in Finance - 2 Credits

INTRODUCTION
This course aims to introduce concepts and applications of one of the most sought-after trends today i.e. FinTech (Financial Technologies). Banking and Financial Services industry is on the cusp of significant changes led by technological interventions with the key differentiating factors such as: regulatory support, pace of adoption by end users and pace of technological change in various countries. Young management graduates joining the industry are expected to have basic knowledge and conceptual understanding about FinTech trends, from tactical as well as strategic perspective. This workshop aims to deliver this level of understanding among students.

FIN 6004 - Financial Derivatives – 2 Credits

INTRODUCTION

This course is a foundation course on Options and Futures that will cover the entire gamut of forward contracts, futures, options products and markets. The course does not pre-suppose any knowledge of the subject, and all that is expected is that the student be comfortable with the fundamental principles of finance. Derivatives are based on underlying assets or portfolios of assets.

FIN 6022 - Financial Statement Analysis – 3 Credits

INTRODUCTION

Financial Statements are the basis for many decisions taken by the stakeholders of the company. Therefore, it is important to develop ability to interpret the information provided in the financial statements for better decision making.

The activities of an enterprise can be broadly classified into Operating, Investing and Financing. While presenting the information in the financial statements representing each of these activities, the management exercises specific choices from various alternatives available in the Accounting Standards (IND AS). This course helps understand and evaluate those policy choices made by the management in specific circumstances.

This course is aimed at a student who has already undergone a basic course in Financial Accounting and therefore has the necessary skill set for preparing a complete set of financial statements with relevant notes/explanations.

FIN 6006 - Fixed Income Securities – 2 Credits

INTRODUCTION

Fixed income securities, comprising both debt instruments and money market instruments, represent a very significant portion of financial market. Depending upon the nature of entity, it has varied relevance in both parts of Balance Sheet i.e. Assets and Liabilities. It is imperative for a student of Finance to get adequate exposure to this topic, from the perspective of a future career in Finance. The course will involve a reasonably higher degree of computational Finance and analytical applications. In practice, we will begin from first principles. Thereafter it will have both its backward linkages (Qaunt, Macro Economics, Excel Applications etc) and forward linkages (Treasury Management, Financial Derivatives, ALM,Risk Management etc) to the other courses of MBA.

This course, as the name suggests, deals with the entire gamut of Fixed Income Securities and to some extent Fixed Income Derivatives along with respective segment of Risk Management. A focused approach to practical aspects of its usages by various entities (Bank, Primary Dealer, Corporate, Mutual Funds, Insurance Companies, Super Annulation Funds, FPIs, Retail Users, Family Offices etc) would be undertaken. There would be measured input of Regulatory Aspects (RBI, SEBI, MoF, IRDA, PFRDA, Ministry of Labour etc) , Self Regulatory Associations (SRAs like FIMMDA, AMFI Etc) , Market Infrastructure (CCIL, Exchange, Clearing house) and Various Intermediaries (Merchant Banker, Broker, Rating Agency, Trustee etc) , At the completion of this course, the students should have developed a good understanding of the Fixed Income Markets, issues related to Fixed Income Markets, Fixed Income Products and its criticality for an entity on both sides of Balance Sheet. The students should also be reasonably proficient on

the related quantitative techniques that are used in the design, pricing as well as analysis of such instruments. The course will involve extensive use of Excel and students should be in possession of a laptop at all times.

FIN 6005 – Security Valuation – 2 Credits

INTRODUCTION

The ability to value any asset is an essential skill for any finance manager. Proper estimate of asset value helps managers to take investment decisions in wide ranging areas of corporate finance to portfolio management. Even though the utility of asset value varies under different settings the fundamental precepts underlying valuation remain similar across these settings making the techniques of valuation invaluable. This course intends to acclimatize the students with the concept of firm value and various valuation techniques. The course predominantly focuses on fundamental analysis and valuation of firm's equity. Students will primarily study the discounted valuation and relative valuation techniques and their application under different settings**.**

FIN 6029 – Fund Management - 3 Credits

INTRODUCTION

The focus of this course is to prepare students for a career in Fund Management. This course is designed keeping in mind various skill-sets required for a buy-side analyst working for Mutual Fund / Wealth Management firm and therefore the emphasis on hands-on approach to Portfolio Selection, Asset Allocation and evaluating various Alternative Investments.

Although review of calculus and matrix algebra shall be done through the course (to the extent required), the onus is on the student to familiarize himself with the nuances. The course being empirical in nature, student will have to demonstrate data handling skills using MS Excel, VBA and one of the econometric platforms such as R. Familiarity with Mathematics at Higher Secondary level & Matrix Algebra and appreciation / aptitude for any programming language is a pre-requisite.

FIN 6015 – Investment Banking - 2 Credits

INTRODUCTION

This course (done over 16 sessions) is aimed at providing basic knowledge of Investment Banking as is practiced world over. Investment banking plays a crucial role in today's business world by facilitating various financial activities, such as raising capital, providing financial advisory services, facilitating mergers and acquisitions, trading securities, etc. It helps companies access funding for growth, navigate complex financial transactions and corporate restructuring, and optimize their strategic decisions.

The course will be unfolded through lectures and contemporary case studies on various aspects of Investment bankers. To make the students understand the issues involved in practical investment banking students are required to undergo a project / case study to master the concepts in the real time scenario & also by using real-time data.

FIN 6028 - IT IN Banking & Finance Services - 2 Credits

INTRODUCTION

Digital and Information Technology has become foundational to the working, growth and survival of Businesses, Institutions and Governments. In this backdrop, students of Management must understand and appreciate the dynamics of the design and application of technology in the Banking and financial service space, which is at the forefront of adoption of technology in all spheres of working. Both

Consumer and Corporate Banking landscape is studded with technology. Young Bankers joining the industry are expected to have basic knowledge, understanding and familiarity about the structure and functions of IT enabled Banking products /services and application of IT from tactical as well as strategic perspective. Additionally, Fintech companies are reimagining and redefining the Technology space with innovations and disruptions. The way Fintech companies operate is a must to understand by the students

This course aims to introduce concepts and applications of Information Systems and Technology and Operation of FinTech's to the students of MBA.

FIN 6020 – Risk Management in Financial Institutions - 2 Credits

INTRODUCTION

Financial Institutions have been making great advancements in terms of its reach. Globalization and Liberalization have lead to a paradigm shift in Financial Institutions. It has been ably supported by improving technology that has helped in reducing of geo-physical barrier. The needs of the users has been ever changing giving birth to new types of products, financial transactions and delivery channels. Despite various prudential measures initiated, the sector has had its share of crisis and failures. Sovereigns and Regulators across the Globe have been redesigning the architecture and have been initiating various regulations and measures to increase safety, efficiency and transparency in the Financial Institutions System.

FIN 6012 – Strategic Corporate Finance - 2 Credits

INTRODUCTION

Finance has two main areas: corporate finance and investments. This paper is the advanced course in financial management and follows on from the materials covered in Financial Management I & II. This paper will cover many topics that were previously covered in that introductory course in more depth. We will also endeavour to make practical application of theories and concepts. The use of case studies will be a key element in conveying the practice of financial management in the "real" world.

FIN 6024 – Technical Analysis - 2 Credits

INTRODUCTION

Technical Analysis is a methodology applied in trading/investing/ cross-asset portfolio management which helps explain the gap between the intrinsic value of a security and its market price and generate alpha by attempting to bridge such a gap. Technical Analysis creates something called an "information value" and it is a bid to capture the alpha arising out of this not-so-apparent information that has led to the more recent surge in quant-driven and algorithmic trading funds.

FIN 6031 – Alternative Investments - 2 Credits

INTRODUCTION

Students of business schools will be very comfortable with financial products such as debt, equity, derivatives, and foreign exchange by the end of the two year MBA program. But of late, other instruments have appeared on the financial horizon, which are referred to as Alternative Investments. This course will address such instruments.

We will commence with a focus on commodity markets, and the uses of commodity derivatives. Mortgages, mortgage-backed securities, real estate investment trusts (REITs), and collateralized loan obligations (CLOs) are

the next focus of attention. The third segment of the course looks at private debt, private equity, and the structure and role of hedge funds. The course will include with a study of Environmental, Social and Governance (ESG) issues, and climate financing.

FIN 6003 – Financial Advising - 2 Credits

INTRODUCTION

This course builds on the term 3 course 'Selling of Financial Products' where the basics of financial advising and products were discussed. Here, the students will get a deeper understanding of behavioral aspects in advising and planning, the personal tax related issued in planning, and finally, hands-on practice of the process of financial advising including insurance planning and retirement planning. The last portion mentioned before will be taken by a visiting faculty with experience in this area and will help put together the concepts learned so far, including helping the client set financial goals, understand the behavioral issues, use excel to create a financial plan and so on.

FIN 6017 – Financial Modelling using Excel - 2 Credits

INTRODUCTION

Managers are expected to analyze data and model spreadsheet-based solutions for various business problems. Microsoft Excel is the most popular tool for spreadsheet-based modelling and continues to be widely accepted by the industry. In this course, the participants learn to analyze a variety of business problems with the help of Excel application. In the process, participants will learn the best practices in modelling using Excel spreadsheets and develop models to help with financial decision making in a business context. Emphasis

will be on quantitative skills, critical thinking, spreadsheet construction and data analysis. At the end of the course, participants will be better equipped to construct spreadsheet-based models for data analysis and to solve real business problems.

FIN 1001 – International Finance - 2 Credits

INTRODUCTION

Leading multinational firms and new, rapidly growing enterprises are accessing markets across borders in more cost-efficient ways than ever before. For some organizations, mismanagement of risk arising from cross border transactions has proven to be their downfall. Other firms, meanwhile, have structured their operations such that managing foreign exposures and leveraging capabilities in developing markets have become central to their overall success.

The program teaches students how to evaluate their most central financial decisions that occur across borders and in markets considerably different from their own. Participants leave the course with an analytic framework for understanding the dynamics of foreign exchange markets and management of foreign exchange risk.

FIN 6019 – Student Managed Investment Course - 4 Credits

INTRODUCTION

Learning about Valuation of Securities and Portfolio Management is one thing, but implementing those learnings is altogether a different experience. While the standard Investment Management course teaches you the nuances of stock selection and portfolio management, a hands-on experience of managing this entire process takes the learning to the next level.

TAPMI provides a unique opportunity to students to undergo this experiential

learning of Stock selection and Portfolio Management through the Student Managed Investment Course which would be spread over Terms V to VI.

FIN 6016 - Mergers and Acquisitions – 2 Credits

INTRODUCTION

This course focuses on the strategic, financial, legal and stakeholder aspects in mergers and acquisitions. The course comprises of modules on exploring and responding for inorganic growth routes, value drivers and target valuation, deal structure and transaction closure, legal, accounting, tax and people aspects of M&A.

ITS 6007 - Digital Transformation – 2 Credits

INTRODUCTION

Digital transformation involves the integration of digital technology into all areas of business, fundamentally changing how organizations operate and deliver value to customers. This course explores the strategies, challenges, and impacts of digital transformation on business processes and models. Students will examine case studies of successful transformations and learn about emerging technologies that drive digital change, including AI, IoT, and blockchain.

ANT 6009 - Data Visualization – 2 Credits

INTRODUCTION

Data visualization is a crucial skill in the modern analytics toolkit, allowing analysts to effectively communicate complex data insights through graphical representations. This course covers the principles and practices of data visualization, focusing on techniques to create clear, effective, and visually compelling charts, graphs, and dashboards. Students will learn to use leading visualization tools and software to analyze and present data in a manner that facilitates decision-making and storytelling.

ANT 6010 - Foundations of Business Analytics – 3 Credits

INTRODUCTION

Business analytics involves using data analysis and statistical methods to drive business decisions and actions. This foundational course provides an overview of key concepts, tools, and techniques used in business analytics. Students will learn about data collection, data cleaning, exploratory data analysis, and basic statistical and machine learning methods. The course emphasizes practical applications of analytics in various business contexts to enhance decision-making and strategy formulation.

ITS 6012 - Digital Platforms and Technology Ecosystems – 2 Credits

INTRODUCTION

Digital platforms have attracted increasing attention in recent years. Some of the most-valued firms in the world (Amazon, Alibaba, Facebook, and Google) are platform businesses with short histories. At the other end of the spectrum, many long-lived traditional companies are considering the adoption of platform thinking to improve performance. An example is General Electric (GE), listed on the Dow Jones Industrial Average about 120 years ago, which has invested significantly in platforms for the industrial Internet of things.

While most people still use the word "industry" to refer to groups of firms performing similar activities and competing or co-operating with each other, it is less and less aligned with the way firms think about themselves in the digital economy. Firms see their role less in industries and more in business

ecosystems. Business ecosystems are made up of organizations and customers working together to create and sustain markets and products. The coevolution of the system is typically reliant on the technological leadership of one or two firms that provide a platform around which other system members, providing inputs and complementary goods, align their investments and strategies. A platform provides common standards, interfaces, and tools to leverage core technologies to increase the productivity and profitability of a company, a set of companies, or users. This course aims to introduce the students to both the fundamental as well as some advanced aspects of platform businesses and platform competition. Beginning with the economic fundamentals of platform businesses (such as demand- and supply-side economies of scale, network externalities, increasing returns, envelopment, and information goods), this course will then help the students distinguish between traditional (pipeline) and platform businesses. Building on this, the students will then explore aspects such as platform architecture (design principles), disruption of traditional industries using platform business models, key strategies to build and launch a successful platform, monetization of value created in platform businesses, common mistakes that are responsible for platform failures, governance, and regulation of platforms, and what the future holds for platform businesses.

ITS 6001 - Technology Consulting and Business Analysis - 3 Credits

INTRODUCTION
IT consulting and business analysis involve providing expert advice to organizations on how to leverage information technology to achieve their business goals. This course covers the methodologies and best practices for IT consulting, including

stakeholder analysis, requirements gathering, and solution design. Students will develop skills in business process modeling, systems analysis, and project management to effectively consult and analyze business problems.

ITS 6002 - IT Risk Management and Cyber Security - 3 Credits

INTRODUCTION
In an increasingly digital world, managing IT risks and ensuring cybersecurity are critical for organizations. This course provides an in-depth understanding of IT risk management frameworks, strategies for identifying and mitigating risks, and best practices for protecting information assets. Students will learn about various types of cyber threats, security technologies, and regulatory requirements to develop comprehensive risk management and security plans.

ITS 6009 - Emerging Technology for Managers - 2 Credits

INTRODUCTION
Emerging technologies such as artificial intelligence, machine learning, and blockchain are transforming industries and creating new business opportunities. This course introduces managers to these technologies, focusing on their potential applications and implications for business strategy and operations. Students will explore the fundamentals of emerging technologies, analyze case studies of their implementation, and discuss the future trends shaping the business landscape.

ITS 6014 - AI for Management - 3 Credits

INTRODUCTION
Artificial intelligence (AI) is revolutionizing business operations and decision-making processes. This course provides an overview of AI concepts, techniques, and applications in management. Students will

learn about machine learning algorithms, natural language processing, and predictive analytics. The course emphasizes practical applications of AI in various business functions, including marketing, finance, and operations, to enhance organizational performance.

ITS 6006 - IT Project Management - 3 Credits

INTRODUCTION

Effective project management is essential for the successful delivery of IT projects. This course covers the principles and practices of IT project management, including project planning, execution, monitoring, and closure. Students will learn about project management methodologies such as Agile and Scrum, risk management, and resource allocation. The course emphasizes the use of project management software tools and real-world case studies.

ITS 1001 - Enterprise Resource Planning - 2 Credits

INTRODUCTION

Enterprise Resource Planning (ERP) systems integrate various business processes and functions into a single unified system. This course explores the key components and functionalities of ERP systems, focusing on how they streamline operations and improve efficiency. Students will learn about ERP implementation, customization, and best practices for managing ERP projects to achieve organizational goals.

ITS 1002 – Cloud Computing for Business - 2 Credits

INTRODUCTION

This course provides a comprehensive introduction to cloud computing concepts tailored for post graduate management students. Participants will gain a solid

understanding of cloud services, deployment models, and their practical applications in the business world. The course will focus on how cloud technology can drive efficiency, scalability, and innovation in the modern enterprises. No prior technical knowledge is required, making this ideal for managers, decision-makers, and entrepreneurs. As per Statista report, Cloud Computing has a 500 billion USD market size and a high CAGR.

ITS 1003 - E-Commerce & M-Commerce - 2 Credits

INTRODUCTION

E-commerce and M-commerce are revolutionary forces transforming how businesses operate and interact with customers. This course explores the frameworks, technologies, and strategies underpinning these digital platforms, providing MBA students with a comprehensive understanding of their impact on global markets.

The course delves into e-commerce (web-based transactions) and m-commerce (mobile-driven commerce), focusing on business models like B2B, B2C, and C2C. Students will learn about enabling technologies, digital marketing strategies, and customer engagement techniques that drive success in a competitive online environment.

Key areas include:
- Evolution of e-commerce and m-commerce.
- Business models and revenue strategies.
- Digital payments, e-CRM, and supply chain integration.
- Legal, ethical, and taxation challenges in the digital economy.

Through case studies, practical applications, and strategic insights, the course equips students to lead digital

transformations and harness e-commerce and m-commerce innovations to create sustainable value for businesses.

ANT 6011 - Applied Business Analytics - 2 Credits

INTRODUCTION
Applied Business Analytics involves using advanced analytical techniques to solve real-world business problems. This course covers the application of predictive modeling, data mining, and optimization in various business contexts. Students will work on hands-on projects using analytical tools and software to analyze data, generate insights, and make data-driven decisions.

ITS 1005 - Financial Analytics using Python - 2 Credits

INTRODUCTION
Financial analytics involves using analytical techniques to evaluate financial data and make informed decisions. This course focuses on using Python programming for financial data analysis. Students will learn about financial modeling, risk analysis, and investment strategies using Python libraries and tools. The course emphasizes practical applications in financial markets and corporate finance.

ITS 6016 - Web and Social Media Analytics - 2 Credits

INTRODUCTION
Web and social media analytics involve analyzing online data to understand user behavior and measure digital marketing effectiveness. This course covers techniques for collecting, analyzing, and interpreting data from websites and social media platforms. Students will learn about web analytics tools, social media metrics, and strategies for optimizing digital marketing campaigns.

OPS 6015 - Sustainable Supply Chain Management - 2 Credits

INTRODUCTION
Increasing pressure on organizations to integrate sustainability in their business operations and the significant role of supply chains towards the impact on society and the environment has made adopting sustainable supply chain strategies critical. Therefore, there is a significant need for a course on sustainable supply chain management (SSCM), that can guide students about the strategies, trade-offs, measuring impact, and role of technology in the SSCM context. This course focuses on training students on the SSCM tools and techniques that are prevalent in practice, such as life cycle assessment, various sustainability indexes (GRI, GHG, S&OP index, CDP), carbon and water footprints, and modern technology (Blockchain, IoT, and AI).

OPS 6012 - Game Theory – 2 Credits

INTRODUCTION
Game Theory provides a set of approaches to model the real-world in terms of games between players. It helps in modeling situations that involve decision making and the strategic issues that such decision making involves. Game theoretic models, though developed largely by the seminal works of economists and mathematicians, have been applied in the fields of management and social sciences. The models and solutions are essentially descriptive, but also often provide the basis for predictive and prescriptive analysis. In this course students will explore some of the basic ideas in game theory and discuss how these help in developing a new way of thinking about

situations and interactions in the real world.

OPS 6005 - Project Management – 2 Credits

INTRODUCTION

This course focusses on holistic approach to Project Management. Projects are considered important and critical to the success of any organization. Successful organizations gain competitive advantage through the achievement of their strategic plans. The strategic plans often require projects to be planned and executed effectively. The success of a project depends on planning and execution within the constraints of time, cost and quality. Effective project management requires both technological as well as socio cultural processes to be integrated, driven by a project manager, team and a specific project organization. Project stakeholders also play an important role during effective project implementation.

This course deals with traditional project management processes, tools & techniques, and monitoring aspects.

MGT 6904- Society, Environment, Values & Attitudes - 4 Credits

INTRODUCTION

Society, Environment, Values & Attitudes (SEVA) is a unique initiative by TAPMI to enable students to actively implement the concepts learnt by them in the SRME course. The uniqueness of the course comes from the fact that it is a purely project-based course where students work directly with field-based stakeholders who are our partners in the path towards business sustainability and in management education geared towards the same.

SEVA is a 4-credit course that is entirely live project based. Delivered from within the Faculty Advisory System, SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating / attempting to create superior societal / environmental value. Students spend between 75-100 hours on the ground, in class and self-learning mode, devise solutions to management issues faced by small and micro-entrepreneurs, NGOs, the District Administration, Corporates and other relevant actors. Students actively explore opportunities to connect small-scale producers to mainstream value chains, to apply modern management principles in different functional areas to increase operational efficiencies, improve top-lines, introduce the use of information and communication technologies (digitalization) and thus improve overall business health of the beneficiary.

OPS 1001- Supply Chain Models for E-commerce-2 Credits

INTRODUCTION

This course aims to introduce the audience to various quantitative techniques that help to build, sustain and manage e-commerce businesses. With the increasing adoption of e-commerce, multiple business models are emerging wherein operational excellence and supply chain optimization remain vital. This course aims to address this market need by equipping future managers with some decision making tools that helps to optimize supply chains that enable e-commerce businesses. The course will introduce students to analytical modelling of supply chain interactions and help them understand the supply and demand side of platform businesses (such as UBER, Zomato, and Amazon). The key topics covered in the course are as follows
- Challenges in managing e-commerce businesses
- Direct selling, Agency Selling, Reselling models

- Evolving business models, E-commerce, Quick Commerce, Social Commerce
- Supply chain modeling of e-commerce businesses
- Product customization in e-commerce
- Private labels in e-commerce - Pricing

- Product distribution models - Buy online pick from store models
- Topics on Dynamic pricing and Revenue management in e-commerce

The audience will get exposure to various supply chain challenges in managing modern e-commerce businesses and learn tools and techniques to navigate these challenges.

2.7 BrandScan - TAPMI's Flagship Experiential Market Research Course

Legacy. Leadership. Learning.

With a legacy spanning over 32 years, BrandScan stands as TAPMI's flagship experiential marketing research initiative, transforming classroom learning into hands-on industry engagement. What began as a modest market research fair in Manipal in 1993 has now evolved into India's premier student-driven research event, involving leading companies across sectors. BrandScan is more than a course—it's an immersive, end-to-end consulting experience. Students work on live, market research projects, taking charge from the very first step—soliciting projects from industry clients, defining research problems, designing methodology, conducting primary and secondary research, analysing data, and finally presenting strategic recommendations to clients under the mentorship of expert faculty. Each project is closely supervised by faculty mentors, ensuring academic integrity and actionable insights. BrandScan is all about 1) dealing with real business problems, real clients, real stakes, 2) Practical exposure to the entire research lifecycle, 3) Leadership and collaboration in a high-stakes environment, 4) Interaction with industry leaders and faculty mentors and 5) A prestigious platform with a rich legacy. BrandScan is where future marketers are made—through research, rigor, and results.

2.8 TAPMI Young Leaders Program

"The TAPMI Young Leaders Program (YLP) is a distinctive, experiential learning opportunity offered to select MBA (CORE) students who demonstrate strong academic performance, critical thinking, and leadership potential. Designed as an executive apprenticeship, the program enables students to work directly with CXO-level leaders in reputed organizations, contributing as executive assistants on live strategic initiatives. Through this close mentorship model, students gain exposure to executive decision-making, leadership behavior, and cross-functional business challenges. The YLP carries 10 credits and is offered in lieu of compulsory courses during Term 6. Participation is by invitation and selection through a rigorous evaluation process, ensuring that only the suitable and motivated students are inducted into this prestigious program."

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III
MASTER OF BUSINESS ADMINISTRATION
BANKING AND FINANCIAL SERVICES (MBA-BKFS)

The MBA (Banking and Financial Services) program follows a well-structured curriculum designed to build strong financial knowledge and managerial skills. Over the two years, students develop a strong foundation in accounting, finance, economics, and banking, with comprehensive exposure to both banking and capital markets. Aided by the state-of-the-art TAPMI Finance Lab, this program enables students to have a managerial career in the fields of banking and financial services with leading national and multinational banks and financial institutions. Over the course of study, a student receives rigorous academic preparation, essential leadership skills through our integrated leadership program, and the opportunity to gain hands-on experience through the Bloomberg terminals and field visits to State Bank of India and Bombay Stock Exchange.

During the two-year MBA-BKFS program, a student shall receive at least 1080 hours of classroom-based learning. A student admitted into the MBA-BKFS program will complete a minimum of 640 hours in Year 1. The remaining hours will be completed in Year 2 of the program.

3.1 First Year (MBA-BKFS)

The first-year courses introduce students to different aspects of banking, financial services and capital markets. Few courses enable the student with the basic knowledge about different functional areas of management. The student would know about the basic tools and concepts in different disciplines and would understand how organizations function. First year credits are 69.

The indicative list of courses for the first year and corresponding credits are given below:

	Term I		
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Basics of Accounting	1	10
2	Learning through Alternative Pedagogies (LEAP)	1	10
3	Excel Basics	1	10
4	Managerial Statistics	3	30
5	Marketing Management	2	20
6	Managerial Economics	2	20
7	Financial Accounting	3	30
8	Managerial Communication – I	2	20
9	Organisational Behaviour	2	20
10	Commercial & Retail Banking	3	30
11	Sustainability, Responsibility, Managerial Ethics (SRME)	2	20

12	Comprehensive Test - I	1	0
	TOTAL – TERM I	**23**	**220**

Term II			

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Operations Management	2	20
2	Management Accounting	2	20
3	Macro Economics	2	20
4	Managerial Communication – II	2	20
5	Fin Techs and Role of Emerging Technologies in Finance (IT in Banking)	3	30
6	Corporate Finance – I	3	30
7	Data Analytics	2	20
8	Business law, Bank Regulations and Management	2	20
9	Advanced Excel Skills (MOOC)	1	10
10	Master's Thesis Phase 1	2	0
11	Comprehensive Test - II	1	0
	TOTAL - TERM II	**22**	**190**

Term III			

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Financial Statement Analysis	3	30
2	Financial Derivatives	3	30
3	Corporate Finance – II	2	20
4	Strategic Management	2	20
5	Marketing of Financial Products	3	30
6	Workshop on Business Research	1	10
7	Financial Econometrics	3	30
8	Human Resource Management	2	20
9	AI for Management	2	20
10	Master's Thesis Phase 2	2	20
11	Integrative Assessment	1	0
	TOTAL TERM - III	**24**	**230**
	TOTAL CREDITS (TERMS I – III)	**69**	**640**

Student credits are based on both classroom hours & non-classroom hours

The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.

understand the importance of case discussions and analysis and internalize this method of learning.

BFS 4701 - Excel Basics - 1 Credit

INTRODUCTION

Data analysis skills is a critical component in excelling as a manager in today's data rich business environment. By using problem solving techniques and approaches mostly relying on data analysis, managers solve problems they face in their workplace. Problem solving follows a systematic path of gathering, analysing, interpreting, and presenting numerical data to a diverse group of people in management.

Hence every student before starting their formal MBA programme should be familiar with the key functions of Microsoft Excel which are extremely useful for analysing data and presenting results. The Microsoft® Excel sessions are structured with guided in-class exercises along with home practice exercises.

BFS 5701 - Managerial Statistics - 3 Credits

INTRODUCTION

Quantitative data comes in all forms- small/large, sufficient/incomplete and useful/useless. Data governs most of the decisions that are taken at the table. Business statistics enables decision making in the contexts of uncertainty and has its utility in all areas of business be it marketing, finance, operations, health administration, quality assurance, human resource management and service improvement to name a few. The world today produces data by microseconds, and it is imperative now to demonstrate the impact numbers have on all dimensions of decision making. If one needs to process data, then statistical knowledge to manage and interpret data is crucial.

BFS 4101 - Basics of Accounting - 1 Credit

INTRODUCTION

Accounting information is the channel through which the management reveals information regarding the economic activities undertaken by the business, strategies adopted, expectations about the future and the actual results. Information intermediaries such as auditors, analysts and regulators ensure that the information communicated fairly represents the performance of the business and assist the end users, i.e. lenders and investors in interpreting such data.

BFS 4901 - Learning through Alternative Pedagogies - 1 Credit

INTRODUCTION

Various pedagogies have been used to impart management education such as case discussion, lecture, simulation, management games, lab experiments. The objective of this course is to introduce participants to these pedagogies in general as well as case discussion in particular. Case discussion, as pedagogy is one of the most effective and widely used pedagogy for teaching business management across the globe. This pedagogy brings real-life situations to class and hence of significant value from an industry perspective too. This method also allows participants to put themselves in the shoe of a manger, and address issues in situations which they face. The course encompasses various facets of case analysis including case reading, preparing notes, case analysis (written and oral), case discussion (within-group and in class with instructor), class participation techniques. Participants through this course should be able to

Statistical facts can help determine the significance of any given business processes. Business statistics are something all business managers should consider if they expect maximum profitability for their enterprises.

BFS 5403 - Marketing Management - 2 Credits

INTRODUCTION

Marketing is business - this is how one of the magazine's byline goes. This epitomizes the importance of marketing in a highly competitive business environment developing in India. Marketing as an academic discipline is an amalgam of subjects ranging from applied psychology to operations research. It is an art as well as science and therefore it is fascinating. Marketing is ever fresh, evolving and therefore challenging too. Marketing to some is a philosophy because what we do day in and day out can be looked through the marketing lens. We as consumers and marketers are influenced and influence the progress of marketing. Marketing management is creative and innovative. However, it is at the same time one that is the most responsible to shore up the top and bottom lines of companies. This paradox of marketing makes it the most challenging profession. Marketing as an orientation is now touted as the fundamental requirement for any organization to exist. It is therefore imperative that we understand the dynamics of marketing.

BFS 5201 - Managerial Economics - 2 Credits

INTRODUCTION

The course "Managerial Economics" deals with the fundamental principles of economics for managerial decision-making. At its core, the study of economics deals with the choices and decisions that have to be made in order to manage scarce resources available to us. It covers the essential microeconomics tools such as demand and supply, production, cost, revenue and market structures, and their application to different functional areas of the business. The course will help in decision making and will also act as a link between economic practice and theory.

BFS 5101 – Financial Accounting - 3 Credits

INTRODUCTION

Accounting information is the channel through which the management reveals information regarding the economic activities undertaken by the business, strategies adopted, expectations about the future and the actual results. Information intermediaries such as auditors, analysts and regulators ensure that the information communicated fairly represents the performance of the business and also assist the end users i.e. lenders and investors in interpreting such data. This course is aimed at a person who wants to be a knowledgeable user of accounting information as against the preparer of accounting reports. Hence the stress is on the analytical uses of the accounting information by managers and outside analysts rather than procedural details that the practicing accountant needs to know.

BFS 5901 - Managerial Communication-1 -2 Credits

INTRODUCTION

In today's VUCA (volatile, uncertain, complex, and ambiguous) world, skills that are vital today are no longer relevant tomorrow. The Fourth Industrial Revolution has introduced us to advanced robotics, artificial intelligence, and machine learning. All these changes and automations are rapidly transforming the ways we live and work. To remain

competitive, companies need managers who can assimilate and assess huge amounts of data, analyze it, find linkages between the various threads of information, make sense through sound logical reasoning, and arrive at creative solutions. This, in short is critical thinking and the course *Managerial Communication - I* focuses on honing students' critical thinking skills through analyzing issues and arguments.

The course Managerial Communication - I is intended to help students develop and improve both their oral and written communication skills. This is achieved by encouraging them to give attention to details, present the message logically and clearly, to effectively carry out the intended communication.

BFS 5804 - Organizational Behavior - 2 Credits

INTRODUCTION

Organizational behavior (OB) course helps you develop a deeper understanding of human behavior in an organizational setting. Through this course you cultivate mindsets and build skills to understand the ways in which organizations and their members affect one another. The course focuses at three levels: individual, interpersonal, and collective. We will start at the individual level, covering learning, attitude, perception, emotions, personality, values and motivation. We will then turn to interpersonal relationships. Finally, we will move up to the collective level, covering groups and organizations

The primary goal of this course is to increase your awareness about the challenges associated with human behavior in the workplace in modern times. Problems related to human behavior are complex and managers need

to be able to reflect and analyze these problems from various angles.

BFS 5329 - Commercial and Retail Banking - 3 Credits

INTRODUCTION

This course on Commercial Banking is a comprehensive study of commercial banks and their role in the economy. The course highlights the basic principles of commercial bank management. It profiles the financial services provided by commercial banks, as well as dealing with issues related to managing assets and mobilizing funds. The focus of the course will be on applying the principles outlined to commercial bank operations in the context of India and will emphasize the practical application of business and economic principles as they relate to bank management and regulatory policies.

BFS 5915 - Sustainability, Responsibility & Managerial Ethics - 2 Credits

INTRODUCTION

Sustainability, Responsibility & Managerial Ethics provides business students with the necessary knowledge, tools, skills, and self-perception to become responsible managers. In order to realize these goals, this course provides a very profound overview of the conceptual development of the field of responsible business and management. This course will help in understanding the three main domains viz –

- The 'Sustainability' domain aims to create a positive triple bottom line, and to contribute towards a healthy circular economy.

- The 'Responsibility' domain addresses stakeholder concerns and optimizes stakeholder value.
- The 'Ethics' domain highlights ethical issues, challenges and opportunities for modern businesses, while encouraging moral excellence.

BFS 5500 - Operations Management - 2 Credits

INTRODUCTION

This course introduces the operations function to the student, and provides the basic skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Operations Management involves the management of resources to produce the goods or services to the customer. The course emphasizes on an intensive study of the elements associated with the design and operation of productive systems and explains the integration of these elements with corporate strategy. A process view that cuts across departmental boundaries is adopted in the design and operation of productive systems.

BFS 5314 - Management Accounting - 2 Credits

INTRODUCTION

Accounting information is an important component of the process that helps to take managerial decisions. Linking accounting information to varied activities such as planning operations, evaluating units/operations, sustainability and understanding the nature of costs and profits can be very useful in helping take business decisions. Understanding aspects of control in a business environment helps sustain the operational efficiency and profitability of the organization.

BFS 5315 - Macro Economics - 2 Credits

INTRODUCTION

Macroeconomics is that branch of economics which deals with the subject matter of aggregate economic behavior. Unlike microeconomics, which deals with disaggregated individual decision makers, macroeconomics considers the entire economy as an indivisible unit. Since no business can operate in isolation, awareness of various macroeconomic parameters is a pre-requisite for businesses to flourish. In this regard, this course intends to offer conceptual as well as working knowledge on macroeconomic environment integrating economic relations among government, businesses, and international institutions.

BFS 5911 - Managerial Communication– II - 2 Credits

INTRODUCTION

Communication is at the core of every aspect of business because it connects the company with all its stakeholders, both internal and external: customers, employees, shareholders, suppliers, auditors, bankers, neighbours, community and the nation. Communicating through writing is vital in the modern world and is becoming ever more so in the present information age. Business writing is in various forms such as reports, proposals, procedure manuals, business plans, letters, memoranda, emails, circulars, notices, newsletters, and websites. Effective writing is crucial as it provides information, establishes relationships, persuades readers, eases and facilitates business processes, and most importantly, helps in decision making. It is these goals that emphasize the need to develop good writing skills.

The course *Managerial Communication - II* is intended to help students develop and

improve their communication skills with an emphasis on writing.

BFS 5705 - Fin Techs and Role of Emerging Technologies in Finance (IT in Banking) - 3 Credits

INTRODUCTION

The banking industry is at the cusp of disruption. We are seeing an emergence of new business models that are going to change banking forever. The emergence of new age technologies like AI, Blockchain and Microservices (API Banking) have paved a way for embedding financial services in core business processing – thereby making banks rethink and reimagine their ways of working.

FinTech play a key role in this disruption of the banking industry. Earlier, thought of as competitors to banks, Fin techs are now proving to be the means of achieving digital native shaped by business models for banks through collaboration and partnerships.

The future of banking is being shaped by new age solution being delivered through these emerging technologies. Hence, it is important to understand and appreciate these technologies and how Fin Techs are going about being the drivers of change.

BFS 5301 - Corporate Finance-1 – 3 Credits

INTRODUCTION

The focus of this course is to understand that every decision a business makes has financial implications. There would be seldom any decisions that a manager makes that do not have financial implications! In that sense, this course is

important for every business manager across various domains. This course is designed to introduce the fascinating world of finance and provides a foundation for other advanced courses.

BFS 5703 - Data Analytics - 2 Credits

INTRODUCTION

Analytics has taken the world by storm. Every field of study and area of business has been affected as people increasingly realize the value of the incredible quantities of data being generated. But to extract value from those data, one needs to train in the proper data management skills. The course provides an introduction to the emerging field of business analytics that is based on the use of data to develop statistical and machine learning models to support decision-making. The course discusses issues related to the management of data, reporting of data and generating insights from the data.

BFS 5910 - Business Law, Bank Regulations & Management - 2 Credits

INTRODUCTION

This course has two parts – the first one is to create awareness on various regulations and acts on Banking industry and to create awareness on the latest Acts passed in the parliament for the recovery of non-performing assets in the banking industry. The course also helps to prepare the students to get abreast with banking regulations and latest trend in NPA recovery. This will enable the students to handle compliance of various regulations of banking industry as well as handle recovery of non-performing assets effectively and efficiently.

The second part of this course contents is to create awareness in various legal aspects of business which encompasses all types of economic activities. This course helps the students to equip themselves with various legal aspects to manage the routine affairs of the institutions/establishments they will serve in the future. It also gives them insight and confidence to overcome legal hurdles and legal challenges. It is imperative for the students to be aware of various laws governing corporate sector not only to defend but also seek legal remedies in any litigations of the institutions/organizations they serve. Hence awareness of business law becomes inevitable for the students.

BFS 5202 - Advanced Excel Skills (MOOC) - 1 Credit

INTRODUCTION

This subject consists of four courses under the specialization Excel Skills for Business in Coursera. The students learn the Essentials of Microsoft Excel in a stepwise manner which prepares them for data analytics sing excel. The students will learn to expertly navigate the Excel user interface, perform basic calculations with formulas and functions, professionally format spreadsheets, and create visualizations of data through charts and graphs. A broad range of practice quizzes and challenges will provide great opportunities to build up the required skillset. Spreadsheet software is one of the most ubiquitous pieces of software used in workplaces across the world. Learning to confidently operate this software means adding an asset to the employability portfolio.

BFS 5320 - Financial Statement Analysis - 3 Credits

INTRODUCTION

Financial Statements are the basis for many decisions taken by the stakeholders of the company. Therefore, it is important to know to interpret the information provided in the financial statements for better decision making.

The activities of an enterprise can be broadly classified into Operating, Investing and Financing. While presenting the information in the financial statements representing each of these activities, the management exercises specific choices from various alternatives available in the Accounting Standards. This course helps understand and evaluate those policy choices made by the management in specific circumstances.

This course is aimed at a student who has already undergone a basic course in Financial Accounting and therefore has the necessary skillset for preparing a complete set of financial statements with relevant notes/explanations.

BFS 5319 - Financial Derivatives - 3 Credits

INTRODUCTION

This course is a foundation course on Options and Futures that will cover the entire gamut of forward contracts, futures, options products and markets. The course does not pre-suppose any knowledge of the subject, and all that is expected is that the student be comfortable with the fundamental principles of finance. Derivatives are based on underlying assets or portfolios of assets.

BFS 5322 - Corporate Finance II - 2 Credits

INTRODUCTION

The focus of this course is to provide a clear understanding of the practical aspects of finance. The course will further the Financial Management – I concepts and delve deeper into the operational aspects of finance. The course is essential as it provides the primary platform for more advanced topics in finance and other

areas. Hence, as a business manager, the cross-functional integration of this course will hold you in good stead in your future career.

BFS 5908 - Strategic Management - 2 Credits

INTRODUCTION
A firm's strategy reflects its approach towards its competitiveness, profitability, and growth. The strategy is also a firm's theory of how to gain and sustain competitive advantage. As the process of strategy formulation and implementation is cross-functional; it requires integrative thinking connecting the firm's operations, finance, marketing, systems, human resources and R&D functions. The broad objective of this course is to understand and critically evaluate how firms manage the formulation and implementation of strategy. Various frameworks pertaining to situation analysis, business strategy, corporate strategy, and executing strategy are to be discussed and applied in this course. The pedagogy includes lectures followed by discussions, case analysis, role-play, presentations, and classroom exercises.

BFS 5404 - Selling of Financial Products - 3 Credits

INTRODUCTION
With India being home to HNI population exceeding 5 lakhs and growing consistently, management of wealth has become a challenge for individuals. SEBI regulations 2013 were passed to put an end to mis-selling that was rampant in the financial products space. This was done to ensure that only competent people played the advisory role. When a potential client can choose from a pool of advisors, the selling competence of Wealth managers and financial advisors does matter. This

course is designed to improve product knowledge and salesmanship skills of students when it comes to financial products.

BFS 5704 - Workshop on Business Research - 1 Credit

INTRODUCTION
Business Research is the process of identifying solutions for problems related to business situations. This process involves identifying the problem in its correctness, formulating research design to systematically collect, record, analyse & interpret the data that can help to solve problems for decision makers involved in various areas of business and leads to its improvement.

BFS 5202 - Financial Econometrics - 3 Credits

INTRODUCTION
This subject aims to provide specialized training on econometric techniques used in finance and economics. Econometrics helps in empirically testing theories; understanding relationships among variables that are of interest to businesses and financial institutions. This course is designed to help students gain expertise that will distinguish them with the necessary skills to apply for technically demanding jobs, and to successfully conduct academic research. Most lectures will be held along with data analysis using R programming. R is used extensively in the course for solving real life financial problems using the econometric techniques learned in the class.

BFS 5805 - Human Resource Management - 2 Credits

INTRODUCTION
If you open naukri.com, on any day you are likely to find 15 Lakh plus new jobs

advertised. Other job sites only add to this enigma. Ever since the emergence of globalization, knowledge economy and dominance of technology driven services, the relative importance of factors of production (land, labour and capital) has undergone a fundamental change in pecking order, putting Labour (call HR) as the most important one. Its dynamism and ability to innovate and orchestrate change or desist these, bestows on HR the unique distinction of being the irrefutable most significant factor of competitive advantage. As a team leader or a CEO, you will chase this resource for ever to come. This course is designed for will give you insights to prepare to leverage the vital human resource for achieving competitive advantage.

BFS 5706 - Artificial Intelligence for Management - 2 Credits

INTRODUCTION
The integration of Artificial Intelligence (AI) is revolutionizing the operational procedures of organizations across various industries and job functions. Irrespective of any job, business or industry, AI has augmented various activities and improved the efficiency of the overall system. This course specifically focuses on the practical business applications of AI and how it will help managers in their workplace. It also places significant emphasis on the technologies that facilitate these applications. The course will touch upon different forms of AI such as Narrow AI, Artificial General Intelligence (AGI), Super AI and Generative AI. Students will learn Machine Learning (Supervised, Unsupervised, Semi-supervised and Reinforcement Learning), Neural Networks and Deep Learning, Robotics, Recommender systems, Generative AI and their applications in the Finance domain. Additionally, students will gain knowledge on the ethical use of AI, Privacy and security concerns and responsible AI practices.

3.2 Comprehensive Test – I & II
At the end of terms 1 and 2, a student shall undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

3.3 Integrative Assessment

At the end of term 3, a student shall undergo a term end assessment. The faculty panel shall evaluate the student based on the courses covered in Year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each context, demonstrate fair appreciation of inter-linkages between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

3.4 Sustainability, Responsibility & Managerial Ethics at TAPMI

Responsible Management Education, i.e., to situate all learning at a B-school within the broad boundaries of sustainable and ethical business practices, is no longer just desirable but an imperative. TAPMI is fully committed to act responsibly as a leading B-school and to train

every graduate to be able to recognize, react to and responsibly shape sustainability and ethical issues as they arise and create opportunities and win–wins for their employers, customers, communities and themselves.

Sustainability, Responsibility and Managerial Ethics (SRME) is a 2-credit course delivered inside the classroom. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the T A Pai Centre for Sustainability & Competitiveness.

3.5 Summer Internship (SIP)

SIP is a six-credit course where students undertake internship project between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and to strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internship arranged by the institute. They then undertake internship project in their respective organizations for a period of six to eight weeks at the end of their first year. On completion of the internship process, students submit their Internship Project Report to the Institute and proceed further to present their work to a panel of faculty members for evaluation.

3.6 Second Year (MBA-BKFS)

An indicative list of courses and credits for the second year is given below:

Summer Term		
Course	Student Credits (*)	Classroom Hours
Summer Internship	6	0

Term IV			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Business Analysis & Valuation	3	30
2	Risk Management in Banks	2	20
3	Insurance Management	2	20
4	BSE Training	2	20
5	SBI Training	2	20
6	Fixed Income Securities	2	20
7	IT Consultancy & Business Analysis	2	20
8	International Finance	2	20
9	Master's Thesis Phase 3	1	0
TOTAL TERM - IV		18	170

Term V			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Investment Banking	2	20
2	Fund Management	3	30
3	Master's Thesis Phase 4	1	0
Electives: Non-Finance Domain (2 out of 4)			
1	Customer Relationship Management	2	20
2	IT Risk Management and Cyber Security	2	20
3	Digital Transformation	2	20
4	Project Management	2	20
Electives: Core Finance Domain (3 out of 5)			
1	Project Finance	2	20
2	Private Equity & Venture Capital	2	20
3	Technical Analysis	2	20
4	Financial Analytics using Python	2	20
5	Forensic Risk Management	2	20
TOTAL TERM - V		**16**	**150**
Term VI			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Student Managed Investment Course	4	40
2	Mergers & Acquisitions	2	20
3	Business Leadership	2	20
4	Corporate Governance & Business Ethics	2	20
5	Financial Modelling using Excel and VBA	2	20
6	Society, Environment, Values & Attitudes (SEVA)	4	0
TOTAL TERM - VI		**16**	**120**
TOTAL CREDITS (TERMS I – VI)		**125**	**1080**

* Student credits are based on both classroom hours & non-classroom hours

* The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms. It is a policy of the Institute to drop elective courses with less than the pre-defined criteria for registrations.

BFS 6332 - Business Analysis and Valuation - 3 Credits

INTRODUCTION

The ability to value any asset is an essential skill for any finance manager. Proper estimate of asset value helps managers to take investment decisions in wide ranging areas of corporate finance to portfolio management. Even though the utility of asset value varies under different settings the fundamental precepts underlying

valuation remain similar across these settings making the techniques of valuation invaluable. **This course intends to acclimatize the students with the concept of firm value and various valuation techniques.** The course predominantly focuses on fundamental analysis and valuation of firm's equity. Students will primarily study the discounted valuation and relative valuation techniques and their application under different settings.

BFS 6311 - Risk Management in Banks- 2 Credits

INTRODUCTION
Banking has been making great advancements in terms of its reach. Globalization and Liberalization have lead to a paradigm shift in banking. It has been ably supported by improving technology that has helped in reducing of geo-physical barrier. The needs of the users has been ever changing, giving birth to new types of products, financial transactions and delivery channels. Despite various prudential measures initiated, the sector has had its share of crisis and failures. Sovereigns and Regulators across the Globe have been redesigning the architecture and have been initiating various regulations and measures to increase safety, efficiency and transparency in the Banking System.

BFS 6338 - Insurance Management - 2 Credits

INTRODUCTION
Over the years, Insurance along with banking has become a vital financial service in world economy. Traditionally, only calamities and catastrophes used to be considered as risks which could cripple business totally. With economic progress, currently organizations face a plethora of

risks; operational, financial, strategic, IT risks etc. Yet, pure or hazard risks form the major chunk amongst the risks iencountered. This course seeks to focus on management of hazard risks; primarily the property, liability, loss of income and fidelity risks faced by organizations in the context of the overall risk management function.

BFS 6341 - Fixed Income Securities – 2 Credits

INTRODUCTION
Fixed income securities, comprising both debt instruments and money market instruments, represent a very significant portion of financial market. Depending upon the nature of entity, it has varied relevance in both parts of Balance Sheet i.e. Assets and Liabilities. It is imperative for a student of Finance to get adequate exposure to this topic, from the perspective of a future career in Finance. The course will involve a reasonably higher degree of computational Finance and analytical applications. In practice, we will begin from first principles. Thereafter it will have both its backward linkages (Qaunt, Macro Economics, Excel Applications etc) and forward linkages (Financial Derivatives, Risk Management etc) to the other courses of PGDM.

This course, as the name suggests, deals with the entire gamut of Fixed Income Securities and to some extent Fixed Income Derivatives along with respective segment of Risk Management. A focused approach to practical aspects of its usages by various entities (Bank, Primary Dealer, Corporate, Mutual Funds, Insurance Companies, Super Annulation Funds, FPIs, Retail Users, Family Offices etc) would be undertaken. There would be measured input of Regulatory Aspects (RBI, SEBI,

MoF, IRDA, PFRDA, Ministry of Labour etc) , Self Regulatory Associations (SRAs like FIMMDA, AMFI Etc) , Market Infrastructure (CCIL, Exchange, Clearing house) and Various Intermediaries (Merchant Banker, Broker, Rating Agency, Trustee etc) , At the completion of this course, the students should have developed a good understanding of the Fixed Income Markets, issues related to Fixed Income Markets, Fixed Income Products and its criticality for an entity on both sides of Balance Sheet. The students should also be reasonably proficient on the related quantitative techniques that are used in the design, pricing as well as analysis of such instruments. The course will involve extensive use of Excel and students should be in possession of a laptop at all times.

BFS 6601 - IT Consultancy & Business Analysis – 2 Credits

INTRODUCTION

Information Technology (IT) has become an integral component of business organizations. IT companies have moved from merely implementing what is required to consulting - where they advise, counsel, and recommend IT-based business strategies to businesses. Top management consulting firms too have moved into this area, not only because it is new and good value, but also fast growing. As an enabler for attaining a strategic edge, the role of IT in an organization is indispensable spanning different functions and levels of management. An IT consultant must recognize and identify the business implications of current and emerging IT technologies. The course is aimed at making business management students recognize the importance of IT consulting in achieving the business objectives of an organization, familiarizing them with an IT consulting framework that picks enough from typical consulting services but becomes different due to fast-changing technology.

Information Technology (IT) has become an integral component of business organisations. As an enabler for attaining a strategic edge, the role of IT in an organization is indispensable spanning different functions and levels of management, Banks being no exception. The course is aimed at making the business management students in banking stream recognize the importance of IT consulting in achieving the business objectives of the bank. It familiarizes them with IT consulting framework that picks enough from typical consulting services but becomes different due to fast changing technology aspect. IT consultant must recognise and identify the business implications of current and emerging IT technologies.

The second part of the course delves into the complementary domain of business analysis. It seeks to introduce the students to the fundamentals of business analysis and the typical tasks that a business analyst is expected to perform. The course participants will learn about successful project initiation, accurate elicitation of requirements, modeling techniques to enhance the understandability of requirements by both business as well as technical stakeholders, techniques for eliminating ambiguities from

requirements, and the successful facilitation of requirement approval meetings

Overall, this course will enable the participants to develop general abilities related to problem identification and solving, along with some formal processes, methodologies, and models, which together will help them navigate the challenging IT consulting landscape. The students will be able to view IT consulting from two perspectives: first, as a prospective IT consultant seeking a successful career in a leading consulting firm, and second as a manager employed in a client organization who is looking to engage with and extract maximum value from external consulting resources.

BFS 6337 - International Finance - 2 Credits

INTRODUCTION

Leading multinational firms and new, rapidly growing enterprises are accessing markets across borders in more cost-efficient ways than ever before. For some organizations, mismanagement of risk arising from cross border transactions has proven to be their downfall. Other firms, meanwhile, have structured their operations such that managing foreign exposures and leveraging capabilities in developing markets have become central to their overall success.

The program teaches students how to evaluate their most central financial decisions that occur across borders and in markets considerably different from their own. Participants leave the course with an analytic framework for understanding the dynamics of foreign exchange markets and management of foreign exchange risk.

BFS 6329 - Investment Banking - 2 Credits

INTRODUCTION

This course (done over 16 sessions) is aimed at providing basic knowledge of Investment Banking as is practiced world over. Investment banking plays a crucial role in today's business world by facilitating various financial activities, such as raising capital, providing financial advisory services, facilitating mergers and acquisitions, trading securities, etc. It helps companies access funding for growth, navigate complex financial transactions and corporate restructuring, and optimize their strategic decisions.

The course will be unfolded through lectures and contemporary case studies on various aspects of Investment bankers. To make the students understand the practical issues involved in investment banking, students are required to undergo a project / case study to master the concepts in the real time scenario & also by using real-time data.

BFS 6351 - Fund Management - 3 Credits

INTRODUCTION

The focus of this course is to prepare students for a career in Fund Management. This course is designed keeping in mind various skill-sets required for a buy-side analyst working for Mutual Fund / Wealth Management firm and therefore the emphasis on hands-on approach to Portfolio Selection, Asset Allocation and evaluating various Alternative Investments.

Although review of calculus and matrix algebra shall be done through the course (to the extent required), the onus is on the student to familiarize himself with the nuances. The course being empirical in nature, student will have to demonstrate data handling skills using MS Excel, VBA and one of the econometric platforms such as R. Familiarity with Mathematics at Higher Secondary level & Matrix Algebra and appreciation / aptitude for any programming language is a pre-requisite.

BFS 6402 - Customer Relationship Management - 2 Credits

INTRODUCTION

One of the most critical success factors in the contemporary business environment is the ability to acquire and retain customers. In this current business scenario, one of the most critical competencies of an organization is managing relationships with its customers. In this situation, the discipline of Customer Relationship Management (CRM) is helping organizations successfully implement their strategies which are aimed at winning and retaining customers profitably. It is also helping businesses shift to a long-term relationship mode such that the interactions are mutually profitable for both customers and companies. The objective of this course is to illustrate the utility and application of Customer Relationship Management, a strategy that leverages marketing knowledge and advanced technologies for acquiring and retaining customers at a profit.

BFS 6602 - IT Risk Management & Cyber Security - 2 Credits

INTRODUCTION

In the 21st century Information and Communications Technology (ICT) enabled business enterprises, Information Technology (IT) risks matter more than ever. IT risk is defined as the business risk associated with the use, ownership, operation, involvement, influence and adoption of IT within an enterprise. Absence of IT risk management provides opportunities to risk incidents, carrying a much higher price tag than they used to. IT Risks not only have severe financial implications, but damage corporate reputations and dampen competitive advantage. Effective management of IT risks can help organizations to capitalize on opportunities and minimize threats. This course will train the students to become a proactive risk manager by understanding both qualitative and quantitative approaches to risk management. Further, students will also learn how to establish an acceptable level of risk, how to evaluate and respond to various risks by developing a practical risk response plan. The course includes a special focus on Cyber Security, given its growing importance.

BFS 6604 - Digital Transformation - 2 Credits

INTRODUCTION

The course on **Digital Transformation** focuses on understanding the power of digital that is effectively becoming a

significant game-changer in banking and how global banks are going about transforming themselves to prepare for the next-gen banking. The essence of the course lies in the dissection of various aspects of banking and looking at the evolution of banking across multiple parameters and how digital is paving the way to superior customer experience and product / service delivery. The course is designed to take you through the evolution from the era of "are you being served' to the contemporary age where customer service is taken for granted and treated as a simple hygiene factor. With rapid commoditization of banking products, banks are constantly looking at differentiators that can potentially be positioned by them as their USP (Unique Selling Proposition). **Digital Transformation** is aiding banks to make 'Customer Experience Enrichment and making Banking incidental' as their prime USPs.

For every bank, the customer is in the centre of its scheme of things. While banking of today is no doubt focused on this aspect, the banking of tomorrow is expected to make this a full-fledged reality. It is strongly believed that banking of tomorrow will be played in a new playing field across structure, participants, and customer experience. **Digital Transformation** will be the key to the cementing of the various players in the new playing field. The course will be covering all these aspects and look at 'customer experience enrichment' as a leader in the destination model of invisible banking or making banking incidental through digital pervasiveness.

Innovation in the banking space through digital forces have led to ruthless unleashing of power to Banks. Banks that take the route of incremental innovation invariably tend to compete on insignificant metrics while those that usher in innovation as a culture in the organization will rule the roost. Another salient aspect of the course is to address the various areas where innovation has given the edge to banks to remain relevant and compete in an environment where multiple financial and non-financial players have emerged as competition to banks. In the Banking of tomorrow, innovation is expected to be centred around digital adoption and pervasiveness. The course attempts to explore the different **Digital Transformation** strategies adopted by global banks and understand how such efforts lead to competitive advantage for banks.

Digital Transformation is also creating new business models, new revenue streams, changes in customer-banker relationship philosophies, adoption of customer friendly self-service models, radical changes in the functions of a Bank's front and back offices, etc. Focus on effective customer engagement techniques and generating 'more from less' through superior operational performance will remain the key in the Banking of tomorrow. This course will examine the strategies, processes, methods and challenges that encompass digital transformation initiatives adopted in the Financial Services industry.

Digital Transformation is not measured by the sheer number of technology-led initiatives. When multiple digital forces are used in unison and making it all pervasive, Banks can change the arithmetic of 1+1 to 3 or even higher. As per the adage, "Necessity is the mother of Invention", the recent global pandemic gave lot of opportunities for innovative bankers, FinTech service providers, regulators, government agencies, eco-system partners, etc to take banking to a completely different level.

Throughout this course, you will be expected to dissect Digital Transformation initiatives through real world situations/ activities and to understand associated challenges and develop management insights. To do so, this course relies on business case discussions, readings, classroom activities and speaker presentations. The course will centre around DT. pptx where pptx stands for **P**eople, **P**rocess, **T**echnology and (e)**X**perience.

BFS 6501- Project Management - 2 Credits

INTRODUCTION

This course focusses on holistic approach to Project Management. Projects are considered important and critical to the success of any organization. Successful organizations gain competitive advantage through the achievement of their strategic plans. The strategic plans often require projects to be planned and executed effectively. The success of a project depends on planning and execution within the constraints of time, cost and quality. Effective project management requires both technological as well as socio cultural processes to be integrated, driven by a project manager, team and a specific

project organization. Project stakeholders also play an important role during effective project implementation.

This course deals with traditional project management processes, tools & techniques, and monitoring aspects.

BFS 6328 - Project Finance - 2 Credits

INTRODUCTION

In the era of Liberalization, privatization and globalization, India started attracting many foreign direct Investments resulting new green and brown field projects coming up. India has become an investment destination after it moved up 40 points in the recent survey of "Ease doing business" among the nations. In the recent budget the finance minister has announced a planned expenditure on development of various infrastructures in India to the extent of 100 lakh crores in the next 5 years. So, this course is to create awareness on the nuances on project finance and the students ought to know on project appraisal and investment patterns. It dwells on micro aspect terminologies; project cost and means of finance; analysis of risk; investment appraisal techniques; public private participation and involvement of government risk and risk mitigation. This course is also to help the students to learn project appraisal through case study. The course will use infrastructural models as case study to drive home the above-mentioned points. The students get insight into working of project appraisal cell in banks, loan syndication and hybrid annuity projects presently encourage by the NHAI, Government of India and insight into recently established National Bank for Financing Infrastructure and Development.

BFS 6321 - Private Equity and Venture Capital – 2 Credits

INTRODUCTION

This course (done over 20 Hours) is aimed at providing basic knowledge of Private Equity & Venture Capital as is practiced world over. Private Equity & Venture Capital companies invest in different types and sizes of companies, commit different amounts of money, and claim different percentages of equity in the companies in which they invest. This course focuses on the various types of operations carried out by both the types of companies and how the transactions effect the interests of investors and the whole ecosystem of Financial Services Industry.

The course will be unfolded through lectures and contemporary real-life examples on various aspects of Private Equity and Venture Capital. To make the students understand the issues involved, students are required to undergo a project / case study / group discussion to master the concepts in the real time scenario & also by using real-time data.

BFS 6302 - Technical Analysis – 2 Credits

INTRODUCTION

Technical Analysis is a methodology applied in trading/investing/ cross-asset portfolio management which helps explain the gap between the intrinsic value of a security and its market price and generate alpha by attempting to bridge such a gap. Technical Analysis creates something called an "information value" and it is a bid to capture the alpha arising out of this not-so-apparent information that has led to the more recent surge in quant-driven and algorithmic trading funds.

BFS 6701 - Financial Analytics Using Python - 2 Credits

INTRODUCTION

Python has emerged as the default programming language of choice for data scientists. It has consistently ranked as number one popular programming language by the TIOBE programming community index. This course will focus on the practical consideration of python programming with an application to finance that teaches essential skills required to build, evaluate and track various real world scenarios including machine learning models; and is ideal for rookies who are new to the world of programming.

WHO IS IT FOR

Data Science, IT, Risk Management, Trading, Fund Management, and Machine Learning Professionals.

BFS 6352 - Forensic Risk Management - 2 Credits

INTRODUCTION:

As the corporate world is getting increasingly complex and interconnected, the incidents of frauds and misrepresentation are on the rise. Both at the enterprise level, and at the level of individual role holders, lack of ethics, lack of awareness and compromises of standards are leading to frauds, loss of value and loss of public confidence. Creative accounting, which is knowingly and deceitfully creating illusions of good health of an enterprise and the manipulation of the digital ecosystem is

the basis on which fraudsters operate. Investors and creditors must ever be diligent in carefully reviewing financial reports for questionable results. This course aims to sensitize future managers of the basic dimensions of a range of subjects, especially creative accounting, forensics and fraud risk management.

BFS 6323 - Student Managed Investment Course – 4 Credits

INTRODUCTION

Learning about Valuation of Securities and Portfolio Management is one thing, but implementing those learnings is altogether a different experience. While the standard Investment Management course teaches you the nuances of stock selection and portfolio management, a hands-on experience of managing this entire process takes the learning to the next level.

TAPMI provides a unique opportunity to students to undergo this experiential learning of Stock selection and Portfolio Management through the Student Managed Investment Course which would be spread over Terms V to VI.

BFS 6319 - Mergers & Acquisitions - 2 Credits

INTRODUCTION

Contemporary economic challenges force companies to adopt inorganic growth path for sustaining their growth, venturing into new sectors and to better utilize their resources. While all routes including Strategic Alliances and Joint Ventures have their significance, it is Mergers & Acquisitions (M&A) that elicits the greatest interest due to its inherent advantages in terms of ownership & control. The M&A

process is strategic in nature but like any other strategy, it has its own business and functional dimensions that need to be managed. This course endeavours to provide an insight into both the strategic and the functional dimension of M&A and develop a critical appreciation for its rationale as well as constraints.

BFS 6801 - Business Leadership – 2 Credits

INTRODUCTION

We recognize that leadership, as a course, is vital for your career; but we also recognize that learning leadership is to be as much experiential as possible. Therefore, we have gone about identifying what you will require the most as you enter a career and for the next three to eight years. The input that this course will give is based on this premise.

BFS 6331 - Corporate Governance and Business Ethics - 2 Credits

INTRODUCTION

This course addresses the need to understand the structure in which corporates functions and the complexities of the structural relationships within the corporation and with the stakeholders outside. The course focuses on the rules concerning publicly traded corporations and the corporate governance codes prescribed by the regulatory bodies. In addition, the course explores the ethical dimensions of organizational decision-making, specifically, managing ethical dilemma in different business areas and developing ethical reasoning. The course is designed to help learners to think critically about the framework for effective

corporate governance and decision-making by understanding the roles and responsibilities of the board, directors, senior management, auditors etc. The course also helps learners to be aware of shareholder's rights.

BFS 6500 - Financial Modelling Using - Excel and VBA - 2 Credits

INTRODUCTION

Financial modelling is one of the most important tools that aids in decision making by enabling decision makers to visualize business problems. Spreadsheets are used widely in financial modelling. Skills in MS Excel, which is the most widely used spreadsheet software worldwide, are something that will help managers to create models on the fly to make informed decisions. This course looks at this tool from a finance manager's perspective.

BFS 6908 - Society, Environment, Values & Attitudes – 4 Credits

INTRODUCTION

Society, Environment, Values & Attitudes (SEVA) is a unique initiative by TAPMI to enable students to actively implement the concepts learnt by them in the SRME course. The uniqueness of the course comes from the fact that it is a purely project-based course where students work directly with field-based stakeholders who are our partners in the path towards business sustainability and in management education geared towards the same.

SEVA is a 4-credit course that is entirely live project based. Delivered from within the Faculty Advisory System, SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating / attempting to create superior societal / environmental value. Students spend between 75-100 hours on the ground, in class and self-learning mode, devise solutions to management issues faced by small and micro-entrepreneurs, NGOs, the District Administration, Corporates and other relevant actors. Students actively explore opportunities to connect small-scale producers to mainstream value chains, to apply modern management principles in different functional areas to increase operational efficiencies, improve top-lines, introduce the use of information and communication technologies (digitalization) and thus improve overall business health of the beneficiary.

3.7 SBI / BSE Training

Experiential learning is the underlying philosophy of all TAPMI programs and learning from the experiences of industry practitioners is an effective way of ensuring it. The MBA-BKFS program of TAPMI includes 2 – 3 weeks training in Term 4. Based on their choice, students undergo training at either State Bank Staff College (SBSC) Hyderabad in Banking or at the Bombay Stock Exchange, Mumbai in Capital Markets. The training in banking is conducted by senior managers at SBI and focuses on the practical aspects of loan appraisal, loan structuring and other aspects of bank operations. Industry practitioners train students in the areas of stock selection, investment decisions and portfolio management at the BSE.

3.8   Student Managed Investment Course (SMIC)

MBA-BKFS program requires students to undergo Student Managed Investment Course (SMIC) with each student team provided Rs. 1.25 lakhs per group to invest in secondary capital markets. This involves a total outlay of Rs 15 lakhs for the batch. The objective of SMIC is to provide experiential learning by enabling students to make investment decisions in the BSE/NSE listed companies. TAPMI is the only business school in India to run a course where students are given real money to invest in financial markets. This unique opportunity gives TAPMI students a deeper understanding of the realities of financial markets and institutions better than their peers. The process of defending their investment decisions to a panel of senior industry experts and faculty prepares them for the challenges they will face as they step out of the confines of the academic environment.

3.9   Master's Thesis

A thesis has been defined as a treatise advancing a new point of view resulting from research. A master's thesis provides the opportunity for students to acquire first-hand experience in applied research in finance under the supervision of an experienced faculty. The thesis carries six credits and the student is expected to work on it right from the second term through the fifth term. The faculty advisor shall guide the student in the conduct and development of the thesis and shall approve the final project. Evaluation occurs in four phases (with two credits assigned in terms 2 and 3, and one credit each in terms 4 and 5). After submission of the thesis, the student shall make an oral presentation of the work to a general audience including the Examining Committee. Usually, when a student has reached this point, the thesis will have met the criteria for obtaining a passing grade. The Examining Committee will determine the final grade based on the thesis and the viva-voce examination. The student will also be encouraged to disseminate the findings at reputed conferences or through publication in peer-reviewed journals. The faculty advisor is included as a co-author of any publications likely to result from this work.

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IV

MASTER OF BUSINESS ADMINISTRATION – HUMAN RESOURCE MANAGEMENT (MBA-HRM)

Addressing the need for quality HR professionals, MBA-HRM program aims at producing thought leaders in human resources who can effectively manage people and organizations for high performance. With a mission of creating value through people, the program is focused on delivering a comprehensive course curriculum in human resources to build exceptional behavioral (individual, team, and leadership), functional, strategic, and institutional (employee relations and industrial relations) HR competencies which empower participants to become strategic partners for business.

During the two-year MBA-HRM program, a student shall receive at least 1060 hours of classroom and non-classroom-based learning. A student admitted into the MBA program will complete a minimum of 620 hours in Year 1. The remaining hours will be completed in Year 2 of the program.

4.1 First Year (MBA–HRM)

The first-year courses enable the student with basic knowledge about different functional areas of management. The student would know about the basic tools and concepts in different disciplines and would understand how organizations function. The student would also start appreciating the connectivity of the disciplines. The credit earnings in Year I (Term 1 + Term 2 + Term 3) is 68.

The indicative list of courses for the first year and corresponding credits are given below:

Term I			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Basics of Accounting	1	10
2	Learning through Alternative Pedagogies (LEAP)	1	10
3	Excel Basics	1	10
4	Managerial Statistics	3	30
5	Marketing Management	3	30
6	Managerial Economics	2	20
7	Financial Accounting	2	20
8	Managerial Communication – 1	2	20
9	Individual and Group Dynamics	3	30
10	Human Resource Management	3	30
11	Sustainability, Responsibility & Managerial Ethics (SRME)	2	20
12	Comprehensive Test-I	1	0

TOTAL - TERM I		**24**	**230**
Term II			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Operations Management	2	20
2	Management Accounting	2	20
3	Macro Economics	2	20
4	HR Metrics and Dashboards	2	20
5	Talent Acquisition	3	30
6	Human Resource Planning	2	20
7	Organizational Design & Structure	2	20
8	IT for Business & HRIS	3	30
9	Workshop on Competency Mapping	1	10
10	Comprehensive Test-II	1	0
TOTAL - TERM II		**20**	**190**
Term III			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Performance Management	3	30
2	Learning & Development	3	30
3	Employment Relations	3	30
4	Financial Management	3	30
5	Managerial Communication – 2	2	20
6	Business Research Methods (BRM)	2	20
7	Strategic Management	2	20
8	Advanced Excel Skills (MOOC)	1	10
9	Strategy Simulation	4	10
10	Integrative Assessment	1	0
TOTAL - TERM III		**24**	**200**
TOTAL CREDITS (TERMS I - III)		**68**	**620**

Student credits are based on both classroom hours & non-classroom hours

The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.

HRS 4101 - Basics of Accounting - 1 Credit

INTRODUCTION

The topics of the course cover financial accounting concepts. Management students need to understand financial data and coordinate their decision making by using such data developed by accounting executives. This requires an understanding

on how financial statements are prepared and the assumptions in their preparations rather than a mastery of accounting techniques.

HRS 4901 - Learning through Alternative Pedagogies (LEAP) - 1 Credit

INTRODUCTION

Various pedagogies have been used to impart management education such as case discussion, lecture, simulation, management games, lab experiments. The objective of this course is to introduce participants to these pedagogies in general as well as case discussion in particular. Case discussion, as pedagogy is one of the most effective and widely used pedagogy for teaching business management across the globe. This pedagogy brings real-life situations to class and hence of significant value from an industry perspective too. This method also allows participants to put themselves in the shoe of a manger, and address issues in situations which they face. The course encompasses various facets of case analysis including case reading, preparing notes, case analysis (written and oral), case discussion (within-group and in class with instructor), class participation techniques. Participants through this course should be able to understand the importance of case discussions and analysis and internalize this method of learning.

HRS 4601 - Excel Basics - 1 Credits

INTRODUCTION
Data analysis skills is a critical component in excelling as a manager in today's data rich business environment. By using problem solving techniques and approaches mostly relying on data analysis, managers solve problems they face in their workplace. Problem solving follows a systematic path of gathering, analysing, interpreting, and presenting numerical data to a diverse group of people in management.
Hence every student before starting their formal MBA programme should be familiar with the key functions of Microsoft® Excel

which are extremely useful for analysing data and presenting results. The Microsoft® Excel sessions are structured with guided in-class exercises along with home practice exercises.

HRS 5701 - Managerial Statistics - 3 Credits

INTRODUCTION
Quantitative data comes in all forms- small/large, sufficient/incomplete and useful/useless. Data governs most of the decisions that are taken at the table. Managerial statistics enable decision making in the contexts of uncertainty and has its utility in all areas of business be it marketing, finance, operations, health administration, quality assurance, human resource management and service improvement to name a few. The world today produces data by microseconds, and it is imperative now to demonstrate the impact numbers have on all dimensions of decision making. If one needs to process data, then statistical knowledge to manage and interpret data is crucial.
Statistical facts can help determine the significance of any given business processes. Statistics are something all business managers should consider if they expect maximum profitability for their enterprises. This course introduces various aspects of Managerial Statistics to the participants. Participants will be able to understand the concepts of probability, randomness, and addressing randomness in the form of probability distributions. This course also deals with essential tools and techniques of statistical inference like sampling, hypothesis testing, ANOVA, and regression analysis.

HRS 5401 - Marketing Management - 3 Credits

INTRODUCTION

Marketing is business - this is how one of the magazine's byline goes. This epitomizes the importance of marketing in a highly competitive business environment developing in India. Marketing as an academic discipline is an amalgam of subjects ranging from applied psychology to operations research. It is an art as well as science and therefore it is fascinating. Marketing is ever fresh, evolving and therefore challenging too. Marketing to some is a philosophy because what we do day in and day out can be looked through the marketing lens. We as consumers and marketers are influenced and influence the progress of marketing. Marketing management is creative and innovative. However, it is at the same time one that is the most responsible to shore up the top and bottom lines of companies. This paradox of marketing makes it the most challenging profession. Marketing as an orientation is now touted as the fundamental requirement for any organization to exist. It is therefore imperative that we understand the dynamics of marketing.

HRS 5201 - Managerial Economics - 2 Credits

INTRODUCTION

The course "Managerial Economics" deals with the fundamental principles of economics for managerial decision-making. At its core, the study of economics deals with the choices and decisions that have to be made in order to manage scarce resources available to us. It covers the essential microeconomics tools such as demand and supply, production, cost, revenue and market structures, and their application to different functional areas of the business. The course will help in

decision making and will also act as a link between economic practice and theory.

HRS 5101 - Financial Accounting - 2 Credits

INTRODUCTION

Managers and other stakeholders need to understand financial reporting and use financial data for decision making. This course enables students to develop an ability to understand the reporting requirements and impact of operating, investing & financing decisions on key performance metrics.

HRS 5901 - Managerial Communication - 1 - 2 Credits

INTRODUCTION

In today's VUCA (volatile, uncertain, complex, and ambiguous) world, skills that are vital today are no longer relevant tomorrow. The Fourth Industrial Revolution has introduced us to advanced robotics, artificial intelligence, and machine learning. All these changes and automations are rapidly transforming the ways we live and work. To remain competitive, companies need managers who can assimilate and assess huge amounts of data, analyze it, find linkages between the various threads of information, make sense through sound logical reasoning, and arrive at creative solutions. This, in short is critical thinking and the course *Managerial Communication - I* focuses on honing students' critical thinking skills through analyzing issues and arguments.

The course Managerial Communication - I is intended to help students develop and improve both their oral and written communication skills. This is achieved by

encouraging them to give attention to details, present the message logically and clearly, to effectively carry out the intended communication.

HRS 5820 - Individual and Group Dynamics - 3 Credits

INTRODUCTION

This course deals with human behavior in organizations with a focus on individuals, groups, and their interactions. The goal of this course will be to increase your awareness of the challenges associated with human behavior in the workplace in modern times. Problems related to human behavior are complex and managers need to be able to reflect on and analyze these problems from various angles. Through a series of conceptual lenses, the aim of the course is to provide you with tools that you can use to solve specific problems.

The secondary aim of this course is to make you aware of your workplace strengths with an ability to construct reality while interacting with different situations. As part of this endeavor conceptual frameworks, in-class exercises, case discussions, and skill-oriented activities are blended within the course. It is expected that by the end of the course, learners would be able to understand the dynamics of human behavior in an organizational context.

HRS 5831 - Human Resource Management - 3 Credits

INTRODUCTION

If you open naukri.com, on any day you are likely to find 15 Lakh plus new jobs advertised. Other job sites only add to this enigma. Ever since the emergence of globalization, knowledge economy and dominance of technology driven services, the relative importance of factors of production (land, labour and capital) has undergone a fundamental change in pecking order, putting Labour (call HR) as the most important one. Its dynamism and ability to innovate and orchestrate change or desist these, bestows on HR the unique distinction of being the irrefutable most significant factor of competitive advantage. As a team leader or a CEO, you will chase this resource for ever to come. This course is designed for will give you insights to prepare to leverage the vital human resource for achieving competitive advantage.

HRS 5910 - Sustainability, Responsibility & Managerial Ethics - 2 Credits

INTRODUCTION

Sustainability, Responsibility & Managerial Ethics provides business students with the necessary knowledge, tools, skills, and self-perception to become responsible managers. In order to realize these goals, this course provides a very profound overview of the conceptual development of the field of responsible business and management. This course will help in understanding the three main domains viz –

- The 'Sustainability' domain aims to create a positive triple bottom line, and to contribute towards a healthy circular economy.
- The 'Responsibility' domain addresses stakeholder concerns and optimizes stakeholder value.
- The 'Ethics' domain highlights the ethical issues, challenges and

opportunities for modern businesses, while encouraging moral excellence.

HRS 5503 - Operations Management - 3 Credits

INTRODUCTION

This course introduces the operations function to the student, and provides the basic skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Operations Management involves the management of resources to produce the goods or services to the customer. The course emphasizes on an intensive study of the elements associated with the design and operation of productive systems and explains the integration of these elements with corporate strategy. A process view that cuts across departmental boundaries is adopted in the design and operation of productive systems.

HRS 5301 - Management Accounting - 2 Credits

INTRODUCTION

Accounting information is an important component of the process that helps to take managerial decisions. Linking accounting information to varied activities such as planning operations, evaluating units/operations, sustainability and understanding the nature of costs and profits can be very useful in helping take business decisions, and help sustain the operational efficiency and profitability of the organization.

HRS 5202 - Macro Economics - 2 Credits

INTRODUCTION

Macroeconomics is that branch of economics which deals with the subject matter of aggregate economic behavior. Unlike microeconomics, which deals with disaggregated individual decision makers, macroeconomics considers the entire economy as an indivisible unit. Since no business can operate in isolation, awareness of various macroeconomic parameters is a pre-requisite for businesses to flourish. In this regard, this course intends to offer conceptual as well as working knowledge on macroeconomic environment integrating economic relations among government, businesses, and international institutions.

HRS 5806 - HR Metrics and Dashboards - 2 Credits

INTRODUCTION

HR managers must have the ability to collect and interpret information concerning customers, suppliers, and competitors, and make decisions that affect their company's performance. Business intelligence is a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information to enable more effective strategic, tactical, and operational insights and decision-making. This course is also about the interactive exploration of data, and how it is achieved using state-of-the-art data visualization software. Apart from visual analytics, techniques which describe the current situation are also discussed.

HR metrics are key figures that help organizations track their human capital and measure how effective their human resources initiatives are for the overall success of the organization. In this course you will learn different metrics that are classified as Staffing Metrics, Recruitment Metrics, Development Metrics, Training Metrics, Performance Management Metrics, Succession Planning, Benefits Metrics, Compensation Metrics and Organizational Effectiveness Metrics. You will also learn scorecard and its relevance in HR.

HRS 5822 - Talent Acquisition - 3 Credits

INTRODUCTION

Employees are the driving force behind all business operations; hence, finding and retaining the best people is an extremely critical factor. Modern organizations place special emphasis on their talent acquisition (TA) processes to meet their current and future staffing requirements. Therefore, TA teams need a strategy for creating attractive employer brands, recruiting and selecting the right employees for the right job at the right time, facilitating a smooth onboarding, and achieving successful integration with the overarching business objectives. Accordingly, this course is designed to build on your capacity as a part of talent acquisition teams/individuals. You will also understand why talent matters and what you should keep doing to build a talent roster.

HRS 5827 - Human Resource Planning - 2 Credits

INTRODUCTION

The course, Human Resource Planning (HRP) will enrich the students' understanding about the importance of hiring talent from dependable sources at the right time. The students will learn how to fulfil the strategic requirements of the company through workforce planning while also managing the industry trends and established recruitment and selection practices at the same time. The focus will be on highlighting both the quantitative as well as the qualitative aspects of the human resource planning system, processes, and exercises. The course will underscore, among others, the importance of outsourcing, downsizing, restructuring, talent demand and supply management, dealing with redundancy, assessing the impact of technology on human resource management systems and handling HR issues in a globalized as well as multi-cultural environment.

HRS 5823 - Organization Design & Structure - 2 Credits

INTRODUCTION

We have encountered organizations in every sphere of our life. Even as a student of business education you will be associated with organizations – large or small, as an employee or owner, upon graduating from TAPMI. Given this overarching influence of organizations in our life both at personal and professional level, we need to understand what the organization is all about and how it is to be managed to achieve the desirable

outcome. The purpose of this course is to introduce students to the study of organization via organization theory. It is crucial to understand how an organization operates and behaves so that students as future managers can mobilize resources and people effectively and develop their own professional careers.

HRS 5601 - IT for Business and HRIS – 3 Credits

INTRODUCTION

Information Technology (IT) has become an integral part of the business strategy of current day organizations. As an enabler for attaining competitive edge, the role of IT in an organization is indispensable spanning different functions and levels of management. The course is aimed at making the business management students specializing in Human Resources Management (HRM) recognize the importance of IT in achieving the business objectives of an organization, familiarize themselves with different types of IT based Information Systems - with emphasis on Human Resources Information Systems (HRIS) -that can be utilized across the organization's value chain, and identify the business implications of emerging technologies.

HRS 6821 - Workshop on Competency Mapping – 1 Credit

INTRODUCTION

Human capital provides a key competitive advantage in business. Competencies are known to directly impact the bottom line. The future belongs to competent people and competency-based organizations. All managers, HR professionals and those related to the field of HR can contribute a

great deal towards developing competency-based organizations.

This Certificate Program aims at equipping the budding HR students, who have a role to play in building competency-based organizations and competency based Human Resource Management

HRS 5804 - Performance Management – 3 Credits

INTRODUCTION

The Performance Management System (PMS) in an Organization is designed to align individual performance objectives with the strategy and objectives of the business and to direct individual efforts to achieve Company results. Performance Management also helps to strengthen the communication between employees and supervisors and provides employees with a clear understanding of what is expected of them and how their performance contributions are being assessed, tracked, and recognized. Hence it Values continuous improvement, adapts well to change, strives to attain ambitious goals, encourages creativity, promotes learning and professional development, and is engaging and rewarding for employees

Any Job has two clearly stated dimensions – The Hard Skills (The task for which the position exists) and the Soft Skills (Competencies that are required to be demonstrated) for carrying out the job functions. Hence, measuring both objectively to assess the capabilities and potential of an individual is of paramount importance through a robustly designed Performance Management System (PMS) clearly aligned to the business goals of the organization

This course aims to create a better understanding of the principles and objectives of an effective (PMS). It is intended primarily for those who are or

will be responsible for designing and administering (PMS) in organizations.

HRS 5814 - Learning and Development – 3 Credits

INTRODUCTION

Lifelong learning has become an imperative as organizations try to break the hire-fire-hire cycle. In this quest, the Learning and Development (L&D) function must ensure that an organization continues to grow and develop as an integrated business system, with strong links to business strategy, employee development, and other systems. This course aims at providing students a strong foundation in understanding L&D function of an organization including understanding of principles and assumptions of adult learning, systematic assessment of training/learning needs, understanding essentials for training design, understanding of various training methodologies, implementation and evaluation of effectiveness of training programs.

HRS 5805 - Employment Relations – 3 Credits

INTRODUCTION

Employment Relations or ER is a course that is unique in its demeanor, which carries a special place in the HR manager's arsenal. Why is that so, you may ask [if you happen to be reading this]? Let's try and attend to that curiosity of yours.

To begin, ER is a course which focuses on achieving two broad things –
[a] In-depth perspective taking
[b] Bridging HR and Labor Law disciplines

In-depth perspective taking is a career skillset for HR professionals. This course enables you to think from a multiplicity of perspectives, pertaining specifically to employment relationships. As a student you would learn to visualize from three key perspectives – the employer's; the employee's; and the justice system's - throughout the different stages of the course. Trying to understand how the relationship cycle works between these three stakeholders would lay the foundation for you to think and apply from a pragmatic stand-point. For this purpose, we shall be engaging in discussions using caselets, case studies and actual court judgements as pedagogical tools.

Additionally, bridging the disciplines of HR and labor law would be another focus of the course. The foundations for this would be presented in the first half of the course and the real-world application would be dealt with in the second half. This would be carried out primarily through the analysis and interpretation of landmark court judgements. Learning to read and interpret a court judgement shall be an essential skill that you shall eventually pick-up and use further in courses such as Labor and Employment Law-1 and 2.

Content-wise, the ER course would be tailored around understanding critical tensions between employees, employers and the legal system. We would start with the basics of co-operation and conflict cycles and move on to the foundations of capitalism and trade-unionism. By establishing the roots of industrial disputes, the course would gain traction into its occurrence, evolution and consequences. Also, you shall learn the tactics deployed in the process of collective bargaining and grievance handling. Furthermore, the course also opens up space for discussion around benefitting from workforce unions and developing alternative solutions to resolve complex organizational issues around employment/industrial relations.

Overall, the ER course would provide you a platform to interpret and handle interesting and the not-so-everyday kind of organizational dynamics, that you would possibly encounter as an HR professional.

HRS 5300 - Financial Management - 2 Credits

INTRODUCTION
The focus of this course is to understand every decision a business makes that has financial implications. There would seldom be any decision that a manager makes that does not have a financial impact! In that sense, this course is essential for every business manager across various domains. This course is designed to introduce the fascinating world of finance and provides a foundation for other advanced courses.

HRS 5905 - Managerial Communication - 2 – 2 Credits

INTRODUCTION
Communication is at the core of every aspect of business because it connects the company with all its stakeholders, both internal and external: customers, employees, shareholders, suppliers, auditors, bankers, neighbours, community and the nation. Communicating through writing is vital in the modern world and is becoming ever more so in the present information age. Business writing is in various forms such as reports, business plans, letters, memoranda, emails, newsletters, and websites. Effective writing is crucial as it provides information, establishes relationships, persuades readers, eases and facilitates business processes, and most importantly, helps in decision making. It is these goals that emphasize the need to develop good writing skills. In addition, another vital skill

that enhances a manager's communication capacity is the listening skills. Active listening is the solution to many conflict management. Hence, it is of utmost importance to develop this skill among the students who would be future managers.

The course *Managerial Communication - II* is intended to help students develop and improve their communication skills with an emphasis on listening and writing.

HRS 5504 - Business Research Methods - 3 Credits

INTRODUCTION
Business Research is the process of identifying solutions for problems related to business situations. This process involves identifying the problem in its correctness, formulating research design to systematically collect, record, analyze & interpret the data that can help to solve problems for decision makers involved in various areas of business and leads to improvement.

HRS 5906 - STRATEGIC MANAGEMENT – 2 Credits

INTRODUCTION
A firm's strategy reflects its approach towards its competitiveness, profitability, and growth. The strategy is also a firm's theory of how to gain and sustain competitive advantage. As the process of strategy formulation and implementation is cross-functional; it requires integrative thinking connecting the firm's operations, finance, marketing, systems, human resources and R&D functions. The broad objective of this course is to understand and critically evaluate how firms manage the formulation and implementation of strategy. Various frameworks pertaining

to situation analysis, business strategy, corporate strategy, and executing strategy are to be discussed and applied in this course. The pedagogy includes lectures followed by discussions, case analysis, role-play, presentations, and classroom exercises.

HRS 5702 - Advanced Excel Skills (MOOC) – 2 Credits

INTRODUCTION

This subject consists of four courses under the specialization Excel Skills for Business in Coursera. The students learn the Essentials of Microsoft Excel in a stepwise manner which prepares them for data analytics sing excel. The students will learn to expertly navigate the Excel user interface, perform basic calculations with formulas and functions, professionally format spreadsheets, and create visualizations of data through charts and graphs. A broad range of practice quizzes and challenges will provide great opportunities to build up the required skillset. Spreadsheet software is one of the most ubiquitous pieces of software used in workplaces across the world. Learning to confidently operate this software means adding an asset to the employability portfolio.

HRS 5912 - Strategy Simulation – 4 Credits

INTRODUCTION

This strategic management course is a simulation-based course for the postgraduate program in management. This course enables students to conceptualize, plan, and implement the strategy of a firm by integrating decisions across key functional areas like Innovation, Marketing, Productions, Human Resource Management, and Finance. This integrative understanding facilitates learning of how various theories/models/frameworks represent diverse perspectives of a firm and how linkages across these perspectives help achieve the unifying goals of a firm. The students are expected to formulate a sound strategy, take appropriate decisions during the process of execution, measure and monitor their firm's performance, and achieve competitive advantage over the other market players. Application of the theoretical knowledge in a real-world simulated environment adds great value in terms of providing experiential learning. This course is not about only Strategy or any particular functional discipline. This simulation is about the firm's business performance as a whole.

4.2   Comprehensive Test – I & II

At the end of term 1 and 2, a student shall undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

4.3   Integrative Assessment

At the end of term 3, a student shall undergo a term end assessment. The faculty panel shall evaluate the student based on the courses covered in year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each context, demonstrate fair appreciation of inter-linkages

between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

4.4 Sustainability, Responsibility and Managerial Ethics at TAPMI

Responsible Management Education, i.e., to situate all learning at a B-school within the broad boundaries of sustainable and ethical business practices, is no longer just desirable but an imperative. TAPMI is fully committed to act responsibly as a leading B-school and to train every graduate to be able to recognize, react to and responsibly shape sustainability and ethical issues as they arise and create opportunities and win–wins for their employers, customers, communities and themselves.

Sustainability, Responsibility and Managerial Ethics (SRME) is a 2-credit course delivered inside the classroom. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the T A Pai Centre for Sustainability & Competitiveness.

4.5 Summer Internship (SIP)

SIP is a six-credit course where students undertake an internship project between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internships arranged by the institute. Upon completion of the internship process, students submit their Internship Project Report to the Institute and proceed to present their work to a panel of faculty members for evaluation.

4.6 Live Projects

Live projects are aimed at helping students develop deeper understanding on specific issues related to people in organizations. The Institute through the PACE team and/or the HR Area source live project opportunities and all students are encouraged to apply and undertake multiple live projects from Term 2 through to Term 5. These projects can range from a 10-hour engagement to 300 hours of involvement. Students are also required to submit a report that shall be evaluated by a panel of faculty members.

4.7 Second Year (MBA-HRM)

During the second year of the Program, most of the courses are offered in core HR domain, however, few critical courses are offered in Information Systems & Technology and Business Development areas as well. Students also get to choose courses from Inter-disciplinary and

Humanities and Liberal Arts domains. The total credits for all courses are about 54 including 6 credits of summer internship program.

 An indicative list of courses and credits for the second year is given below:

Summer Term		
Course	**Student Credits (*)**	**Classroom Hours**
Summer Internship (SIP)*	6	0

Term IV			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Compensation Management	3	30
2	Labour and Employment Laws – 1	3	30
3	Organizational Change & Development	2	20
4	Project Management	2	20
5	HR Analytics	3	30
6	IT Consulting, Business Analysis & BPM	3	30
7	Legal Aspects of Business	2	20
	TOTAL - TERM IV	**18**	**180**
Term V			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Strategic Human Resource Management	2	20
2	Labour and Employment Laws -2	2	20
3	Sales Force Management	2	20
4	International HRM	2	20
5	Workshop on Total Rewards Management	1	10
6	Elective 1 (HR)	2	20
7	Elective 2 (ID)	2	20
	TOTAL - TERM V	**13**	**130**

Term VI			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Negotiation & Conflict Management	2	20
2	Business Leadership	2	20
3	Managing Business Markets & Key Accounts	3	30
4	Workshop on Personal Financial Management	1	10
5	Workshop on Coaching	1	10
6	Workshop on Assessment Centers	1	10
7	Workshop on Diversity, Equity & Inclusion	1	10

8	Society, Environment, Values and Attitudes (SEVA)	4	0
9	Elective 3 (HR)	2	20
TOTAL - TERM VI		**17**	**130**
TOTAL CREDITS (TERMS I -VI)		**122**	**1060**

List of Electives for Term 5

Elective 1-Human Resource Domain (HR)

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	HR Consulting	2	20
2	Career Management	2	20
3	Employment Relations -2	2	20

Elective 2-Inter-disciplinary Domain (ID)

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Socially Aware Manager	2	20
2	Cross Cultural Management	2	20
3	Digital Transformation in HR	2	20

List of Electives for Term 6

Elective 3- Human Resource Domain (HR) & Inter-disciplinary Domain (ID)

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	AI and ML in HR	2	20
2	Gamification in HR	2	20

Student credits are based on both classroom hours & non-classroom hours

The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms. It is a policy of the Institute to drop elective courses with less than the pre-defined criteria for registrations.

HRS 6822 - Compensation Management - 3 Credits

INTRODUCTION

Every Organization believes strongly that its Human Resources are the core strength of the entire business activity and its success / failure depends on the team of employees working towards achieving its mission. It strives to maintain parity among the employees having the same skill sets, qualification, potential, and experience while duly recognizing/ demonstrating exceptional performance in a befitting manner with a transparent policy & a simple procedure to administer the same. It keeps in mind the standard of living

expected by the employees, their social security needs, health benefit needs and their educational/ learning needs.

Hence, it becomes imperative to pay a fair compensation to all employees commensurate with their qualification, experience, specialized skills, performance coupled with the market realities.

HRS 6801 - Labour and Employment Laws -1 - 3 Credits

INTRODUCTION

The law relating to labour and employment in India is primarily known as Industrial law. Over a period of time, the industrial or labour law has developed owing to the awakening of workers. This is a global phenomenon, especially as workers begin to understand the significance of theirrights, work conditions and employment terms. Labour law as a discipline, focuses on embracing the complex relationship between the employees, employers, governments and the justice system. The foundations of such mechanisms have been addressed in the Employment Relations course. The direction hereon is to enable a better understanding of the legal underpinnings that encompass such complex stakeholder relationships. As a future HR professional, the skills acquired through this course becomes essential to enable any given business or organization tothrive, even during adverse scenarios or crises.

HRS 6810 - Organisational Change & Development - 2 Credits

INTRODUCTION

Rightly goes the saying- change is the only constant of life. Organizations are not debarred from this doctrine as well. Every Organization faces the challenges and pressures to survive and survival needs constant and continuous change and adoption. In this course, students are expected to explore, internalize and discuss the concepts and processes involved in a change management process. Specific inputs on need and nature of change, managing change and measuring change in the context of diversified and unpredictable situations will be provided. Also students will get familiarised with various methods for change and the process steps for change in an organization. The course is planned in a manner to orient the students to contemporary business situations and environments.

HRS 6501 - Project Management - 2 Credits

INTRODUCTION

This course focusses on holistic approach to Project Management. Projects are considered important and critical to the success of any organization. Successful organizations gain competitive advantage through the achievement of their strategic plans. The strategic plans often require projects to be planned and executed effectively. The success of a project depends on planning and execution within the constraints of time, cost and quality. Effective project management requires both technological as well as socio cultural processes to be integrated, driven by a project manager, team and a specific project organization. Project stakeholders also play an important role during effective project implementation.

This course deals with traditional project management processes, tools & techniques, and monitoring aspects.

HRS 6820 - HR Analytics - 3 Credits

INTRODUCTION

HR analytics also known as people analytics is being used by top organizations in the world. Numbers rarely talk but if one analyses these numbers, you can tell get insights into different HR process. HR analytics can be split into descriptive, predictive and prescriptive analytics. It is essential to understand the business and come up with solutions which are not only effective but also efficient. Analytics has become an integral part of decision making in organizations today. This course will help students understand the basics of analytics, problems in implementing analytics along with tools that can be used for analytics.

HRS 6601 - IT Consulting, Business Analysis and BPM - 3 Credits

INTRODUCTION

Information Technology (IT) has become an integral component of business organizations. IT companies have moved from merely implementing what is required to consulting - where they advise, counsel, and recommend IT-based business strategies to businesses. Top management consulting firms too have moved into this area, not only because it is new and good value, but also fast growing. As an enabler for attaining a strategic edge, the role of IT in an organization is indispensable spanning different functions and levels of management. An IT consultant must recognize and identify the business implications of current and emerging IT technologies. The course is aimed at making business management

students recognize the importance of IT consulting in achieving the business objectives of an organization, familiarizing them with an IT consulting framework that picks enough from typical consulting services but becomes different due to fast-changing technology.

The second part of the course delves into the complementary domain of business analysis. It seeks to introduce the students to the fundamentals of business analysis and the typical tasks that a business analyst is expected to perform. The course participants will learn about successful project initiation, accurate elicitation of requirements, modeling techniques to enhance the understandability of requirements by both business as well as technical stakeholders, techniques for eliminating ambiguities from requirements, and the successful facilitation of requirement approval meetings

The third part of this course introduces business process management (BPM) as a mechanism for business transformation through both business process re-engineering and continuous improvement. Students will understand how the IT consulting projects fit into the business transformation journey of an organization. Overall, this course will enable the participants to develop general abilities related to problem identification and solving, along with some formal processes, methodologies, and models, which together will help them navigate the challenging IT consulting landscape. The students will be able to view IT consulting from two perspectives: first, as a prospective IT consultant seeking a successful career in a leading consulting firm, and second as a manager employed in a client organization who is looking to engage with and extract maximum value from external consulting resources.

HRS 6906 - Legal Aspects of Business - 2 Credits

INTRODUCTION

The object of law is order; and result of order is that people can look ahead with some sort of security as to their future. In the Indian context, the object of law is to establish socio- economic justice and remove the existing imbalance in the socio-economic structure. When improved literacy contributes to awareness of rights of citizens, the society transforms to a litigious one, resulting in legal actions becoming more pervasive in our lives. Going by the maxim of "Ignorantia juris non-excusat" (ignorance of law is no excuse) it becomes imperative for managers to be aware of the laws that govern the Corporate sector so that they proceed legally when a right is infringed and also defend a legal suit against them or their organizations when required. Hence understanding laws, more specifically business laws become inevitable for students.

HRS 6817 - Strategic Human Resource Management – 2 Credits

INTRODUCTION

This course illustrates the strategic Human Resource themes at play across industry and looks at approaches to respond to them.

The course aims to:

Develop understanding of the conceptual foundations and practice of strategic human resource management (HRM) in different organizational contexts

Provide insight about how organizational strategies linked with HRM practices viz., planning, recruitment, compensation, performance management, learning and development and other interventions contribute to effectiveness of organizations.

Develop understanding of emerging themes of focus for HRM around: global work contexts, dealing with changing environment, economy, technology and changing role of HR practitioners.

The students will prepare for most classes by completing assigned readings, including reading of research and practitioner articles and business cases. The readings will give them both theoretical and practical grounding for discussion and learning. To succeed in this course, students must attend lectures, participate in discussions, and most importantly think about the application of concepts discussed.

HRS 6805 - Labour and Employment Law- 2 - 2 Credits

INTRODUCTION

This course aims to impart a general understanding of primarily social security law, wages law and law of prevention of sexual harassment as part of labour and employment laws in India as they have evolved over the years through legislative action and judicial interpretation. It also focuses on the way these laws are operating in the present socio-economic environment and from the viewpoint of the needs of the employers and employees. In the course of doing so, will also be examined the new pressures on

the subject of labour and employment law in general that are being generated in the last decade or so, the issues that are emerging, and how they impact the protections envisaged by these laws to the working people.

HRS 6400 - Sales Force Management - 2 Credits

INTRODUCTION

An effective sales force is a critical component of any customer facing organisation. A sales force is a complex system, making it a challenge to create, lead and develop. Appropriate responses must be crafted to continuous changes within organizations, markets, and the overall operating environment. Relevant processes should be developed to improve the sales force which in turn have implications on organizational growth & profitability. This course seeks to build the capabilities of future human resource management professionals in understanding, nurturing, and managing this vital organisational function and its people.

HRS 6815 - International HRM - 2 Credits

INTRODUCTION

International HRM is the study of the management of human resources in an international context. It gains immense significance in the current context of globalization and the competence needed from the executives to work in varied & dynamic work environment specific to various Regions of the Globe. The need of the day is to develop core people skills applicable to global employees is increasingly important more so for line managers who are responsible for managing people, particularly the ability to work with, manage and lead others from different countries, culture and beliefs.

HRS 6811 - Workshop on Total Rewards Management - 1 Credit

INTRODUCTION

At the end of the course, you would be able to Understand the role of government regulation & social security in compensation globally, understand how globalization, sociological and demographic changes effects compensation, components of a compensation system, 8 steps of how to build effective variable pay system, how to build a point plan and a job grading system to create internal equity, how to create different levels of salary benchmarks, Understand the Hay Plan, understand mandated and cafeteria benefit systems & how reward planning can be used to cut compensation costs and learn how to build high impact compensation systems.

HRS 6816 - Negotiation and Conflict Management - 2 Credits

INTRODUCTION

This course endeavours to provide insights into the challenges faced during negotiations encountered at different levels and in various contexts. It brings possible applications that could identify causes of group conflict and ways and means of resolving the conflict, to cultivate skills for group decision-making and teambuilding and manage the negotiation through discussions, exercises, and inputs from practitioners.

HRS 6807 - Business Leadership - 2 Credits

INTRODUCTION

We recognize that leadership, as a course, is vital for your career; but we also recognize that learning leadership is to be as much experiential as possible. Therefore, we have identified what you will require the most as you enter a career and for the next three to eight years. The input that this course will give is based on this premise.

HRS 6404 - Managing Business Markets and Key Accounts - 3 Credits

INTRODUCTION

Business-to-Business marketing has a vital role to play in wealth creation and it is much larger than consumer markets as it includes businesses, not for profit organizations, government and other institutions. Therefore, the knowledge of business-to-business marketing becomes important for business leaders. Marketers addressing the business market need high achievement orientation, and deep knowledge of the supplier-client interdependence in the business world. They should be able to appreciate the diversity in the cultures of various clients and their business relations would always be one of with sensitivity to ethical practices in several areas of business. Since they are an indispensable link in the value chain, they should be socially and environmentally conscious of their actions and hence become an important course.

HRS 6302 - Workshop on Personal Financial Management - 1 Credit

INTRODUCTION

Direct Taxation is an important strategic tool for long term decision making, bottom- and top-line management and also for cash flow management. One also needs to understand the strategic importance of certain provisions which pertain to individual tax planning. This course will also add to the students' knowledge in areas such as compensation planning.

HRS 6818 - Workshop on Coaching - 1 Credit

INTRODUCTION

Coaching provides a unique space for personal development. Managers are frequently presented with employees struggling with low confidence. The conventional approach would be to either give them advice or send them for appropriate training and hope this solves the issue. In the short-term, the employee may improve confidence. Sadly, in isolation these programs rarely produce a sustained increase in confidence. External behavior may change but this needs to be supported by changes in their internal thought processes. This is often where coaching is most effective. Research has clearly demonstrated the value, efficacy, and impact of coaching in several contexts.

Coaching is highly focused and helps an individual make fundamental changes to the way they think and behave. It allows for vertical thinking so that the individual can reflect on thought patterns or behaviours and establish the changes they would like to make to transform specific areas of their life. As mangers and leaders

of the future it is important for students to understand the importance and impact of not only playing the role of a coach but also to acknowledge to be coached.

HRS 6804 - Workshop on Assessment Centres - 1 Credit

INTRODUCTION

Competency assessment, as an ongoing as well as specific tools to assess suitability has been one of the key HR processes in organizations. As a holistic concept, as well as in parts, this is deployed in organizations. It is also used for identifying behaviour for the purposes of recruitment, selection, placement, promotion, development, career management and training within the workplace. The tools, tests, assessments, and exercises used to evaluate the behavioural competencies and the individual's suitability to perform current, future, or higher-level job roles is the theme of this course.

HRS 6823 - Workshop on Diversity, Equity & Inclusion - 1 Credit

INTRODUCTION

In today's dynamic and interconnected world, organizations thrive when they embrace the richness of diverse perspectives, create equal opportunities for all, and cultivate an environment where every individual feels valued and included. This workshop is designed to inspire meaningful conversations, deepen understanding, and equip participants with the knowledge and tools needed to contribute actively to building a more diverse, equitable, and inclusive workplace. We will explore the power of diversity and address systemic biases.

HRS 6907 - Society, Environment, Values & Attitudes – 4 Credits

INTRODUCTION

Society, Environment, Values & Attitudes (SEVA) is a unique initiative by TAPMI to enable students to actively implement the concepts learnt by them in the SRME course. The uniqueness of the course comes from the fact that it is a purely project-based course where students work directly with field-based stakeholders who are our partners in the path towards business sustainability and in management education geared towards the same.

SEVA is a 4-credit course that is entirely live project based. Delivered from within the Faculty Advisory System, SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating / attempting to create superior societal / environmental value. Students spend between 75-100 hours on the ground, in class and self-learning mode, devise solutions to management issues faced by small and micro-entrepreneurs, NGOs, the District Administration, Corporates and other relevant actors. Students actively explore opportunities to connect small-scale producers to mainstream value chains, to apply modern management principles in different functional areas to increase operational efficiencies, improve top-lines, introduce the use of information and communication technologies (digitalization) and thus improve overall business health of the beneficiary.

HRS 6808 - HR Consulting - 2 Credits

INTRODUCTION

This course will introduce the students to:

1. The fundamentals of consulting with special reference to the Human Resource (HR) function and how to apply the learning of HR while creating solutions for the clients.

2. Successfully drive the HR function, projects and assignments in organizations as an internal HR consultant from ideation to execution.

HRS 6805 - Employment Relations – 2 - 2 Credits

INTRODUCTION

Employment Relations as a discipline deals with the dynamics of Employee Relations (ER) as well as of the Industrial Relations (IR) in a liberalized, deregulated, and global environment. While Employee Relations was covered in the previous Term, this Term.

HRS 1003 - Managing Workplace Social Network – 2 Credits

INTRODUCTION

Working in organizations revolves around being part of both formal – official position, titles, and identity associated with the same, and informal networks – colleagues, friends, and indifferent colleagues. Bulk of what we do, or what we get done from others, is through using informal networks. Thus, either we influence or get influenced by informal networks. Therefore, identifying once own position and the position of other crucial members in once own informal social network is crucial to manage and being managed by such networks. This course thereby also covers a few aspects of influence, leadership, and change management that can be resolved using social networks. The course also

creates a management consulting opportunity for students who are familiar with various aspects of social networks; tools to map, visualize, and identify key individuals; and diagnose key features of organizational networks.

HRS 1002 - Cross Cultural Management - 2 Credits

INTRODUCTION

Cross-cultural management context currently underpins both local and multinational organizations in the contemporary globalized context. Given the strong impact of cross cultural understanding on managerial success and failure, this course endeavours to develop sensitivity to and appreciation for the cross-cultural context of management. Looking at the significance of cross-border movements and increased physical and virtual interactions across the borders, the course also looks into important dimensions of expatriate management and important issues related to cross-cultural team management.

HRS 6819 - Digital Transformation in HR - 2 Credits

INTRODUCTION

The course on "Digital Transformation in HR" is designed to provide students with a comprehensive understanding of how digital technologies are fundamentally reshaping the field of Human Resources. In an era where technology is rapidly advancing, organizations worldwide are increasingly recognizing the need to harness these advancements to enhance their performance. Digital transformation, as defined by Capgemini Consulting, involves the utilization of technology to radically improve enterprise performance, and it has become a paramount topic for

companies globally. This course delves into the profound impact of digital transformation on HR, exploring various facets such as the future of work, digital HR strategies, vendor selection, and the innovative use of gamification in HR processes. With technology continuously evolving and reshaping business models, value streams, and driving rapid change, this course equips students with the knowledge and skills to navigate these digital enablers and understand how HR plays a pivotal role in supporting this growth.

HRS 6604 - Artificial Intelligence and Machine Learning in HR - 2 Credits

INTRODUCTION

The integration of Artificial Intelligence (AI) is revolutionizing the operational procedures of organizations across various industries and job functions. Irrespective of any job, business or industry, AI has augmented various activities and improved the efficiency of the overall system. This course specifically focuses on the practical business applications of AI and how it will help managers in their workplace. It also places significant emphasis on the technologies that facilitate these applications. The course will touch upon different forms of AI such as Narrow AI, Artificial General Intelligence (AGI), Super AI and Generative AI. Students will learn

Machine Learning (Supervised, Unsupervised, Semi-supervised and Reinforcement Learning), Neural Networks and Deep Learning, Robotics, Recommender systems, Generative AI and their applications in the Finance domain. Additionally, students will gain knowledge on the ethical use of AI, Privacy and security concerns and responsible AI practices.

HRS 6824 - Gamification in HR - 2 Credits

INTRODUCTION

This course delves into the application of game mechanics and design principles to real-world challenges. It provides a comprehensive overview of gamification, covering its theoretical foundations, practical applications, and case studies. Starting with a strategic approach, the course guides learners through the design process, emphasizing its potential in various fields, especially Human Resource Management (HRM). You'll learn to design, implement, and evaluate gamification strategies to boost employee engagement, motivation, and performance. By the end of the course, you'll be equipped with a gamification framework helping you design effective gamified solutions for your specific business needs of the workplace / workspace.

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MASTER OF BUSINESS ADMINISTRATION – MARKETING

(MBA-MKT)

The MBA Marketing program at TAPMI is uniquely structured to give students a holistic understanding of marketing concepts, tools, and techniques.

The first year provides multi-disciplinary foundational training in broad business and management disciplines, including core marketing courses. The second year offers students advanced intensive marketing learning through various courses in the domains (but not limited to) of Marketing Analytics, Digital Marketing Management, Sales and Consumer Services Management, and Brand & Product Management. The second year includes summer internships, BrandScan , and skill-building workshops equipping students to build deeper expertise.

During the two-year MBA program, students undergo 976 hours of both classroom and non-classroom learning. A student admitted into the MBA Marketing program will complete 600 hours in Year 1. The remaining 376 hours will be completed in Year 2 of the program.

5.1 First Year (MBA-MKT)

The first-year courses introduce students to basic knowledge about different functional areas of management. The student would know about the basic tools and concepts in different disciplines and would understand how organizations function. In addition to these multi-disciplinary functional courses, the student also gets exposed to certain courses that are considered foundational in the domain of marketing. The student would start appreciating the connectivity of the disciplines. The course credits in Year I (Term 1 + Term 2 + Term 3) is 63

The indicative list of courses for the first year and corresponding credits are given below:

Term I			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Basics of Accounting	1	10
2	Learning through Alternative Pedagogies (LEAP)	1	10
3	Excel Basics	1	10
4	Managerial Statistics	3	30
5	Marketing Management -1	3	30
6	Managerial Economics	2	20
7	Financial Accounting	2	20
8	Managerial Communication	2	20
9	Organizational Behaviour	3	30
10	Sustainability, Responsibility, Managerial Ethics (SRME)	2	20
11	Comprehensive Test- I	1	0
TOTAL TERM – I		**21**	**200**
Term II			
Sl. No.	Course Name	Student	Classroom

		Credits (*)	Hours
1	Operations Management	3	30
2	Marketing Management – II	2	20
3	Management Accounting	2	20
4	Macro Economics	2	20
5	Business Communication and Presentations	2	20
6	Consumer Behaviour	3	30
7	Introduction to Digital Marketing	2	20
8	Brand Management	3	30
9	Personal Selling and Sales Negotiations	3	30
10	Comprehensive Test – II	1	0
TOTAL TERM – II		**23**	**220**
Term III			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Strategic Management	2	20
2	Human Resources Management	2	20
3	Advanced Excel Skills (MOOC)	1	10
4	Financial Management	3	30
5	IT for Business	2	20
6	Business Research Methods	2	20
7	Sales and Distribution Management	3	30
8	Advertising and Media Planning	3	30
9	Integrative Assessment	1	0
TOTAL TERM – III		**19**	**180**
TOTAL Credits TERM – (I-III)		**63**	**600**

Student credits are based on both classroom hours & non-classroom hours

The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.

MSM 4300 - Basics of Accounting - 1 Credit

INTRODUCTION

The topics of the course cover financial accounting concepts. Management students need to understand financial data and coordinate their decision making by using such data developed by accounting executives. This requires an understanding on how financial statements are prepared and the assumptions in their preparations rather than a mastery of accounting techniques.

MSM 4400 - Learning through Alternative Pedagogies (LEAP) - 1 Credit

INTRODUCTION

Various pedagogies have been used to impart management education such as case discussion, lecture, simulation, management games, lab experiments. The

objective of this course is to introduce participants to these pedagogies in general as well as case discussion in particular. Case discussion, as pedagogy is one of the most effective and widely used pedagogy for teaching business management across the globe. This pedagogy brings real-life situations to class and hence of significant value from an industry perspective too. This method also allows participants to put themselves in the shoe of a manger, and address issues in situations which they face. The course encompasses various facets of case analysis including case reading, preparing notes, case analysis (written and oral), case discussion (within-group and in class with instructor), class participation techniques. Participants through this course should be able to understand the importance of case discussions and analysis and internalize this method of learning.

MSM 4500 - Excel Basics - 1 Credit

INTRODUCTION

Data analysis skills is a critical component in excelling as a manager in today's data rich business environment. By using problem solving techniques and approaches mostly relying on data analysis, managers solve problems they face in their workplace. Problem solving follows a systematic path of gathering, analysing, interpreting, and presenting numerical data to a diverse group of people in management.

Hence every student before starting their formal MBA programme should be familiar with the key functions of Microsoft Excel which are extremely useful for analysing data and presenting results. The

Microsoft® Excel sessions are structured with guided in-class exercises along with home practice exercises.

MSM 5700 - Managerial Statistics - 3 Credits

INTRODUCTION

Quantitative data comes in all forms-small/large, sufficient/incomplete, and useful/useless. Data governs most of the decisions that are taken at the table. Business statistics enables decision making in the contexts of uncertainty and has its utility in all areas of business be it marketing, finance, operations, health administration, quality assurance, human resource management and service improvement to name a few. The world today produces data by microseconds, and it is imperative now to demonstrate the impact numbers have on all dimensions of decision making. If one needs to process data, then statistical knowledge to manage and interpret data is crucial. Statistical facts can help determine the significance of any given business processes. Business statistics are something all business managers should consider if they expect maximum profitability for their enterprises. This course introduces various aspects of Business Statistics to the participants. Participants will be able to understand concepts of probability, randomness, and addressing randomness in form of probability distributions. This course also deals with basic tools and techniques of statistical inference like sampling, hypothesis testing, and regression analysis using spreadsheet software.

MSM 5401 - Marketing Management - I - 3 Credits

INTRODUCTION

Marketing is business - this is how one of the magazine's byline goes. This epitomizes the importance of marketing in a highly competitive business environment developing in India. Marketing as an academic discipline is an amalgam of subjects ranging from applied psychology to operations research. It is an art as well as science & therefore is fascinating. Marketing is ever fresh, evolving & hence challenging too. Marketing to some is a philosophy because what we do day in, & day out can be looked through the marketing lens. We as consumers & marketers are influenced and as well influence the progress of marketing. Marketing management is creative & innovative. However, it is at the same time the most responsible discipline to shore up the top and bottom lines of companies. This paradox of marketing makes it the most challenging profession. Marketing as an orientation is now touted as the fundamental requirement for any organization to exist. It is therefore imperative that we understand the dynamics of marketing.

MSM 5200 - Managerial Economics - 2 Credits

INTRODUCTION

The course "Managerial Economics" deals with the fundamental principles of economics for managerial decision-making. At its core, the study of economics deals with the choices and decisions that have to be made in order to manage scarce resources available to us. It covers the essential microeconomics tools such as demand and supply, production, cost, revenue and market structures, and their application to different functional areas of the business. The course will help in decision making and will also act as a link between economic practice and theory.

MSM 5300 - Financial Accounting - 2 Credits

INTRODUCTION

Managers and other stakeholders need to understand financial reporting and use financial data for decision making. This course enables students to develop an ability to understand the reporting requirements and impact of operating, investing & financing decisions on key performance metrics.

MSM 5800 - Managerial Communication - 1 - 2 Credits

INTRODUCTION

In today's VUCA (volatile, uncertain, complex, and ambiguous) world, skills that are vital today are no longer relevant tomorrow. The Fourth Industrial Revolution has introduced us to advanced robotics, artificial intelligence, and machine learning. All these changes and automations are rapidly transforming the ways we live and work. To remain competitive, companies need managers who can assimilate and assess huge amounts of data, analyze it, find linkages between the various threads of information, make sense through sound

logical reasoning, and arrive at creative solutions. This, in short is critical thinking and the course *Managerial Communication - I* focuses on honing students' critical thinking skills through analyzing issues and arguments.

The course Managerial Communication - I is intended to help students develop and improve both their oral and written communication skills. This is achieved by encouraging them to give attention to details, present the message logically and clearly, to effectively carry out the intended communication.

MSM 5801 - Organizational Behavior - 3 Credits

INTRODUCTION

Organizational behavior (OB) course helps you develop a deeper understanding of human behavior in an organizational setting. Through this course you cultivate mindsets and build skills to understand the ways in which organizations and their members affect one another. The course focuses at three levels: individual, interpersonal, and collective. We will start at the individual level, covering learning, attitude, perception, emotions, personality, values and motivation. We will then turn to the interpersonal relationships. Finally, we will move up to the collective level, covering groups and organizations

The primary goal of this course is to increase your awareness about the challenges associated with human behavior in the workplace in modern times. Problems related to human behavior are complex and managers need

to be able to reflect and analyze these problems from various angles. The course provides you the tools that can be used to diagnose and solve such problems. As part of this endeavor, conceptual frameworks, in-class exercises, case discussions, and skill-oriented activities are blended within the course. It is expected that by the end of the course, learners would be able to understand the dynamics of human behavior in an organizational context and as far as possible apply the same into the organizational context to enhance their abilities as a manager and leader.

MSM 5910 - Sustainability, Responsibility & Managerial Ethics - 2 Credits

INTRODUCTION

Sustainability, Responsibility & Managerial Ethics provides business students with the necessary knowledge, tools, skills, and self-perception to become responsible managers. In order to realize these goals, this course provides a very profound overview of the conceptual development of the field of responsible business and management. This course will help in understanding the three main domains viz

- The 'Sustainability' domain aims to create a positive triple bottom line, and to contribute towards a healthy circular economy.
- The 'Responsibility' domain addresses stakeholder concerns and optimizes stakeholder value.
- The 'Ethics' domain highlights the ethical issues, challenges and opportunities for modern businesses, while encouraging moral excellence.

MSM 5502 - Operations Management - 3 Credits

INTRODUCTION

This course introduces the operations function to the student, and provides the basic skills and concepts needed to ensure the ongoing contribution of a firm's operations to its sales and marketing strategies. There is a very strong bond between operations and sales; operations convert raw material (RM) to final products while sales convert final product into money. This money is used to buy the RM for more production and cycle continues. The sales and operations function are highly dependent on each other. Operations Management involves the optimal utilization of resources to produce the goods or services to the customer to satisfy the customer demand generated by the sales department. The input given by sales departments will be used for production and allied planning. On the other hand, the output of operations department will be available for sales. So, there is a need to study these two functions in a holistic way. This course emphasizes on an intensive study of the elements associated with the design and operation of productive systems and explains the integration of these elements with sales and marketing functions of the organization.

MSM 5402 - Marketing Management 2 - 2 Credits

INTRODUCTION

The impact of marketing on consumers and other important stakeholders is an important topic for research and practice. The connection between marketing and other functional areas of business is also a fascinating area of study. Students of marketing would find that concepts covered in other courses like economics, quantitative techniques, costing fundamentals and communication find application in Marketing. However, within many organizations, the marketing function is seen as being too aggressive in demanding resources, without appreciating the concerns of other functions. This misunderstanding would continue unless the marketing function plans and strategizes based on a holistic understanding of organizational goals and objectives. This course aims to develop an integrated understanding of the implications of marketing actions for the organization.

MSM 5302 - Management Accounting - 2 Credits

INTRODUCTION

Accounting information is an important component of the process that helps to take managerial decisions. Linking accounting information to varied activities such as planning operations, evaluating units/operations, sustainability and understanding the nature of costs and profits can be very useful in helping take business decisions, and help sustain the operational efficiency and profitability of the organization.

MSM 5201 - Macro Economics - 2 Credits

INTRODUCTION

Macroeconomics is that branch of economics which deals with the subject matter of aggregate economic behavior. Unlike microeconomics, which deals with disaggregated individual decision makers, macroeconomics considers the entire economy as an indivisible unit. Since no business can operate in isolation,

awareness of various macroeconomic parameters is a pre-requisite for businesses to flourish. In this regard, this course intends to offer conceptual as well as working knowledge on macroeconomic environment integrating economic relations among government, businesses, and international institutions.

MSM 5403 - Business Communication & Presentations - 2 Credits

INTRODUCTION

Communication is the backbone of business and plays an important role in all its domains. Being in boundary position, Sales and Marketing professionals need to be effective communicators for the desired impact. However, the process of communication has become extremely challenging in recent times. Organizations have become larger and complex with more departments than earlier. Businesses have become truly global with economies getting networked with one another. Sensitivity towards social and environmental issues has increased multifold. All of these pose greater challenges to organizations while they deal with their stakeholders. In addition to this, the increase in the modes of communication and the proliferation of social media platforms has made communication an extremely challenging task for businesses.

The course, *Business Communication & Presentations – MSM 5403* addresses the salience of communication in business, especially in the domain of Sales and Marketing. These domains interact with various external stakeholders such as channel partners, media agencies, customers and regulatory authorities. Meanwhile, they also need to interact with entities and departments within the organization. This course will cover various aspects of communication such as making

presentations, drafting reports, and effectively using digital media. The course aims to provide an experiential approach towards building the foundation for communication in sales & marketing.

MSM 5405 - Consumer Behavior - 3 Credits

INTRODUCTION

The course on consumer behavior provides students with in-depth knowledge of the fundamentals of consumer behavior with emphasis on the consumer in the marketplace, consumers as individuals, consumers as decision makers, and consumers as influenced by culture and subculture. It emphasizes the process of consumer choice and the implications for marketing efforts in businesses. Organizations are constantly gearing up to assess their customer needs accurately with the intention to make effective decisions on what markets to target and the variety of product/service offers to them. Therefore, this course, in this rapidly changing marketplace, assists managers to have an effective understanding of the current & future needs of the marketplace and the related behavioral factors influencing them.

MSM 5409 - Introduction to the Digital Marketing World - 2 Credits

INTRODUCTION

This course provides an understanding of how to engage the customer in the digital world of today through marketing activities. Digital marketing is the process of creating shareholder value by capitalizing on the opportunities offered by the internet and its associated technologies. Marketing experts are using the tools of the

internet to both identify new customers as well as maintain a relationship with existing customers. Customers today use the Internet to make the bulk of their purchase decisions without directly interacting with the selling organization. Business enterprises need to adapt to the new reality of

- Customer with choice, knowledge, and buying power.
- Fiercely competitive markets
- Breaking down of entry and exit barriers.

This course will cover digital marketing and advertising channels and focus on the strategies for successful planning and analysis.

MSM 5404 - Brand Management - 3 Credits

INTRODUCTION
Brand is the 'essence' of any business. This is 'the thing' that connects a consumer with the organisation. Without brand, a product or service behaves like commodity and the ability to gain profit, bargain and even existence of the organisation is at stake. At the same time, not all brands are successful. So what it takes to develop a powerful brand. What makes a brand memorable? Brand is more like farming – it takes time, patience and deep understanding of its consumers, consumption and competition (3Cs).

This course is an attempt to develop deep understanding and passion for brand management amongst students for both – startup as well as for established businesses. The course will begin with the basic concepts and gradually move to its practical applications as well as implications. The course would be a blend of theory, case reference as well as industry learnings to make the students conscious and curious about importance of brand, branding and brand building.

To make the course interesting for students and to make them understand the importance of brand applications, we will have 2 sets of case references – one case would be constant throughout the course so they learn deep about one brand, how they solved business problems keeping brand in mind; and the other would be mixed cases from different brands to clarify a particular aspect of branding. The constant case the course would be that of Nike brand.

MSM 5412 - Personal Selling & Sales Negotiations - 3 Credits

INTRODUCTION
Personal selling is a unique element of marketing which not only creates awareness and provide information about the features of the products but also adopts individualistic approach that is designed to meet specific need of prospects and specific market segment. Personal selling plays a vital role in creating direct contacts and/ or interactions between customers and sellers/producers as well as enhances a firm's productivity. Productivity is the act of enhancing customer relationships, customer retention and an increase in sales volume of a firm. Personal selling remains a cornerstone that assists firms to build strong customer relationships; increase in sales volume, customer retention, understanding the needs, taste, and preferences of customer, stimulating demand of a firm's products. Virtual selling is now in vogue in most countries due to the post pandemic constraints.

MSM 5903 - Strategic Management - 2 Credits

INTRODUCTION

A firm's strategy reflects its approach towards its competitiveness, profitability, and growth. The strategy is also a firm's theory of how to gain and sustain competitive advantage. As the process of strategy formulation and implementation is cross-functional; it requires integrative thinking connecting the firm's operations, finance, marketing, systems, human resources and R&D functions. The broad objective of this course is to understand and critically evaluate how firms manage the formulation and implementation of strategy. Various frameworks pertaining to situation analysis, business strategy, corporate strategy, and executing strategy are to be discussed and applied in this course. The pedagogy includes lectures followed by discussions, case analysis, role-play, presentations, and classroom exercises.

MSM 5804 - Human Resources Management - 2 Credits

INTRODUCTION

If you open naukri.com, on any day you are likely to find 15 Lakh plus new jobs advertised. Other job sites only add to this enigma. Ever since the emergence of globalization, knowledge economy and dominance of technology driven services, the relative importance of factors of production (land, labour and capital) has undergone a fundamental change in pecking order, putting Labour (call HR) as the most important one. Its dynamism and ability to innovate and orchestrate change or desist these, bestows on HR the unique distinction of being the irrefutable most significant factor of competitive advantage. As a team leader or a CEO, you will chase this resource for ever to come.

This course is designed for will give you insights to prepare to leverage the vital human resource for achieving competitive advantage.

MSM 5701 - Advanced Excel Skills (MOOC) - 1 Credit

INTRODUCTION

This subject consists of four courses under the specialization Excel Skills for Business in Coursera. The students learn the Essentials of Microsoft Excel in a stepwise manner which prepares them for data analytics sing excel. The students will learn to expertly navigate the Excel user interface, perform basic calculations with formulas and functions, professionally format spreadsheets, and create visualizations of data through charts and graphs. A broad range of practice quizzes and challenges will provide great opportunities to build up the required skillset. Spreadsheet software is one of the most ubiquitous pieces of software used in workplaces across the world. Learning to confidently operate this software means adding an asset to the employability portfolio.

MSM 5301 - Financial Management - 3 Credits

INTRODUCTION

The focus of this course is to provide a clear understanding of the practical aspects of finance. The course will into the operational aspects of finance. The course is essential as it provides the primary platform for financial applications of business. Hence, as a business manager, the cross-functional integration of this

course will hold you in good stead in your future career.

MSM 5601 - IT for Business - 2 Credits

INTRODUCTION

Information Technology (IT) has become an integral component of business organisations. As an enabler for attaining a competitive edge, the role of IT in an organization is indispensable spanning different functions and levels of management. The course is aimed at making the marketing management students recognize the importance of IT in achieving the business objectives of an organization, familiarize themselves with different types of information systems that can be utilized across the organization's value chain, and identify the business implications of emerging technologies.

MSM 5407 - Business Research Methods - 2 Credits

INTRODUCTION

Business Research is the process of identifying solutions for problems related to business situations. This process involves identifying the problem in its correctness, formulating research design to systematically collect, record, analyze & interpret the data that can help to solve problems for decision makers involved in various areas of business and leads to improvement.

MSM 5408 - Sales & Distribution Management - 3 Credits

INTRODUCTION

In today's competitive marketplace no company can take its customers or market share for granted. A company that does not quickly capture and understand changes in the marketplace will normally witness a sharp decline in sales and profitability. Hence, a company's sales team and channel partners have a larger role to play in fulfilling organizational objectives. The sales and distribution function of a modern-day corporation must not merely sell products; they must also be actively involved in solving customer problems and building a relationship with customers.

MSM 5413 - Advertising and Media Planning - 3 Credits.

INTRODUCTION

The course on advertising and media planning aims to prepare students to understand the principles and practices of marketing communications and provides a managerial framework for integrated marketing communications planning. In this course we will explore not just the process but also the science and the art of communicating effectively with different stakeholders in the eco-system through an integrated approach, covering traditional, digital and social media. Students will examine the different promotional mix tools including advertising, interactive marketing, publicity, and sales promotion from an integrative perspective. This course combines theoretical inputs, discussions, readings, live examples, case studies and exercises in a participatory learning framework by integrating theory with promotional mix elements to understand their role in the overall marketing program.

5.2   Comprehensive Test – I & II

At the end of terms 1 and 2, students undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

5.3   Integrative Assessment

At the end of term 3, a student shall undergo an Integrative assessment. The faculty panel shall evaluate the student based on the courses covered in year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each context, demonstrate fair appreciation of inter-linkages between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

5.4   Sustainability, Responsibility & Managerial Ethics at TAPMI

Responsible Management Education, i.e., to situate all learning at a B-school within the broad boundaries of sustainable and ethical business practices, is no longer just desirable but an imperative. TAPMI is fully committed to act responsibly as a leading B-school and to train every graduate to be able to recognize, react to and responsibly shape sustainability and ethical issues as they arise and create opportunities and win–wins for their employers, customers, communities and themselves.

Sustainability, Responsibility and Managerial Ethics (SRME) is a 2-credit course delivered inside the classroom. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts.

All Sustainability related initiatives at TAPMI, across teaching, research and partnerships are coordinated and delivered by the T A Pai Centre for Sustainability & Competitiveness.

5.5   Summer Internship (SIP)

SIP is a six-credit course where students undertake an internship project between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands-on experience of solving real-world problems, apply understanding of concepts/practice to real-life situations, and to strengthen the ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for the internship arranged by the institute. They then undertake an internship project in their respective organizations for a period of six to eight weeks soon at the end of their first year. Upon completion of the internship process, students submit their Internship Project Report to the Institute and proceed further to present their work to a panel of faculty members for evaluation.

5.6 Second Year (MBA-MKT)

During the second year of the program, in addition to the compulsory courses, electives are offered to students along with summer internship (SIP) and BrandScan course.

An indicative list of courses and credits for the second year is given below:

Summer Term		
Course Name	**Student Credits (*)**	**Classroom Hours**
Summer Internship (SIP)*	6	0
Term IV		

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Legal Aspects of Business	2	20
2	Services Marketing	3	30
3	B2B Marketing	3	30
4	Applied Marketing Strategy	3	30
5	Supply Chain Management	2	20
6	Elective 1	2	20
	TOTAL- TERM IV	**15**	**150**
Term V			

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Advanced Digital Marketing	2	20
2	Advanced Marketing Analytics and Research	3	30
3	Retail Management	3	30
4	Customer Relationship Management	2	20
5	Brand Scan	4	0
6	Elective 2	2	20
	TOTAL- TERM V	**16**	**120**
Term VI			

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Marketing Strategy	3	6
2	Rural Marketing	3	30
3	Data Visualization in PowerBi	1	10
4	Pricing Strategy	2	20
5	Business Leadership	2	20
6	Society, Environment, Values & Attitudes (SEVA)	4	0
7	Elective 3	2	20
	TOTAL- TERM VI	**17**	**106**
	TOTAL Credits TERM – (I-VI)	**117**	**976**

The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms. It is a policy of the Institute to drop elective courses with less than the pre-defined criteria for registrations.

List of Electives:

SI No.	Course Name	Term	Student Credits (*)	Classroom Hours
1	Management of Sales Force	IV	2	20
2	AI for Management	IV	2	20
3	Sustainable Marketing	IV	2	20
4	Marketing Performance Metrics	V	2	20
5	Product and Innovation Management	V	2	20
6	Key Account Management	VI	2	20
7	Social Marketing	VI	2	20

* Student credits are based on both classroom hours & non-classroom hours

Note: This will be a floating basket of specialization electives and new cutting-edge courses will be considered in the offerings. For each term, a total of 2-3 electives shall be offered to students and the elective receiving the maximum number of subscriptions will be taught in that particular term.

MSM 6904 - Legal Aspects of Business – 2 Credits

INTRODUCTION

The object of law is order and the result of order is that people can look with some sort of security as to their future. In the Indian context, the object of law is to establish socio- economic justice and remove the existing imbalance in the socio-economic structure. When improved literacy contributes to awareness of rights of citizens, the society transforms to a litigious one, resulting in legal actions becoming more pervasive in our lives. Going by the maxim of "Ignorantia juris non-excusat" (ignorance of law is no excuse) it becomes imperative for managers to be aware of the laws that govern the corporate sector so that they proceed legally when their rights are infringed and defend legal suits against their organizations as and when required.

Hence understanding of laws, more specifically business laws become inevitable for students.

MSM 6407 - Services Marketing - 3 Credits

INTROIDUCTION

Services have become an integral part of the economy in both developing and developed countries. In fact, one of the main parameters of development is the share of services in a country's Gross Domestic Product (GDP). Understanding and delivering superior services is the key to flourishing in a service economy. Also, marketing services are different from marketing products. The 4 I's (characteristics) of services viz. Intangibility, Inventory (Perishability), Inconsistency (Heterogeneity), and Inseparability differentiate them from products and thus make the marketing of services more challenging.

MSM 6400 - Business-to-Business Marketing – 3 Credits

INTRODUCTION

Business Markets are much larger than the consumer markets and includes commercial enterprises, not for profit organizations, government, and other institutions. Business Markets have a key role in wealth creation for the country. It is important for business leaders to have a thorough understanding and knowledge of the way business markets operate. Marketers addressing the business market need to possess high achievement orientation, and in-depth knowledge of the supplier-client interdependence in the business world. They also should be able to appreciate the diversity in the cultures of various clients. Managing business relations with utmost sensitivity to ethical practices in several areas of business is a major challenge one must face. In this course, students examine the importance as well as the impact of marketing products and services to other businesses and organizations in the economy, the unique nature of business customer's needs, and the different marketing strategies that needs to be designed to meet such unique needs.

MSM 6430 - Applied Marketing Strategy – 3 Credits

INTRODUCTION

By end of this course the student should be able to understand the strategic and holistic aspects of marketing, their practical implications in real world. This course is positioned as a capstone course in marketing. This course will encompass various marketing function in various industries settings in action. More so, this course goes in depth of different marketing functions and its implantation in real world. The course then focuses on the marketing analysis which is central to the strategy. Further, this includes marketing driving activities and integration with the corporate strategy issues. The real-world experience-based case studies, exercises, and simulation in Indian context will be used to explain the marketing actions within strategic framework.

MSM 6503 - Supply Chain Management – 2 Credits

INTRODUCTION

For businesses to survive and compete, they need to provide the right product and service at the right place at the right time and at the right price. The basic purpose of a supply chain (SC) is to match supply with demand. With the ever-increasing complexity of customer needs and demands, almost no organization can meet the customer's demand solely by itself. There is always a need to work and collaborate with other organizations for this purpose. Today the organizations do not compete against each other, but supply chains compete against one another. Hence all members of the supply chain should collaboratively work to match supply with demand.

The course focuses on effective SCM practice and various key issues in supply chain management, emphasizing SCM performance, SCM drivers, appropriate inventory management, logistics/transportation and supply network design, and coordination in SCM.

MSM 6426 - Advanced Digital Marketing – 3 Credits

INTRODUCTION

The purpose of this course is to learn the fundamentals of Content marketing and SEO, which stands for search engine optimization and SEM (Search Engine Marketing). SEO refers to techniques that help a business' website rank higher in search engine results pages, or SERPs. In so doing, your website becomes more visible to people who are looking for solutions that your brand, product, or service can provide via search engines like Google, Yahoo!, and Bing . Over the years, these techniques have changed and improved to accommodate how people search and how search engines adapt their search algorithms.

Content marketing is defined as a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action. Although content marketing is as old as marketing itself, in the digital era, content marketing has emerged as an important tool. After all, content fuels your website, blog and all your social media channels.

SEO & SEM are important tools that allow organisations to utilise the power of search engines such as Google and Bing to increase their revenue and reach. This course uses a project focus. Students also intern at an NGO provided by Google. The NGO use google ads for their revenue and reach. Students are also required to undergo Google training before taking up the project. At the end of the course, students will be able to optimise their websites and the SEO referenced in this syllabus specifically focuses on Google.

MSM 6427 - Advanced Marketing Analytics and Research – 3 Credits

INTRODUCTION

Great marketing decisions are typically based on the sophisticated analysis of timely in-depth consumer, competitor, and environmental information. Firms operate in an increasingly challenging business environment, with greater competition, more informed customers, and rapidly changing market trends. Simultaneously, there has been an exponential growth in data generated from internal and external databases, store scanners, customer transactions, web navigation, online search, and more recently, social media but most companies do not know how to best use this data. Thus, it is imperative that all marketing professionals understand the data available to them and how to most effectively make use of it.

Advanced marketing research and analytical tools and techniques are developed and applied to real-world business decisions. Major emphasis is placed on developing an understanding of the data available to marketers, its uses and limitations, and the tools and techniques for predicting and measuring the effectiveness of a company's marketing efforts. Analytical, critical thinking and technology skills will be enhanced throughout the course.

This course will introduce students to state-of-the-art marketing analytics and will demonstrate how to practically apply these analytics to real-world business decisions. Students will develop an understanding of the data available to marketers, its uses and limitations, and be exposed to methods for measuring performance of marketing efforts. Students will acquire hands-on experience with tools and software, marketing metrics, business intelligence and modeling techniques, and web/social media measurement tools.

MSM 6401 - Retail Management – 3 Credits

INTRODUCTION

Retail in India has been evolving over the last decade from being largely unorganized to one which has attracted the major corporates like Reliance, Tatas, Birla's, Bharti Group etc. As a sector it comprises about one fourth of the Indian economy and impact many other industries including agriculture, FMCG and manufacturing. Retailing links producers to the consumers and hence it assumes a strategic importance in today's competitive marketplace. Retail flourishes in the wealthy and populous regions of the world. The objective of this course is to critically analyze the retailing process, the environment within which it operates, and the institutions and functions that are performed. Participants of this course would be able to understand and appreciate a wide array of issues, activities, and strategies that constitute the field of Retail Management.

MSM 6414 - Customer Relationship Management – 2 Credits

INTRODUCTION

One of the most critical success factors in the contemporary business environment is the ability to acquire and retain customers. In this current business scenario, one of the most critical competencies of an organization is managing relationships with its customers. In this situation, the discipline of Customer Relationship Management (CRM) is helping organizations successfully implement their strategies which are aimed at winning and retaining customers profitably. It is also helping businesses shift to a long-term relationship mode such that the interactions are mutually profitable for both customers and companies. The objective of this course is to illustrate the utility and application of Customer Relationship Management, a strategy that leverages marketing knowledge and advanced technologies for acquiring and retaining customers at a profit.

MSM 6428 - Brand Scan – 4 Credits

INTRODUCTION

BrandScan is a practice and experiential course. This is a course that is planned and executed in different stages and steps. The students take up live projects from companies and work on them to solve real-life business problems. Most of the projects are marketing related aimed at collecting data and information regarding products (both tangible goods as well as services) and their market decisions, the success & failures of such decisions, consumer profiles, consumer buying

behavior and consumption patterns, business environment status, the performance of competing products and brands, etc.

This is a student-driven course, where students are divided into groups around the projects. This course has three phases: In the first phase, the participating students plan and design the study and develop the questionnaire. Secondly, students are required to collect data from the target respondents. Lastly, students analyze the data, prepare a report and present the findings and recommendations to the organizations and the Faculty Mentor.

MSM 6415 – Marketing Strategy (MarkStrat) – 3 Credits

INTRODUCTION

The challenges of providing superior value to customers have become critical to companies in their efforts to achieve high levels of performance in a dynamic market place. Delivering value requires understanding markets, buyers and competitors and deciding how to match the organisation's distinctive capabilities with promising value opportunities. Marketing Strategy provides this in an interesting and challenging way.

This course will develop the participants' skills in formulation and implementation of marketing strategy through by simulating a real business environment. Participants in groups would be able to apply their conceptual learning in earlier marketing courses and compete with each other as individual firms in the simulated environment.

MSM 6408 - Rural Marketing – 3 Credits

INTRODUCTION

This course seeks to introduce participants to the exciting world of rural marketing. The rural markets in India consist of a diversity of actors, ranging from the government, and private sector to civil society interventions. The actions of these actors create a rich ecosystem with interesting intersections, this course introduces participants to the objectives, actions, and impact of these actors. It is vital that we approach rural citizens both as consumers and producers, The role of rural marketing as a tool for wealth creation

and poverty eradication is the underlying theme of this course. Course participants are encouraged to appreciate the linkages between production and consumption.

MSM 6701 - Data Visualization in Tableau and Power BI – 1 Credit

INTRODUCTION

In today's fast-paced business landscape, the volume and complexity of data being generated are reaching unprecedented levels. The sheer amount of information can be overwhelming, not because it's too much to handle, but because we lack the necessary skills to harness its full potential. Data visualisation addresses this issue by empowering the decision makers to transform complex datasets into visually appealing and informative representations. Through the use of charts, graphs, maps, and interactive visuals, the user can uncover patterns, trends, and relationships that might otherwise remain hidden in raw numbers and statistics. Data

visualisation thus has emerged as a preferred method for extracting and communicating valuable business insights.

This course will cover the relevance of data visualisation to business, the basic tenets of data visualisation and introduce two popular business intelligence software tools – Tableau and Power BI. The participants would then learn to use data visualisation techniques as an exploratory mechanism to identify and test various business hypotheses aiding business decision making.

MSM 6502 - Pricing Strategies – 2 Credits

INTRODUCTION

Pricing is one of the most important decisions that businesses make in their efforts for profit maximization. This "P" among the 7Ps of marketing which when effectively managed brings revenue and profit to the firm in a significant manner. The course is a foundation for effective pricing decisions by teaching key economic, analytical, and behavioral concepts associated with costs, customer behaviour and competition. In addition, advanced pricing techniques that aim to create additional value are introduced to the students.

MSM 6801 - Business Leadership – 2 Credits

INTRODUCTION

We recognize that leadership, as a course, is vital for your career; but we also recognize that learning leadership is to be as much experiential as possible. Therefore, we have gone about identifying what you will require the most as you

enter a career and for the next three to eight years. The input that this course will give is based on this premise.

MSM 6905 - Society, Environment, Values & Attitudes – 4 Credits

INTRODUCTION

Society, Environment, Values & Attitudes (SEVA) is a unique initiative by TAPMI to enable students to actively implement the concepts learnt by them in the SRME course. The uniqueness of the course comes from the fact that it is a purely project-based course where students work directly with field-based stakeholders who are our partners in the path towards business sustainability and in management education geared towards the same.

SEVA is a 4-credit course that is entirely live project based. Delivered from within the Faculty Advisory System, SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating / attempting to create superior societal / environmental value. Students spend between 75-100 hours on the ground, in class and self-learning mode, devise solutions to management issues faced by small and micro-entrepreneurs, NGOs, the District Administration, Corporates and other relevant actors. Students actively explore opportunities to connect small-scale producers to mainstream value chains, to apply modern management principles in different functional areas to increase operational efficiencies, improve top-lines, introduce the use of information and communication technologies (digitalization) and thus

improve overall business health of the beneficiary.

MSM 6409 - Key Account Management – 2 Credits

INTRODUCTION

A key account is one of your most important customers, with whom it is crucial to develop and maintain a value-added relationship. In the context of a dynamic and evolving business environment, where increasingly complex relationships have changed the nature of selling, it has created a need for greater understanding and critical treatment of key customers. Also, clients are becoming more demanding and complex. Key Account Management (KAM) is thus a strategic approach to selling which is used to ensure the long-term development and retention of strategic customers, that ensures repeat business and opening up to cross and up-selling opportunities. This course covers the issues related to defining key accounts, building the key account customer portfolio, responsibilities of key account managers, understanding the relationship stages & forming the key account development plan, implementing the KAM process and handling the key accounts. This course is designed to provide students with the latest understanding of the framework, process, and tools to engage with the key accounts on a strategic level to build a profitable and sustainable relationship.

MSM 6421 - Marketing Performance Metrics - 2 Credits

INTRODUCTION

The marketing function is regularly critiqued for seeking significant organizational resources but not measuring the short-term effects and long-term outcomes of outlays. This has led to a credibility problem for the marketing function. To overcome this weakness, marketing professionals need tools and frameworks to examine the rationale and impact of their decisions carefully. These tools can increase the quality of day-to-day decision-making and marketing strategy formulation. Understanding performance metrics and using them appropriately is the central theme of this course. In today's day-rich world, performance dashboards are continuously flashing in front of managers; this course is about creating and leveraging such dashboards to enhance the performance of the marketing function.

MSM 1001 - Artificial Intelligence for Management – 2 Credits

INTRODUCTION

The integration of Artificial Intelligence (AI) is revolutionizing the operational procedures of organizations across various industries and job functions. Irrespective of any job, business or industry, AI has augmented various activities and improved the efficiency of the overall system. This course specifically focuses on the practical business applications of AI. It also places a significant emphasis on the technologies that facilitate these applications. As part of this course, students will get the opportunity to learn Machine Learning (Supervised, Unsupervised, Semi-supervised and Reinforcement Learning), Neural Networks and Deep Learning,

Robotics, Recommender systems and other AI enabled technologies such as Virtual Assistants, Facial Recognition, and self-driving cars. Furthermore, students will learn about Large Language Models, Generative AI and get a hands-on experience on prompt engineering. Additionally, students will gain knowledge on the AI adoption framework for business, AI strategy, ethical considerations, Privacy and security concerns, Responsible AI practices, and the AI policy initiatives implemented by different governments.

MSM 1002 - Sustainable Marketing – 2 Credits

INTRODUCTION

Marketing has a vital and unique role to play in creating a more sustainable society as most of consumers' material needs and many of our psychological needs are met through marketing systems. Sustainable Marketing is the process of creating, communicating, and delivering value to customers in such a way that both environment and human capital are preserved or enhanced throughout.

This course aims to provide a broad range of tools and frameworks for understanding how business can interact with issues related to sustainability, taking a marketing perspective. In particular, we examine how traditional marketing strategies can be incorporated into and/or modified in domains in which sustainability is critical. By necessity, it is essential to not only account for the role of firms and customers, but of government, non-profit organizations, employees, and other stakeholders.

MSM 6404- Management of Salesforce– 2 Credits

INTRODUCTION

The sales function is responsible for revenue generation in an organization. The sales function hence is front and centre in the challenge to meet and exceed business growth objectives. Sales force effectiveness is a critical success factor, as sales leaders are challenged to respond to events within their companies, their markets, and their environment, while at the same time, striving to continuously improve sales force performance. This course lays out an actionable and relevant approach for building and sustaining sales force success in any business environment. It is designed to help you assess how good a sales organization really is, identify current and future sales force improvement opportunities that have large bottom-line impact, and implement tools and processes that immediately enhance sales effectiveness.

MSM 6424- Product and Innovation Management – 2 Credits

INTRODUCTION

Innovation and the creation of new products and services are crucial for every firm to be successful. Launching new products in the market are critical process; consequently, managing the development of new products entails recognizing ideas with promising outcomes and minimizing the likelihood of them failing. In this course, the explored themes include innovative methods for coming up with creative ideas, developing new products and services utilizing different

methodological approaches, creating a product, and formulating launch tactics are addressed, along with strategies for increasing productivity. Lectures and cases are used in the curriculum.

5.7 BrandScan
Legacy. Leadership. Learning.

With a legacy spanning over 32 years, BrandScan stands as TAPMI's flagship experiential marketing research initiative, transforming classroom learning into hands-on industry engagement. What began as a modest market research fair in Manipal in 1993 has now evolved into India's premier student-driven research event, involving leading companies across sectors. BrandScan is more than a course—it's an immersive, end-to-end consulting experience. Students work on live, market research projects, taking charge from the very first step—soliciting projects from industry clients, defining research problems, designing methodology, conducting primary and secondary research, analysing data, and finally presenting strategic recommendations to clients under the mentorship of expert faculty. Each project is closely supervised by faculty mentors, ensuring academic integrity and actionable insights. BrandScan is all about 1) dealing with real business problems, real clients, real stakes, 2) Practical exposure to the entire research lifecycle, 3) Leadership and collaboration in a high-stakes environment, 4) Interaction with industry leaders and faculty mentors and 5) A prestigious platform with a rich legacy. BrandScan is where future marketers are made—through research, rigor, and results.

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VI

MASTER OF BUSINESS ADMINISTRATION
INTERNATIONAL BUSINESS (MBA-IB)

The MBA-IB program will be spread across six trimesters over two years including a summer internship (SIP) at the end of first year. A student admitted to the MBA-IB program has to complete 63 credits in the first year and between 51-55 credits in the second year leading to a total of 114 -118 credits. This constitutes a minimum of 990 classroom hours in the entire duration of the program

6.1 First Year (MBA-IB)

Term I			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Basics of Accounting	1	10
2	Learning through Alternative Pedagogies (LEAP)	1	10
3	Excel Basics	1	10
4	Managerial Statistics	3	30
5	Marketing Management	3	30
6	Managerial Economics	3	30
7	Managerial Communication – I	2	20
8	Financial Accounting	2	20
9	Organizational Behaviour	2	20
10	Sustainability, Responsibility, Managerial Ethics (SRME)	2	20
11	Comprehensive Test -I	1	0
TOTAL TERM - I		**21**	**200**
Term II			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Operations Management	3	30
2	International Economics	2	20
3	International Marketing	2	20
4	Managerial Communication – II	2	20
5	Management Accounting	2	20
6	Human Resource Management	2	20
7	IT for Business	3	30
8	Legal Aspects of Business	2	20
9	Foreign Language 1	3	30
10	Comprehensive Test - II	1	0
TOTAL TERM - II		**22**	**210**
Term III			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Strategic Management	2	20
2	Managing Global Human Resources	2	20

3	Advanced Excel Skills (MOOC)	1	10
4	International Law & Global Governance	3	30
5	Financial Management	3	30
6	Business Research Methods (BRM)	3	30
7	Foreign Language 2	3	30
8	Negotiation Skills	2	20
9	Integrative Assessment	1	0
TOTAL TERM - III		**20**	**190**
TOTAL Credits TERM – (I-III)		**63**	**600**

* Student credits are based on both classroom hours & non-classroom hours

The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.

INB 4101 - Basics of Accounting - 1 Credit

INTRODUCTION

Accounting information is the channel through which the management reveals information regarding the economic activities undertaken by the business, strategies adopted, expectations about the future and the actual results. Information intermediaries such as auditors, analysts and regulators ensure that the information communicated fairly represents the performance of the business and assist the end users, i.e. lenders and investors in interpreting such data.

INB 4901 - Learning through Alternative Pedagogies (LEAP) - 1 Credit

INTRODUCTION

Various pedagogies have been used to impart management education such as case discussion, lecture, simulation, management games, lab experiments. The objective of this course is to introduce participants to these pedagogies in general as well as case discussion in particular. Case discussion, as pedagogy is one of the most effective and widely used pedagogy

for teaching business management across the globe. This pedagogy brings real-life situations to class and hence of significant value from an industry perspective too. This method also allows participants to put themselves in the shoe of a manger, and address issues in situations which they face. The course encompasses various facets of case analysis including case reading, preparing notes, case analysis (written and oral), case discussion (within-group and in class with instructor), class participation techniques. Participants through this course should be able to understand the importance of case discussions and analysis and internalize this method of learning.

INB 4702 - Excel Basics - 1 Credit

INTRODUCTION

Data analysis skills is a critical component in excelling as a manager in today's data rich business environment. By using problem solving techniques and approaches mostly relying on data analysis, managers solve problems they face in their workplace. Problem solving follows a systematic path of gathering, analysing, interpreting, and presenting

numerical data to a diverse group of people in management.

Hence every student before starting their formal MBA programme should be familiar with the key functions of Microsoft Excel which are extremely useful for analysing data and presenting results. The Microsoft® Excel sessions are structured with guided in-class exercises along with home practice exercises.

INB 5502 - Managerial Statistics - 3 Credits

INTRODUCTION
Quantitative data comes in all forms- small/large, sufficient/incomplete and useful/useless. Data governs most of the decisions that are taken at the table. Business statistics enables decision making in the contexts of uncertainty and has its utility in all areas of business be it marketing, finance, operations, health administration, quality assurance, human resource management and service improvement to name a few. The world today produces data by microseconds, and it is imperative now to demonstrate the impact numbers have on all dimensions of decision making. If one needs to process data, then statistical knowledge to manage and interpret data is crucial.
Statistical facts can help determine the significance of any given business processes. Business statistics are something all business managers should consider if they expect maximum profitability for their enterprises.

INB 5401 - Marketing Management - 3 Credits

INTRODUCTION
Marketing is business - this is how one of the magazine's byline goes. This epitomizes the importance of marketing in a highly competitive business environment developing in India. Marketing as an academic discipline is an amalgam of subjects ranging from applied psychology to operations research. It is an art as well as science and therefore it is fascinating. Marketing is ever fresh, evolving and therefore challenging too. Marketing to some is a philosophy because what we do day in and day out can be looked through the marketing lens. We as consumers and marketers are influenced and influence the progress of marketing. Marketing management is creative and innovative. However, it is at the same time one that is the most responsible to shore up the top and bottom lines of companies. This paradox of marketing makes it the most challenging profession. Marketing as an orientation is now touted as the fundamental requirement for any organization to exist. It is therefore imperative that we understand the dynamics of marketing.

INB 5201 - Managerial Economics – 3 Credits

INTRODUCTION
The course "Managerial Economics" deals with the fundamental principles of economics for managerial decision-making. At its core, the study of economics deals with the choices and decisions that have to be made in order to manage scarce resources available to us. It covers the essential microeconomics tools such as demand and supply, production, cost, revenue and market structures, and their application to different functional areas of the business. The course will help in decision making and will also act as a link between economic practice and theory.

INB 5802 - Managerial Communication-1 -2 Credits

INTRODUCTION
In today's VUCA (volatile, uncertain, complex, and ambiguous) world, skills that are vital today are no longer relevant

tomorrow. The Fourth Industrial Revolution has introduced us to advanced robotics, artificial intelligence, and machine learning. All these changes and automations are rapidly transforming the ways we live and work. To remain competitive, companies need managers who can assimilate and assess huge amounts of data, analyze it, find linkages between the various threads of information, make sense through sound logical reasoning, and arrive at creative solutions. This, in short is critical thinking and the course *Managerial Communication - I* focuses on honing students' critical thinking skills through analyzing issues and arguments.

The course Managerial Communication - I is intended to help students develop and improve both their oral and written communication skills. This is achieved by encouraging them to give attention to details, present the message logically and clearly, to effectively carry out the intended communication.

INB 5101 – Financial Accounting - 2 Credits

INTRODUCTION
Accounting information is the channel through which the management reveals information regarding the economic activities undertaken by the business, strategies adopted, expectations about the future and the actual results. Information intermediaries such as auditors, analysts and regulators ensure that the information communicated fairly represents the performance of the business and also assist the end users i.e. lenders and investors in interpreting such data. This course is aimed at a person who wants to be a knowledgeable user of accounting information as against the preparer of accounting reports. Hence the stress is on the analytical uses of the accounting information by managers and

outside analysts rather than procedural details that the practicing accountant needs to know.

INB 5803 - Organizational Behavior - 2 Credits

INTRODUCTION
Organizational behavior (OB) course helps you develop a deeper understanding of human behavior in an organizational setting. Through this course you cultivate mindsets and build skills to understand the ways in which organizations and their members affect one another. The course focuses at three levels: individual, interpersonal, and collective. We will start at the individual level, covering learning, attitude, perception, emotions, personality, values and motivation. We will then turn to interpersonal relationships. Finally, we will move up to the collective level, covering groups and organizations
The primary goal of this course is to increase your awareness about the challenges associated with human behavior in the workplace in modern times. Problems related to human behavior are complex and managers need to be able to reflect and analyze these problems from various angles.

INB 5901 - Sustainability, Responsibility & Managerial Ethics - 2 Credits

INTRODUCTION
Sustainability, Responsibility & Managerial Ethics provides business students with the necessary knowledge, tools, skills, and self-perception to become responsible managers. In order to realize these goals, this course provides a very profound overview of the conceptual development

of the field of responsible business and management. This course will help in understanding the three main domains viz –

- The 'Sustainability' domain aims to create a positive triple bottom line, and to contribute towards a healthy circular economy.
- The 'Responsibility' domain addresses stakeholder concerns and optimizes stakeholder value.
- The 'Ethics' domain highlights ethical issues, challenges and opportunities for modern businesses, while encouraging moral excellence.

INB 5501 - Operations Management – 3 Credits

INTRODUCTION
This course introduces the operations function to the student, and provides the basic skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Operations Management involves the management of resources to produce the goods or services to the customer. The course emphasizes on an intensive study of the elements associated with the design and operation of productive systems and explains the integration of these elements with corporate strategy. A process view that cuts across departmental boundaries is adopted in the design and operation of productive systems.

INB 5202 - International Economics - 2 Credits

INTRODUCTION
International Economics is a course designed to provide students with a deep understanding of how economies interact across borders through trade, investment, and financial flows. It explores foundational concepts such as comparative advantage, trade theories, tariffs and quotas, exchange rates, balance of payments, international financial markets, and the impact of globalization on national and global economic outcomes. The course also examines the roles of international institutions like the International Monetary Fund (IMF) and World Bank in stabilizing the global economy. By the end of the course, students will be able to analyze the benefits and challenges of international economic integration, evaluate policy decisions, and understand how global economic forces influence domestic growth, employment, and welfare.

INB 5402 - International Marketing - 2 Credits

INTRODUCTION
The course International Marketing provides students with a comprehensive understanding of how businesses operate in global markets and navigate the complexities of marketing across countries and cultures. It covers key topics such as market entry strategies, international market research, global branding, product adaptation, pricing decisions, distribution channels, and cross-cultural communication. The course emphasizes both theoretical frameworks and practical applications, helping students analyze international marketing challenges, understand consumer behavior in different regions, and develop strategies to effectively compete in diverse international markets. By the end of the course, students will be equipped with the

knowledge and skills needed to design and implement successful international marketing plans that align with global opportunities and local demands.

INB 5804 - Managerial Communication– II - 2 Credits

INTRODUCTION
Communication is at the core of every aspect of business because it connects the company with all its stakeholders, both internal and external: customers, employees, shareholders, suppliers, auditors, bankers, neighbours, community and the nation. Communicating through writing is vital in the modern world and is becoming ever more so in the present information age. Business writing is in various forms such as reports, proposals, procedure manuals, business plans, letters, memoranda, emails, circulars, notices, newsletters, and websites. Effective writing is crucial as it provides information, establishes relationships, persuades readers, eases and facilitates business processes, and most importantly, helps in decision making. It is these goals that emphasize the need to develop good writing skills.

The course *Managerial Communication - II* is intended to help students develop and improve their communication skills with an emphasis on writing.

INB 5102 - Management Accounting - 2 Credits

INTRODUCTION
Accounting information is an important component of the process that helps to take managerial decisions. Linking accounting information to varied activities such as planning operations, evaluating units/operations, sustainability and understanding the nature of costs and

profits can be very useful in helping take business decisions. Understanding aspects of control in a business environment helps sustain the operational efficiency and profitability of the organization.

INB 5806 - Human Resource Management - 2 Credits

INTRODUCTION
If you open naukri.com, on any day you are likely to find 15 Lakh plus new jobs advertised. Other job sites only add to this enigma. Ever since the emergence of globalization, knowledge economy and dominance of technology driven services, the relative importance of factors of production (land, labour and capital) has undergone a fundamental change in pecking order, putting Labour (call HR) as the most important one. Its dynamism and ability to innovate and orchestrate change or desist these, bestows on HR the unique distinction of being the irrefutable most significant factor of competitive advantage. As a team leader or a CEO, you will chase this resource for ever to come. This course is designed for will give you insights to prepare to leverage the vital human resource for achieving competitive advantage.

INB 5601 - IT for Business - 3 Credits

INTRODUCTION
Information Technology (IT) has become an integral component of business organisations. As an enabler for attaining a competitive edge, the role of IT in an organization is indispensable spanning different functions and levels of management. The course is aimed at making the marketing management students recognize the importance of IT in achieving the business objectives of an organization, familiarize themselves with different types of information systems that

can be utilized across the organization's value chain, and identify the business implications of emerging technologies.

INB 5903 - Legal Aspects of Business - 2 Credits

INTRODUCTION

Object of law is order; and result of order is that people can look ahead with some sort of security as to their future. In the Indian context, the object of law is to establish socio- economic justice and remove the existing imbalance in the socio-economic structure. When improved literacy contributes to awareness of rights of citizens, the society transforms to a litigious one, resulting in legal actions becoming more pervasive in our lives. Going by the maxim of "Ignorantia juris non-excusat" (ignorance of law is no excuse) it becomes imperative for managers to be aware of the laws that govern the corporate sector so that they proceed legally when a right is infringed and also defend a legal suit against them or their organizations when required. Hence understanding laws, more specifically business laws become inevitable for students.

INB 5904 - Foreign Language 1 - 3 Credits

INTRODUCTION

French has been a common "international language" diplomacy for many years and remains an official language of the UN, NATO, World Trade Organisation, and the International Olympic Committee. It is the second most widely learned foreign language after English, and the fifth most widely spoken language in the world. Bloomberg has ranked French the second most useful language in the world for business.

For all these reasons, adding French to one's skills will open the doors to a wide range of businesses.

This course aims to provide the student with the basics to express himself in French in situations of daily life but also to understand the French-speaking business world, to understand the economic press and to allow him to project himself into an intercultural dialogue.

The economy of Germany is a highly developed social market economy. It has the largest national economy in Europe, the fourth-largest by nominal GDP in the world, and fifth by GDP (PPP). Germany is regarded as the leader in scientific and technological research. The German economy leads the world in science, manufacturing, services and more. It's Europe's biggest exporter, by far, as well as the world's third-largest industrial nation.

As one of the most successful economies in the EU, knowing the language will open doors to employment. German is the second most commonly used scientific language in the world. Also, German is the gateway to a world-class higher education.

Learning language will open up a plethora of opportunities for the students. Be it for higher studies, vacation, learning more about different cultures or studying of language will always be an advantage for work opportunity. Learning the language would widen student's horizons and open up global opportunities for them.

This course under the purview of 'Common European Framework of Reference for Languages' provides basic knowledge of German. Through this course, one is exposed to the German language and

culture, society and politics of Germany. Topics on culture and contemporary events in regions of Germany will form an integral part of this course.

The course starts by introducing students to the German alphabet and help them way up to learn grammar, vocabulary & conversation in German language. This course also includes audios and videos which will make it easier to learn basic German conversations as well as the vocabulary. It is an interactive course with a lot of varied inputs which will help in familiarising the students for speaking and writing.

INB 5906 - Strategic Management - 2 Credits

INTRODUCTION
A firm's strategy reflects its approach towards its competitiveness, profitability, and growth. The strategy is also a firm's theory of how to gain and sustain competitive advantage. As the process of strategy formulation and implementation is cross-functional; it requires integrative thinking connecting the firm's operations, finance, marketing, systems, human resources and R&D functions. The broad objective of this course is to understand and critically evaluate how firms manage the formulation and implementation of strategy. Various frameworks pertaining to situation analysis, business strategy, corporate strategy, and executing strategy are to be discussed and applied in this course. The pedagogy includes lectures followed by discussions, case analysis, role-play, presentations, and classroom exercises.

INB 5805 - Managing Global Human Resources - 2 Credits.

INTRODUCTION

Managing Global Human Resources is a course that explores the strategies, challenges, and best practices involved in managing people across international borders. It focuses on key areas such as global staffing, cross-cultural management, international labor relations, global talent development, expatriate management, compensation, and the impact of global legal and ethical standards on human resource practices. The course equips students with the knowledge and skills needed to navigate the complexities of a global workforce, balancing local responsiveness with global integration. By the end of the course, students will understand how to design HR strategies that support organizational goals, foster diversity and inclusion, enhance employee engagement, and ensure competitive advantage in an increasingly interconnected and multicultural business environment.

INB 5701 - Advanced Excel Skills (MOOC) - 1 Credit

INTRODUCTION
This subject consists of four courses under the specialization Excel Skills for Business in Coursera. The students learn the Essentials of Microsoft Excel in a stepwise manner which prepares them for data analytics sing excel. The students will learn to expertly navigate the Excel user interface, perform basic calculations with formulas and functions, professionally format spreadsheets, and create visualizations of data through charts and graphs. A broad range of practice quizzes and challenges will provide great opportunities to build up the required skillset. Spreadsheet software is one of the most ubiquitous pieces of software used in workplaces across the world. Learning to

confidently operate this software means adding an asset to the employability portfolio.

INB 5907 - International Law & Global Governance - 3 Credits

INTRODUCTION

International Law & Global Governance is a course that examines the legal frameworks, institutions, and mechanisms that regulate relations among states, international organizations, and global actors. It covers key topics such as the sources and principles of international law, treaties, human rights, environmental law, trade law, conflict resolution, and the role of institutions like the United Nations, World Trade Organization, and International Court of Justice. The course also explores the challenges of global governance in addressing transnational issues such as climate change, security, human rights, and economic inequality. By the end of the course, students will gain a solid understanding of how international law shapes global interactions and how governance structures work to promote cooperation, manage conflicts, and uphold international norms in an increasingly interconnected world.

INB 5302 - Financial Management - 3 Credits

INTRODUCTION

The focus of this course is to provide a clear understanding of the practical aspects of finance. The course will into the operational aspects of finance. The course is essential as it provides the primary platform for financial applications of business. Hence, as a business manager, the cross-functional integration of this course will hold you in good stead in your future career.

INB 5701 - Business Research Methods - 3 Credits

INTRODUCTION

Business Research is the process of identifying solutions for problems related to business situations. This process involves identifying the problem in its correctness, formulating research design to systematically collect, record, analyze & interpret the data that can help to solve problems for decision makers involved in various areas of business and leads to improvement.

INB 5908 - Foreign Language 2 - 3 Credits

INTRODUCTION

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This course under the purview of 'Common European Framework of Reference for Languages' provides basic knowledge of German. Through this course, one is exposed to the German language and culture, society and politics of Germany. Topics on culture and contemporary events in regions of Germany will form an integral part of this course.

The course starts by introducing students to the German alphabet and help them way up to learn grammar, vocabulary & conversation in German language. This course also includes audios and videos which will make it easier to learn basic German conversations as well as the vocabulary. It is an interactive course with a lot of varied inputs which will help in familiarising the students for speaking and writing.

INB 6801 - Negotiation Skills - 2 Credits

INTRODUCTION
This course endeavours to provide insights into the challenges faced during negotiations encountered at different levels and in various contexts. It looks into possible applications that could help better manage the negotiation through discussions, exercises and inputs from practitioners.

6.2 Summer Internship (SIP)

SIP is a six-credit course where students undertake internship projects between six to eight weeks in an organization. The basic objective of SIP is to provide the student an opportunity to gather hands-on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and to strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internships arranged by the institute. They then undertake internship projects in their respective organizations for a period of six to eight weeks soon after the end of their first year. Upon completion of the internship process, students submit their Internship Project Report to the Institute and proceed to present their work to a panel of faculty members for evaluation.

6.3 Second Year (MBA-IB)

Summer Term		
Course Name	Student Credits (*)	Classroom Hours
Summer Internship	6	0
Term IV		
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	International Trade & Global Business Environment	3	30
2	Business Analytics	3	30
3	Global Supply Chain & Logistics Management	3	30
4	International Finance	3	30
5	Electives from the IT / Marketing Basket of MBA Program	8-10 credits	
	TOTAL TERM - IV	**20-22**	
Term V		
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Design Thinking	3	30
2	Strategy Simulation	4	20
3	Export Compliances	2	20
4	International Business Strategy	2	20
5	Electives from the IT / Marketing Basket of MBA Program	4 - 6 credits	
	TOTAL TERM - V	**15-17**	
Term VI		
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Cross Cultural Management (Humanities Course)	2	20
2	Geopolitics & International Business (Interdisciplinary Course)	2	20
3	Society, Environment, Values & Attitudes (SEVA)	4	0
4	Business Leadership	2	20
	TOTAL TERM - VI	**10**	**60**
	TOTAL Credits TERM – (I-VI)	**114-118**	

* Student credits are based on both classroom hours & non-classroom hours

The courses shown above are as per the existing scheme at the Institute. These are meant to be indicative. TAPMI has a practice of revising its curriculum regularly, due to which the above courses and credits may be subject to change, within the bounds of Regulatory Rules/Norms.

INB 6910 - Design Thinking - 3 credits

INTRODUCTION

Design Thinking: No matter where companies are in their business transformation journey, Information Technology (IT) Consulting firms and IT

Managers are fully committed to helping every company run as an intelligent, sustainable enterprise.

Agile methodology is a project management technique used mostly in the IT industry. In the development and design of applications, agile refers to an incremental or iterative approach. A set of tasks awaits the software engineers every day, which they have to finish within a few days. Furthermore, complex problems sent by customers to engineers need to be solved quickly. In such a scenario, design thinking helps business analysts and IT managers to solve problems and address the exact needs of the customer.

An intuitive understanding is required to solve the customer's problems by observing exemplary use cases or scenarios. Hypotheses and theories are not encouraged. Design thinking principles develop this intuitive understanding. In response to the problem statement, engineers are supposed to brainstorm ideas and suggest solutions.

Performing an in-depth requirement gathering is essential before engineers can come up with ideas. As a result, the client's exact needs can be understood better and the analysis and synthesis of data gathered can be simplified.

In today's environment, IT engineers are expected to understand the client's problem statement in the same manner that they feel it themselves. Otherwise, the solution and the investment will fail. Developers can only think of programmatic solutions after gathering requirements. Developed solutions are sent to clients for their review. Client feedback helps designers and developers iterate the

software solution. Design thinking has the following advantages in the IT industry.

- The solutions are prototyped.
- The results are verified.
- The best solutions are accepted.
- The solutions are experienced by the client before approval.
- Short iterations are possible to improve the user experience.
- Small cross-functional teams.
- Incremental delivery is possible.
- Fast feedback helps the designers and developers.
- Continuous improvement is possible.

INB 6701 - Business Analytics - 3 Credits

INTRODUCTION

With business decision-making becoming increasingly data-dependent, it is necessary for future business professionals to be equipped with Business Data Analytic skills. This course offers a comprehensive understanding of the key concepts and tools for leveraging data to drive informed business decisions. Divided into two parts, this course equips participants with the necessary skills to analyze data, create meaningful visualizations, and apply advanced analytical techniques and models to solve business problems.

In the first part, participants will explore the fundamentals of business metrics and learn how to identify, measure, and interpret key performance indicators (KPIs). They will delve into the art of data visualization, understanding how to represent complex datasets visually to communicate insights effectively. Participants will gain hands-on experience with popular BI tools such as Excel, Power BI, and Tableau, learning how to

manipulate and present data in visually appealing and interactive dashboards. Additionally, an introduction to programming languages R and Python will enable participants to perform data visualization, exploration, analysis, and even develop simple web applications.

In the second part, the focus is on leveraging data analytics to make strategic, tactical, and operational business decisions. Participants will explore descriptive analytics to gain insights into historical data patterns, diagnostic analytics to identify the causes behind business performance, and predictive analytics to forecast future trends and outcomes. They will learn how to use advanced statistical techniques and predictive models to analyze data and make data-driven recommendations and decisions. Participants will then delve into prescriptive analytics, enabling them to optimize business processes and make strategic decisions using mathematical modelling and optimization algorithms. The course also covers strategic analytics, emphasizing the integration of data analytics into business strategy and decision-making processes. Besides Excel, R, and Python, participants will be introduced to software tools like JASP and Orange Data Mining to facilitate data analysis and modelling.

The course is activity based with discussions and debriefing. Through this course, participants will be equipped with the required skills to extract insights from data, make informed decisions, and drive business growth in a data-driven world.

INB 6803 - Business Leadership - 2 Credits

INTRODUCTION
Leadership is a convergence of knowledge, passion, attributes, practice and experience. As all of you get into the Corporate World, you will be practicing leadership, knowingly and unknowingly, using available knowledge and experimenting with solutions in the real world. It is a myth that one has to be a CXO or equivalent to be a leader in Business. Leadership in different formats are necessary for a healthy personal, professional and organizational world, at all stages of one's life. In recruitments, promotions and lateral movements, you will be tested for your leadership potential in addition to managerial abilities. Can leadership be taught and learned? The answer is most definitely 'YES'. This course is designed to provide you a few relevant aspects of leadership at your stage of life. This is not a master list. It intends to arouse in you the curiosity and desire to explore the topic further. It also encourages you to apply the learnings to deal with situations.

INB 6802 - Cross Cultural Management - 2 Credits

INTRODUCTION
Cross-cultural management context currently underpins both local and multinational organizations in the contemporary globalized context. Given the strong impact of cross-cultural understanding on managerial success and failure, this course endeavours to develop sensitivity to and appreciation for the cross-cultural context of management. Looking at the significance of cross-border movements and increased physical and virtual interactions across the borders, the course also looks into important dimensions of expatriate management and important issues related to cross-cultural team management.

INB 6911 - Strategy Simulation - 4 Credits

INTRODUCTION

Strategy Simulation (STSM) is a capstone course for the postgraduate program in management. This course enables students to conceptualize, plan, and implement strategy for a firm by integrating key functional areas of Innovation, Marketing, Operation, Human Resource Management, and Finance. This integrative understanding facilitates learning of the diverse perspectives of a firm represented by various theories/models/frameworks, and how creating linkages among these perspectives help to achieve the unifying goals of a firm. The students are expected to apply functional and strategic management theories to scan the external and internal environments, formulate a sound strategy, plan its execution, take appropriate decisions during the process of execution, and achieve competitive advantage over the other market players. Application of the theoretical knowledge in a real-world simulated environment adds great value in terms of providing experiential learning. Learning-by-doing not only prepares students for starting their career at the workplace, but also ensures that the learning is for life.

INB 6915 - Society, Environment, Values & Attitudes - 4 Credits

INTRODUCTION

Society, Environment, Values & Attitudes (SEVA) is a unique initiative by TAPMI to enable students to actively implement the concepts learnt by them in the SRME course. The uniqueness of the course comes from the fact that it is a purely project-based course where students work directly with field-based stakeholders who are our partners in the path towards

business sustainability and in management education geared towards the same.

SEVA is a 4-credit course that is entirely live project based. Delivered from within the Faculty Advisory System, SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating / attempting to create superior societal / environmental value. Students spend between 75-100 hours on the ground, in class and self-learning mode, devise solutions to management issues faced by small and micro-entrepreneurs, NGOs, the District Administration, Corporates and other relevant actors. Students actively explore opportunities to connect small-scale producers to mainstream value chains, to apply modern management principles in different functional areas to increase operational efficiencies, improve top-lines, introduce the use of information and communication technologies (digitalization) and thus improve overall business health of the beneficiary.

INB 6301 - International Finance - 3 Credits

INTRODUCTION

Leading multinational firms and new, rapidly growing enterprises are accessing markets across borders in more cost-efficient ways than ever before. For some organizations, mismanagement of risk arising from cross border transactions has proven to be their downfall. Other firms, meanwhile, have structured their operations such that managing foreign exposures and leveraging capabilities in

developing markets have become central to their overall success.

The program teaches students how to evaluate their most central financial decisions that occur across borders and in markets considerably different from their own. Participants leave the course with an analytic framework for understanding the dynamics of foreign exchange markets and management of foreign exchange risk.

INB 6909 - International Trade & Global Business Environment - 3 Credits

INTRODUCTION

The course International Trade & Global Business Environment is designed to equip MBA-IB students with a comprehensive understanding of the dynamic and interconnected global marketplace. It explores the theoretical foundations and practical dimensions of international trade, including trade policies, global institutions, and regional trade agreements. Emphasis is placed on analyzing how political, economic, legal, and cultural environments influence global business strategies and operations. Through case studies, simulations, and real-world examples, students will develop the analytical and decision-making skills required to navigate complex international markets, manage global supply chains, and respond to emerging challenges in the evolving global business landscape.

INB 6501 - Global Supply Chain & Logistics Management- 3 Credits

INTRODUCTION

The course *Global Supply Chain & Logistics Management* provides MBA-IB students with in-depth knowledge of the strategies and practices involved in managing supply chains and logistics in a global context. It covers key areas such as procurement, production, distribution, inventory management, transportation, and risk mitigation across international borders. The course emphasizes the integration of technology, sustainability, and agility in designing responsive and efficient global supply chains. Through case studies, industry insights, and analytical tools, students will learn to optimize end-to-end supply chain performance and develop solutions for real-world logistics challenges in a globally competitive environment.

INB 6912 - Export Compliances - 2 Credits

INTRODUCTION

The course *Export Compliances* is designed to familiarize MBA-IB students with the legal, regulatory, and procedural frameworks governing international trade, with a specific focus on export operations. It covers critical aspects such as export documentation, licensing, classification of goods, customs procedures, trade controls, and international trade agreements. Students will gain a thorough understanding of compliance requirements under various national and international regimes, including INCOTERMS, WTO norms, and country-specific export regulations. By integrating theory with practical case studies, the course equips students with the skills to ensure lawful and efficient export transactions, manage compliance risks, and uphold global trade standards.

INB 6913 - International Business Strategy - 2 Credits

INTRODUCTION

The course *International Business Strategy* equips MBA-IB students with the frameworks and tools necessary to

formulate and implement effective strategies in a global business environment. It delves into the complexities of operating across diverse markets, examining factors such as global competition, cultural differences, market entry strategies, and international organizational structures. Students will learn how multinational corporations develop and sustain competitive advantage by adapting to regional dynamics while maintaining global coherence. Through case analyses, simulations, and strategic models, the course enables students to critically evaluate global strategic decisions and craft innovative approaches to succeed in international markets.

INB 6914 - Geopolitics & International Business - 2 Credits

INTRODUCTION

The interdisciplinary course *Geopolitics & International Business* offers MBA-IB students a nuanced understanding of how geopolitical dynamics influence global commerce and strategic decision-making. Integrating insights from political science, economics, and international relations, the course examines the impact of global power shifts, regional conflicts, trade wars, sanctions, and diplomatic relations on international business operations. Students will explore the strategic responses of firms to geopolitical risks and uncertainties, and how multinational corporations navigate complex regulatory and political environments. By analyzing real-world events and geopolitical trends, the course fosters critical thinking and equips students to anticipate and manage the implications of geopolitics on global business strategy.

6.4 International Certification

Students have the opportunity to sit for specific International Certifications so as to increase their readiness for global employment.

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VII
MASTER OF BUSINESS ADMINISTRATION – ARTIFICIAL INTELLIGENCE & DATA SCIENCE (MBA– AI & DS)

An MBA in AI & Data Science integrates rigorous training in core business disciplines—such as financial analysis, strategic management, organizational behavior and marketing—with hands-on expertise in data engineering, statistical modeling, machine learning algorithms and scalable analytics platforms like Hadoop and Spark, culminating in capstone projects or industry practicums; through courses in natural language processing, computer vision, predictive maintenance and ethical AI governance, one will learn to design end-to-end data pipelines, deploy enterprise-grade models, interpret complex datasets for strategic decision-making, manage cross-functional teams, and navigate regulatory and ethical considerations to drive innovation and competitive advantage in sectors ranging from finance and healthcare to retail and manufacturing.

7.1   First Year (MBA – AI & DS)

The first-year courses enable the student with basic knowledge about different functional areas of management with few specialized courses on AI and Data Science as well. The student would know about the basic tools and concepts in different disciplines and would understand how organizations function. The student would also start appreciating the connectivity of the disciplines. During the second year of the Program, most of the courses are offered in the AI and DS domain, however, some critical courses are offered in Accounting, Economics, and Finance, and other functional areas as well. The total credits for all the courses are 123 including 15 credits of summer internship.

During the two-year MBA program, students undergo 990 hours of both classroom and non classroom learning. A student admitted into the MBA - AI & DS program will complete 770 hours in Year 1. The remaining 220 hours will be completed in Year 2 of the program.

An indicative list of courses and credits for the first year is given below:

Term I			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Basics of Accounting	1	10
2	Learning through Alternative Pedagogies (LEAP)	1	10
3	Excel Basics	1	10
4	Managerial Statistics	3	30
5	Economics for Managers	3	30
6	Managerial Communication	3	30
7	Financial Accounting	3	30
8	IT for Business	3	30
9	Probability and Statistics	3	30
10	Data Science Fundamentals	3	30
11	Data Visualization	3	30
12	Comprehensive Test -I	1	0
TOTAL TERM - I		**28**	**270**
Term II			

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Marketing Management	3	30
2	Organization Behavior	3	30
3	Financial Management	3	30
4	Machine Learning	3	30
5	Data Engineering	3	30
6	Big Data Analytics	3	30
7	Legal Aspects of Business	2	20
8	Management Accounting	2	20
9	CRP (Concurrently Running Project)	3	30
10	Comprehensive Test - II	1	0
TOTAL TERM - II		**26**	**250**
Term III			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Operations Management	3	30
2	AI for Management-1	2	20
3	Strategic Management	3	30
4	Database Management Systems	3	30
5	Deep Learning	3	30
6	Human Resources Management	2	20
7	Business Research Methods	3	30
8	Elective 1 (MSIS)	3	30
9	CRP (Concurrently Running Project)	3	30
10	Integrative Assessment	1	0
TOTAL TERM - III		**26**	**250**
TOTAL Credits TERM – (I-III)		**80**	**770**

ADS 4101 - Basics of Accounting - 1 Credit

INTRODUCTION

The topics of the course cover financial accounting concepts. Management students need to understand financial data and coordinate their decision making by using such data developed by accounting executives. This requires an understanding on how financial statements are prepared and the assumptions in their preparations rather than a mastery of accounting techniques.

ADS 4901 - Learning through Alternative Pedagogies (LEAP) - 1 Credit

INTRODUCTION

Various pedagogies have been used to impart management education such as case discussion, lecture, simulation, management games, lab experiments. The objective of this course is to introduce participants to these pedagogies in general as well as case discussion in particular. Case discussion, as pedagogy is one of the most effective and widely used pedagogy for teaching business management across the globe. This pedagogy brings real-life

situations to class and hence of significant value from an industry perspective too. This method also allows participants to put themselves in the shoe of a manger, and address issues in situations which they face. The course encompasses various facets of case analysis including case reading, preparing notes, case analysis (written and oral), case discussion (within-group and in class with instructor), class participation techniques. Participants through this course should be able to understand the importance of case discussions and analysis and internalize this method of learning.

ADS 4701 - Excel Basics - 1 Credits

INTRODUCTION

Data analysis skills is a critical component in excelling as a manager in today's data rich business environment. By using problem solving techniques and approaches mostly relying on data analysis, managers solve problems they face in their workplace. Problem solving follows a systematic path of gathering, analysing, interpreting, and presenting numerical data to a diverse group of people in management.

Hence every student before starting their formal MBA programme should be familiar with the key functions of Microsoft Excel which are extremely useful for analysing data and presenting results. The Microsoft® Excel sessions are structured with guided in-class exercises along with home practice exercises.

ADS 5701 - Managerial Statistics - 3 Credits

INTRODUCTION

Quantitative data comes in all forms-small/large, sufficient/incomplete, and useful/useless. Data governs most of the decisions that are taken at the table. Managerial statistics enables decision making in the contexts of uncertainty and has its utility in all areas of business be it marketing, finance, operations, health administration, quality assurance, human resource management and service improvement to name a few. The world today produces data by microseconds, and it is imperative now to demonstrate the impact numbers have on all dimensions of decision making. If one needs to process data, then statistical knowledge to manage and interpret data is crucial.

Statistical facts can help determine the significance of any given business processes. Statistics are something all business managers should consider if they expect maximum profitability for their enterprises. This course introduces various aspects of Managerial Statistics to the participants. Participants will be able to understand concepts of probability, randomness, and addressing randomness in form of probability distributions. This course also deals with basic tools and techniques of statistical inference like sampling, hypothesis testing, and regression analysis using spreadsheet software.

ADS 5201 - Economics for Managers - 3 Credits

INTRODUCTION

The course "managerial economics" deals with the fundamental principles of economics for managerial decision-making. At its core, the study of economics deals with the choices and decisions that have to be made in order to manage scarce resources available to us. It covers the essential microeconomics tools such as demand and supply, production, cost, revenue and market structures, and their application to different functional areas of the business. The Course will help in

decision making and will also acts as a link between economic practice and economic theory.

ADS 5801 - Managerial Communication -1 - 3 Credits

INTRODUCTION

In today's VUCA (volatile, uncertain, complex, and ambiguous) world, skills that are vital today are no longer relevant tomorrow. The Fourth Industrial Revolution has introduced us to advanced robotics, artificial intelligence, and machine learning. All these changes and automations are rapidly transforming the ways we live and work. To remain competitive, companies need managers who can assimilate and assess huge amounts of data, analyze it, find linkages between the various threads of information, make sense through sound logical reasoning, and arrive at creative solutions. This, in short is critical thinking and the course *Managerial Communication - I* focuses on honing students' critical thinking skills through analyzing issues and arguments.

The course Managerial Communication - I is intended to help students develop and improve both their oral and written communication skills. This is achieved by encouraging them to give attention to details, present the message logically and clearly, to effectively carry out the intended communication.

ADS 5301 - Financial Accounting - 3 Credits

INTRODUCTION

Managers and other stakeholders need to understand financial reporting and use financial data for decision making. This course enables students to develop an ability to understand the reporting requirements and impact of operating, investing & financing decisions on key performance metrics.

ADS 5601 - IT for Business - 3 Credits

INTRODUCTION

Information Technology (IT) has become an integral component of business organisations. As an enabler for attaining a competitive edge, the role of IT in an organization is indispensable spanning different functions and levels of management. The course is aimed at making the business management students recognize the importance of IT in achieving the business objectives of an organization, familiarize themselves with different types of information systems that can be utilized across the organization's value chain, and identify the business implications of emerging technologies.

ADS 5702 - Probability and Statistics - 3 Credits

INTRODUCTION

This course equips MBA students with a solid foundation in probability and statistics, essential for understanding AI and data science. The syllabus covers fundamental concepts such as counting, probability, conditional probability, random variables, sampling, and parameter estimation. Through real-world examples and practical applications, students will learn how to analyze uncertainty, draw inferences, and make data-driven decisions. By the end of the course, participants will be well-prepared to apply statistical methods to business problems and support decision-making in AI-driven environments.

ADS 5703 - Data Science Fundamentals - 3 Credits

INTRODUCTION

This course introduces MBA students to the fundamentals of data science with a focus on Python, using essential libraries like NumPy and Pandas Data Frames for data manipulation and analysis. Students will explore key concepts such as data cleaning, exploration, visualization, and predictive modelling. Through hands-on practice, they will work with real business datasets to extract actionable insights. The course bridges theory and practical application, empowering students to make data-driven decisions. By the end, students will be equipped to use Python for analysing business data and driving strategic decisions.

ADS 5704 - Data Visualization - 3 Credits

INTRODUCTION

The main goal of this course is to teach the fundamentals of data visualization and how to communicate effectively with data using appropriate visual aids. This course also introduces state-of-the-art data visualization tools and software with case studies and will equip business managers with essential skills to create engaging, informative, and compelling stories based on data.

ADS 5401 - Marketing Management I - 3 Credits

INTRODUCTION

Marketing is business - this is how one of the magazine's byline goes. This epitomizes the importance of marketing in a highly competitive business environment developing in India. Marketing as an academic discipline is an amalgam of subjects ranging from applied psychology to operations research. It is an art as well as science and therefore it is fascinating. Marketing is ever fresh, evolving and therefore challenging too. Marketing to some is a philosophy because what we do day in and day out can be looked through the marketing lens. We as consumers and marketers are influenced and influence the progress of marketing. Marketing management is creative and innovative. However, it is at the same time one that is the most responsible to shore up the top and bottom lines of companies. This paradox of marketing makes it the most challenging profession. Marketing as an orientation is now touted as the fundamental requirement for any organization to exist. It is therefore imperative that we understand the dynamics of marketing.

ADS 5802 - Organization Behavior - 3 Credits

INTRODUCTION

This course deals with human behavior in organizations with a focus on individuals, groups, and their interactions. The goal of this course will be to increase your awareness of the challenges associated with human behavior in the workplace in modern times. Problems related to human behavior are complex and managers need to be able to reflect on and analyze these problems from various angles. Through a series of conceptual lenses, the aim of the course is to provide you with tools that you can use to solve specific problems.

The secondary aim of this course is to make you aware of your workplace strengths with an ability to construct reality while interacting with different situations. As part of this endeavor conceptual frameworks, in-class exercises, case discussions, and skill-oriented activities are blended within the course. It is expected that by the end of the course, learners
would be able to understand the dynamics of human behavior in an organizational context.

ADS 5302 - Financial Management - 3 Credits

INTRODUCTION

The focus of this course is to understand that every decision a business makes has financial implications. There would be seldom any decisions that a manager makes that do not have financial implications! In that sense, this course is important for every business manager across various domains. This course is designed to introduce the fascinating world of finance and provides a foundation for other advanced courses.

ADS 1003 – Machine Learning - 3 Credits

INTRODUCTION

This course introduces the fundamentals of machine learning, focusing on key techniques and their applications. Students will explore essential concepts such as decision trees, linear models, clustering, and dimensionality reduction. The course also covers practical aspects of generative AI, demonstrating how machine learning can be applied to real-world problems. By the end of the course, students will have a solid understanding of machine learning algorithms and be equipped to apply them effectively in business and technology contexts.

ADS 1001 - Data Engineering - 3 Credits

INTRODUCTION

In today's data-centric world, effective data management is critical to business success. This course introduces MBA students to the fundamentals of data engineering, focusing on how to collect, store, process, and manage data efficiently. Students will explore data pipelines, cloud-based data platforms, and real-world applications to understand how data engineering supports analytics and decision-making. Designed for managers, the course emphasizes strategic alignment of data infrastructure with business goals. By the end, students will be equipped to lead data-driven initiatives and collaborate effectively with technical teams.

ADS 1002 - Big Data Analytics - 3 Credits

INTRODUCTION

In the era of data-driven decision-making, understanding big data technologies like Hadoop and Spark is essential for business leaders. This course introduces MBA students to the core concepts of big data analytics and its application in solving business challenges. Through hands-on case studies, students will learn to analyse large datasets, leverage tools like Hadoop and Spark, and design data-driven strategies. The course bridges technical concepts with real-world business use cases, preparing students to lead data-centric transformations. By the end, participants will be equipped to turn big data insights into strategic advantages.

ADS 5902 - Legal Aspects of Business-2 Credits

INTRODUCTION

The object of law is order and the result of order is that people can look with some sort of security as to their future. In the Indian context, the object of law is to establish socio- economic justice and remove the existing imbalance in the

socio-economic structure. When improved literacy contributes to awareness of rights of citizens, the society transforms to a litigious one, resulting in legal actions becoming more pervasive in our lives. Going by the maxim of "Ignorantia juris non-excusat" (ignorance of law is no excuse) it becomes imperative for managers to be aware of the laws that govern the corporate sector so that they proceed legally when their rights are infringed and defend legal suits against their organizations as and when required. Hence understanding of laws, more specifically business laws become inevitable for students.

ADS 5101 - Management Accounting - 3 Credits

INTRODUCTION

Accounting information is an important component of the process that helps to take managerial decisions. Linking accounting information to varied activities such as planning operations, evaluating units/operations, sustainability and understanding the nature of costs and profits can be very useful in helping take business decisions. Understanding aspects of control in a business environment helps sustain the operational efficiency and profitability of the organization.

ADS 5501 - Operations Management - 1 - 3 Credits

INTRODUCTION

This course introduces the operations function to the student, and provides the basic skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Operations Management involves the management of resources to produce the

goods or services to the customer. The course emphasizes on an intensive study of the elements associated with the design and operation of productive systems and explains the integration of these elements with corporate strategy. A process view that cuts across departmental boundaries is adopted in the design and operation of productive systems.

ADS 5602 - AI for Management-1 - 2 Credits

INTRODUCTION

The integration of Artificial Intelligence (AI) is revolutionizing the operational procedures of organizations across various industries and job functions. Irrespective of any job, business or industry, AI has augmented various activities and improved the efficiency of the overall system. This course specifically focuses on the practical business applications of AI and how it will help managers in their workplace. It also places significant emphasis on the technologies that facilitate these applications. The course will touch upon different forms of AI such as Narrow AI, Artificial General Intelligence (AGI), Super AI and Generative AI. Students will learn Machine Learning (Supervised, Unsupervised, Semi-supervised and Reinforcement Learning), Neural Networks and Deep Learning, Robotics, Recommender systems, Generative AI and their applications in the Finance domain. Additionally, students will gain knowledge on the ethical use of AI, Privacy and security concerns and responsible AI practices.

ADS 5904 - Strategic Management - 3 Credits

INTRODUCTION

A firm's strategy reflects its approach toward its competitiveness, profitability,

and growth. The strategy is also a firm's theory of how to gain and sustain competitive advantage. As the process of strategy formulation and implementation is cross-functional; it requires integrative thinking connecting the firm's operations, finance, marketing, systems, human resources, and R&D functions. The broad objective of this course is to understand and critically evaluate how firms manage the formulation and implementation of the strategy. Various frameworks pertaining to situation analysis, business strategy, corporate strategy, and executing strategy are to be discussed and applied in this course. The pedagogy includes case analysis, lectures with discussion, presentations, and classroom exercises.

ADS 1005 - Database Management Systems - 3 Credits

INTRODUCTION

This course introduces managers to essential database concepts, focusing on **DBMS** and **RDBMS**, with practical tools like **PostgreSQL, MongoDB,** and **Neo4j.** Students will learn the differences between relational and non-relational databases and how to manage and query data effectively. Through hands-on experience, they will understand when to use each database type for business needs. The course combines theory with practical exercises, preparing managers to lead data-driven initiatives. By the end, students will be able to evaluate, design, and manage database systems that support business growth.

ADS 1004 - Deep Learning - 3 Credits

INTRODUCTION

This course provides business professionals with a comprehensive introduction to deep learning and its impactful applications in business. Students will explore essential concepts like neural networks, deep learning algorithms, and frameworks, along with its practical uses. The course combines theoretical insights with hands-on exercises to show how deep learning can foster innovation and enhance decision-making. Participants will learn to apply deep learning techniques to solve complex business problems. By the end, students will be prepared to use deep learning to drive strategic growth and gain a competitive edge.

ADS 5803 - Human Resource Management - 2 Credits

INTRODUCTION

If you open naukri.com, on any day you are likely to find 15 Lakh plus new jobs advertised. Other job sites only add to this enigma. Ever since the emergence of globalization, knowledge economy and dominance of technology driven services, the relative importance of factors of production (land, labour and capital) has undergone a fundamental change in pecking order, putting Labour (call HR) as the most important one. Its dynamism and ability to innovate and orchestrate change or desist these, bestows on HR the unique distinction of being the irrefutable most significant factor of competitive advantage. As a team leader or a CEO, you will chase this resource for ever to come. This course is designed for will give you insights to prepare to leverage the vital human resource for achieving competitive advantage.

ADS 5502 - Business Research Methods - 3 Credits

INTRODUCTION

Business Research is the process of identifying solutions for problems related to business situations. This process involves identifying the problem in its correctness, formulating research design to systematically collect, record, analyze & interpret the data that can help to solve problems for decision makers involved in various areas of business and leads to improvement.

An indicative list of courses and credits for the first year is given below:

Term IV			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Business Leadership	2	20
2	Natural Language Processing	3	30
3	AI for Management-2	2	20
4	Cyber Security	3	30
5	Generative AI	3	30
6	Cloud Computing for Business	2	20
7	Sustainability, Responsibility and Managerial Ethics	2	20
8	Elective 2 (TAPMI)	3	30
	TOTAL- TERM IV	**20**	**200**
Term V			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Industry Internship	7.5	0
	TOTAL- TERM V	**7.5**	**0**
Term VI			
Sl. No.	Course Name	Student Credits (*)	Classroom Hours
1	Industry Internship	7.5	0
2	Society, Environment, Values & Attitudes (SEVA)	4	0
3	Strategy Simulation (SGM)	4	20
	TOTAL- TERM VI	**15.5**	**20**
	TOTAL Credits TERM – (I-VI)	**123**	**990**

List of electives:

SI No.	Course Name	Credits	Hours
1	AI & ML on the Cloud (MSIS)	3	30
2	Digital Transformation & Business Automation (TAPMI)	3	30
3	Block Chain Technology (MSIS)	3	30
4	Design & Critical Thinking (TAPMI)	3	30

ADS 6801 - Business Leadership – 2 Credits

INTRODUCTION

Leadership is a convergence of knowledge, passion, attributes, practice and experience. As all of you get into the Corporate World, you will be practicing leadership, knowingly and unknowingly, using available knowledge and experimenting with solutions in the real world. It is a myth that one has to be a CXO or equivalent to be a leader in Business. Leadership in different formats are necessary for a healthy personal, professional and organizational world, at all stages of one's life. In recruitments, promotions and lateral movements, you will be tested for your leadership potential in addition to managerial abilities. Can leadership be taught and learned? The answer is most definitely 'YES'. This course is designed to provide you a few relevant aspects of leadership at your stage of life. This is not a master list. It intends to arouse in you the curiosity and desire to explore the topic further. It also encourages you to apply the learnings to deal with situations.

ADS 6002 - Natural Language Processing - 3 Credits

INTRODUCTION

This course introduces MBA students to the field of natural language processing (NLP) and its applications in business. Students will learn foundational techniques such as text processing, language modeling, and word embeddings, along with practical tools for sentiment analysis and recommender systems. The syllabus also covers advanced concepts like transformer-based language models, providing insights into cutting-edge NLP technologies. With a focus on real-world business use cases, the course equips students to leverage NLP for tasks like customer insights, personalized marketing, and decision-making. By the end of the course, participants will have the skills to apply NLP effectively in a business context.

ADS 6001 - Cyber Security - 3 Credits

INTRODUCTION

The "Cybersecurity for MBA" course is designed to provide business professionals with essential knowledge of cybersecurity in the context of modern organizations. It covers key topics such as cyber risk management, business continuity, disaster recovery, and the fundamentals of computer networks. The course emphasizes the strategic importance of cybersecurity for protecting business assets and ensuring operational resilience. Participants will learn the fundamentals of networking and to assess, manage cyber risks, develop response plans, and integrate cybersecurity into business decision-making. By the end, managers will be equipped to lead cybersecurity initiatives and safeguard their organizations from evolving threats.

ADS 6003 - Generative AI - 3 Credits

INTRODUCTION

This course introduces generative AI, covering key technologies like transformers and large language models (LLMs). Students will explore how these technologies allow machines to create content, including text, images, and more. The course also examines the use of generative AI in business, with applications in marketing, customer service, and content creation. By the end, participants will gain an understanding of how

generative AI can innovate and improve business strategies.

ADS 6901 - Sustainability, Responsibility & Managerial Ethics - 2 Credits

INTRODUCTION

Sustainability, Responsibility & Managerial Ethics provides business students with the necessary knowledge, tools, skills, and self-perception to become responsible managers. In order to realize these goals, this course provides a very profound overview of the conceptual development of the field of responsible business and management. This course will help in understanding the three main domains viz –

- The 'Sustainability' domain aims to create a positive triple bottom line, and to contribute towards a healthy circular economy.
- The 'Responsibility' domain addresses stakeholder concerns and optimizes stakeholder value.
- The 'Ethics' domain highlights the ethical issues, challenges and opportunities for modern businesses, while encouraging moral excellence.

ADS 6905 - Strategy Simulation - 4 Credits

INTRODUCTION

Strategy Simulation (STSM) is a capstone course for the postgraduate program in management. This course enables students to conceptualize, plan, and implement strategy for a firm by integrating key functional areas of Innovation, Marketing, Operation, Human Resource Management, and Finance. This integrative understanding facilitates learning of the diverse perspectives of a

firm represented by various theories/models/frameworks, and how creating linkages among these perspectives help to achieve the unifying goals of a firm. The students are expected to apply functional and strategic management theories to scan the external and internal environments, formulate a sound strategy, plan its execution, take appropriate decisions during the process of execution, and achieve competitive advantage over the other market players. Application of the theoretical knowledge in a real-world simulated environment adds great value in terms of providing experiential learning. Learning-by-doing not only prepares students for starting their career at the workplace, but also ensures that the learning is for life.

ADS 6904 - Society, Environment, Values and Attitudes (SEVA) - 4 Credits

INTRODUCTION

Society, Environment, Values and Attitudes (SEVA) 5.O, 2022-23 is a 4-credit course that is entirely live project based. Delivered from within the Faculty Advisory System , SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating / attempting to create superior societal / environmental value. Students spend between 75-100 hours on the ground, in class and self-learning mode, to devise solutions to management issues faced by small and micro-entrepreneurs, NGOs, the District Administration, Corporates and other relevant actors. SEVA 5.O, 2022-23 course builds upon the experience gained in earlier editions of SEVA, and incorporates significant refinements for creating superior value for students and all stakeholders. SEVA 5.O students will actively explore opportunities to connect small-scale producers to mainstream value chains, to apply modern management

principles in different functional areas to increase operational efficiencies, improve top-lines, introduce the use of information and communication technologies (digitalisation) and thus improve overall business health of the beneficiary

The course is modelled on several similar courses across top B-Schools across India. The course is offered as part of a larger stream of courses connected to sustainability, responsibility & managerial ethics.

ADS 6005 - AI & ML on the Cloud - 2 Credits

INTRODUCTION

Artificial Intelligence (AI) and Machine Learning (ML) are transforming industries worldwide, driving innovation, enhancing efficiency, and enabling data-driven decision-making. As cloud platforms become the backbone of AI and ML implementations, it is essential for managers and decision-makers to understand how to leverage these

technologies strategically. This course is designed specifically for managers who may not have a technical background but need a solid understanding of how AI and ML can be applied using cloud platforms.

ADS 6004 - Blockchain Technology - 2 Credits

INTRODUCTION

This course introduces MBA students to the fundamentals of blockchain technology and its transformative potential in business. Students will explore how blockchain's decentralized, secure, and transparent nature can disrupt industries such as finance, supply chain, and healthcare. The syllabus covers key concepts like blockchain architecture, smart contracts, and cryptocurrency, along with practical applications in business operations and innovation. By the end of the course, students will gain the knowledge to assess blockchain's impact on their industries and leverage it to create more efficient, transparent, and secure business models.

7.2   Comprehensive Test – I and II

At the end of term 1 and 2, a student shall undergo a comprehensive test (objective type) from the different courses studied in the corresponding terms. The comprehensive test will assess the ability of a student to understand the concepts and apply them to solve problems.

7.3   Integrative Assessment

At the end of term 3, a student shall undergo a term end assessment. The faculty panel shall evaluate the student based on the courses covered in year 1 of the program. The assessment shall test ability of a student to: coherently explain concepts, articulate application of conceptual knowledge in each context, demonstrate fair appreciation of inter-linkages between various functional areas, demonstrate awareness of and ability to analyze current news related to business/economy/political events.

7.4   Sustainability, Responsibility and Managerial Ethics at TAPMI

Responsible Management Education, i.e., to situate all learning at a B-school within the broad boundaries of sustainable and ethical business practices, is no longer just desirable but an imperative. TAPMI is fully committed to act responsibly as a leading B-school and to train

every graduate to be able to recognize, react to and responsibly shape sustainability and ethical issues as they arise and create opportunities and win–wins for their employers, customers, communities and themselves. Sustainability, Responsibility and Managerial Ethics (SRME) is a 2-credit course delivered inside the classroom. SRME introduces fundamental conceptual frameworks in Sustainability and Managerial Ethics and provides a toolkit for students to situate businesses and business within sustainability contexts. All Sustainability related initiatives at TAPMI, across teaching, research and partnerships, are coordinated and delivered by the T. A. Pai Centre for Sustainability and Competitiveness.

7.5   Concurrently Running Projects

In terms 2 and 3 there will be concurrently running projects that will be run jointly by TAPMI and MSIS, Manipal campus. In the MBA- AI & DS program, one will simultaneously lead a diverse portfolio of real-world projects ranging from building predictive analytics models for customer segmentation and churn prevention, to designing NLP-driven chatbots for enhanced user engagement, to deploying computer-vision solutions for process automation, all while balancing strategic stakeholder communication, agile resource management, and rigorous data governance; this concurrent project structure not only sharpens your technical skills in Python, R, and Cloud platforms but also hones your ability to prioritize, collaborate across functions, and deliver high impact insights under strict deadlines.

7.6   Capstone Projects

In terms 3 and 4 there will be Capstone research-based projects run jointly by TAPMI and MSIS Manipal campus. In a capstone for MBA-AI&DS program, one might, for example, develop an end-to-end predictive analytics solution that combines customer-churn modeling, sentiment analysis, and financial time-series forecasting: first ingesting CRM, social-media, and market-data; then training and comparing models like XGBoost for churn prediction, BERT-based classifiers for brand sentiment, and LSTM networks for revenue forecasts; finally integrating these outputs into a dashboard that surfaces high-risk customers, real-time brand health signals, and forward-looking financial projections—culminating in data-driven recommendations for targeted marketing, retention strategies, and investment planning.

7.7   Industry Internship

Industry Internship is of 15 credits spread across Terms 5 & 6 where students undertake an internship project in an organization. The basic objective of Industry InternshipP is to provide the student an opportunity to gather hands on experience of solving real-world problems, apply understanding of concepts/practice to real life situations and to strengthen ability to conduct a formal study in the organization and present it in the form of a report. Students prepare themselves thoroughly and actively participate in the recruitment process for internships arranged by the institute. Upon completion of the internship process, students submit their internship project report to the institute and proceed to present their work to a panel of faculty members for evaluation.

7.8   Industry-Academia Conclaves

There will be four industry-academia conclaves organized in the MBA-AI&DS program (One every six months) for students, faculty, industry practitioners and researchers with the objective to make students industry ready.

7.9 International Research Conferences on AI and Data Science

There will be two international research conferences over a period of 2 years of the MBA-AI&DS program for students, faculty, and researchers to prepare students for taking up roles in Marketing Research and Financial Research.

VIII
SCHOLASTIC STANDARDS & EVALUATION

8.1 Evaluation

The performance evaluation of students in every course in each term shall be carried out. The evaluation methods include, but are not limited to quizzes (both announced and unannounced), assignments, exercises, class participation, presentations, projects, short tests, mid-term examinations, end-term examinations, etc. The course faculty will decide on

an appropriate mix of such evaluation methods for each course. The evaluation components shall be arranged in such a way that students get feedback on their performance at regular intervals.

Students will be allowed to review their mid and end-term answer scripts after the evaluations are completed by the respective faculty members.

The Chairperson-Office of Examinations (CoE) will ensure timely declaration of results each term. Except for Term 3, results will be declared within 60 days from the last date of examinations. Results for Term 3 will be declared no later than a week from the start of Year 2 of the Program. There will be no review of papers by the students for the last term (Terms 3 & 6) in an academic year.

The evaluation and grading of any given course will be in terms of numerical grade points and a letter grade. The details of the evaluation method are given in the following sections.

8.2 GPA Based Grading

Marks will be awarded for all the evaluation components of a course. These marks will be multiplied by the percentage weight for that component. These weighted marks will be added together to get the total score for the course. Letter grades will be assigned based on these scores and penalties if any. The numerical score against the letter grade will be the course Grade Point Average (GPA).

TAPMI follows a relative grading system.

The grading system is based on letter grades, whose numerical values are as below:

Grade	Point on	Grade	Point on Scale
A+	10.0	C	4.4
A	9.2	C-	3.6
A-	8.4	D+	2.8
B+	7.6	D	2.0
B	6.8	D-	1.2
B-	6.0	F	0
C+	5.2		

In addition to the individual academic performance, a student may also be awarded an 'F' grade in a course, under the following circumstances:

1. The student fails to attend the end term exam (unless the reasons to miss the end term exam may be due to in-patient medical cases duly endorsed by the authorized personnel at KMC, or one with prior permission of the Director).

2. The student is found guilty of academic misconduct/plagiarism in any evaluative component in a course. (Refer Section 10.4 for Definition of Academic Integrity)

3. The student fails to attend at least 70% of the sessions in each course.

8.3 Scholastic Standards

A student is required to achieve the minimum standards as prescribed below:

8.3.1 At the end of Year 1 (end of Term 3) a student must have secured a minimum CGPA of 4.4000 failing which the student will be automatically discontinued from the program. Moreover, for continuation in the programme and/or to qualify for promotion, at no stage in the first year shall the student accumulate:
a) 'F' grade in more than two courses; **OR**
b) 'D-' grade in any one course if he/she has obtained 'F' grade in two courses; **OR**
c) 'D-' grade in more than two courses if he/she has obtained 'F' grade in one course: **OR**
d) 'D-' grade in more than four courses if he/she has not obtained 'F' grade in any course.

8.3.2 At the end of Term 6, a student must have maintained a minimum CGPA of 4.4000 separately in the second year (Summer Term, Terms 4-6 combined) and secured an overall minimum CGPA of 4.4000 (Year 1 and Year 2) failing which the student is not eligible for the award of the degree. Moreover, for continuation in the programme and/or to qualify for the degree, at no stage in the second year shall the student accumulate:
a) 'F' grade in more than one course; **OR**
b) 'D-' grade in any one course if he/she has obtained 'F' grade in one course; **OR**
c) 'D-' grade in more than two courses.

8.3.3 Notwithstanding the provisions in 8.3.1 and 8.3.2, to qualify for the degree and/or continuation in the programme, the student shall not accumulate more than two F grades at any stage in the entire programme.

8.3.4 For the purpose of the criteria in 8.3.1, 8.3.2 and 8.3.3 an 'F' or 'D-'grade in any course will be treated as a full 'F' or 'D-' irrespective of the credit weightage of the course. Failure to achieve the prescribed minimum standards of academic performance will result in the student's discontinuation from the programme.

8.3.5 Academic Review Committee/Academic Probation: The Chairperson-PGP would form the Academic Review Committee comprising of Chairperson- PGP, Chairperson-Admissions, Chairperson-Student Affairs, Chairperson-CoE, Chairperson-PACE and any other special invitee as deemed fit. All students who are awarded an 'F' grade or accumulate 2 'D-'grades and have a CGPA of less than 4.0000 at the end of any term in the program would be referred to the Academic Review Committee and would be put on academic probation. The Academic Review Committee may assign a faculty mentor for such students who will counsel these students on academic matters.

8.3.6 A student may be allowed by the Academic Review Committee with approval of the Director, to withdraw from the programme due to medical reasons or any other reason which in the opinion of the Academic Review Committee is a valid reason for withdrawal. Such students may be allowed to seek readmission in the next academic

year. The students who are allowed to take readmission next year will have to pay fees and other charges as decided by the institute.

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8.4 Qualitative Assessment

Certain courses may be offered as Mandatory Learning Components (MLC) during any term in the program. Such courses are evaluated on Satisfactory/ Not satisfactory criteria.
In addition to the above, failure to achieve 'satisfactory' in MLC shall result in a reduction of 0.0150 from overall CGPA at the end of the academic year.

8.5 Absence from Mid and End-term/semester examinations

Absence from examinations due to severe illness (includes in patient hospitalization/ personal tragedy (blood relatives only) need to provide the relevant certificate from respective authorities (For instance, Medical certificate from KMC Manipal only, for health reasons and relevant supporting documents with Director's approval in case of personal tragedies).

Students who take unauthorized absence from mid and end-term examinations will not be eligible for a re-examination. However, the PGP committee, based on the merit of the case, may decide to conduct a re-examination under exceptional circumstances, only for mid and end term examinations. Further, to ensure fairness, the overall grade in the course may be capped at 'C'. The student duly permitted to re-write these examinations may have to pay a re-examination fee of **Rs.7500 per course**.

In situations where students request for facility of scribe well in advance, due to reasons of inability to write the mid and end term examinations, the PGP Committee, based on the merit of the case and availability of scribes may arrange for the same. In such cases, the student who is given the scribe facility will have to pay a fee of **Rs.1000 per course** before the commencement of the said examination.

Completion of SIP **is a pre-condition for registration to Term 4** (For MBA, MBA-BKFS, MBA-HRM, MBA-MKT & MBA-IB programs). A Certificate of Completion from the organization must be submitted to TAPMI within fifteen days of joining Term 4 failing which the SIP policy stands applicable.

8.6 Re-examination/ Rejoining

8.6.1   In the event of re-joining the program the student will continue to have the same roll number that was previously allotted.

8.6.2   Re-examinations (after Term 6) and Program repetition
A student who fails to fulfill the criteria in Year II as per section 8.3.2 will be given the option of re-appearing for a set of second-year courses as recommended by the Evaluation Office {this list will exclude all simulations, SIP, and project-based courses}.

At the end of Year II of the program if the student scores below 3.6000 CGPA, he/she will have to repeat the entire PGP II.

- If the student scores between 3.6001 and 4.3999, he/she can choose courses with no more than a total of 20 credits from the list recommended by the Evaluation office.
- This will be a one-time opportunity and the student is expected to improve his/her score accordingly to be eligible to graduate.
- The re-exam will be a 100% component rendering all other evaluation components of the course null and void.
- Re-examinations fees are applicable as per the Institute's policy.
- The re-exam will be conducted after the convocation and the degree will be awarded in July/August.
- If the student fails to secure the required grades in this attempt the student may choose to repeat year 2 with the old registration number.

There is no re-exam opportunity available for Year 1 of the program.

8.7 Criteria to be Eligible for Career Advancement/Assistance Services:

A student may be eligible for Career Advancement support if the following conditions are met:
1. S/he maintains a minimum CGPA of 5.0000 at the end of the most recent term for which results are available; **AND**
2. S/he secures a minimum average GPA of 4.4000 across Comprehensive assessments and Term-end assessments in Terms 1-3

8.8   Outside Classroom Components:

PGP curriculum includes several components involving learning outside the classroom like SIP, BrandScan, SEVA etc. Each component will have pre-assigned credits. The design and evaluation methods for each such component will be announced in advance by the respective faculty in charge. The performance of a student in such components will be as much a part of the minimum academic standards as explained above.

8.9   Formula to Convert CGPA to Percentage:

For the purpose of converting the CGPA to Percentage the following formula may be used:

$$Percentage = 60 + \frac{(CGPA - 5.2) \times 40}{4.8}$$

8.10 Fee for Duplicate Certificates, Transcripts etc.:

Students/Alumni who require duplicate certificates/transcripts need to apply formally to the Chairperson – Office of Examinations for the same. Fees are chargeable for this service. The fee applicable would be intimated on receipt of the application at the CoE Office.

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IX
ATTENDANCE

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9.1 TAPMI students are deemed to have agreed to offer an unconditional commitment to their learning process during the two years of their study at the Institute. Therefore, the residential program expects their uninterrupted presence at the campus. Attendance will be taken by the faculty directly and the students should be attentive at the time of attendance to have their presence recorded in the attendance register. Unauthorized absence from class/institute will be considered a breach of discipline and the Institute will be free to take appropriate action in such cases.

9.2 Under extra-ordinary circumstances, students may obtain leave of absence under the following rules and procedures:

- Prior permission of the Chairperson PGP/ Co-Chairperson PGP must be obtained for availing of all forms of leaves.
- In case of sickness, a medical certificate issued and/or countersigned by the Campus Doctor/ Doctors at KMC Manipal, along with the prescribed application form must be submitted to the Program Office within 3 days of joining classes after illness.
- Campus Doctor/ Doctors at KMC Manipal will issue medical certificates only in case of diagnosed illness where they are convinced that the student is too ill to attend classes. These include hospitalization, communicable diseases (chickenpox, jaundice, and typhoid) and accidental injuries (fractures and deep traumas).
- In general, for medical treatment in Manipal or in any other city, student must be referred by the Campus Doctor. Campus Doctor's reference may not be required only in case of emergency.
- For grounds other than sickness, leave may not be granted for a period exceeding three teaching days.
- The PGP Office or the concerned faculty will not be responsible for the student losing any evaluation component on account of his/her leave.
- No request for re-quiz/ re-exam/ alternative assessment will be made to the PGP office or Chairperson-PGP or to any faculty in this matter.

9.3 Attendance Rules:

- Each student is expected to attend a minimum of 85% of classes in each course. A grade penalty will be imposed on all the students who do not meet the minimum 85% attendance requirements (after considering all forms of leaves) in each course in the following manner:

Attendance of Student	Grade Penalty
Less than 85%	One **sub-grade drop** (e.g. drop from A+ to A, B- to C+, D- to F, etc.)
Less than 70%	'F' grade will be awarded

- If a student getting a 'D+' or lower grade in a particular course, has a grade drop due to attendance shortage, he/she shall finally obtain an 'F' grade. If a student fails to meet the specified attendance requirement, his/her grade in the respective course(s) will be lowered by the Chairperson-PGP in accordance with the grade penalty rules

laid down above.

It is important to note that students having less than 70% attendance in a course due to any reason including medical problem(s) will be awarded 'F' grade in that course. In other words, minimum 70% attendance is required to be eligible to get a pass grade.

An indicative table of minimum attendance for MBA/MBA-BKFS/MBA-HRM/ MBA-MKT/MBA-IB/MBA-AI&DS is as follows:

Course credit	Number of sessions	For 85% attendance, students must attend	For 70% attendance, students must attend
1 credit	8 sessions	7 sessions	5 sessions
2 credits	16 sessions	14 sessions	11 sessions
3 credits	24 sessions	21 sessions	17 sessions

A sub-grade drop is applicable for every session missed below the number of sessions constituting 85% attendance.

Illustration:

In case of a 3-credit course (24 sessions), 21 sessions are mandatory (constituting 85% attendance). If a student is present for any number of sessions below 21, he/she will be awarded a sub-grade drop. Each session absence shall result in one sub-grade drop (e.g. drop from A+ to A, B- to C+, D- to F, etc.)

a) *If a student with an initial grade 'A+' attends 20 sessions (non-institutional approved leave), he/she will get a sub-grade drop resulting in a 'A'*

b) *Similarly, 'A-' for 19 sessions and so on.*

*However, the above rule may not be applicable for **INSTITUTIONAL LEAVES** such as participation in corporate events, Alumni Relation Committee visits for conducting ARC meets, participation in business competitions conducted by leading corporates and premier B-Schools, PACE SPOC's for coordinating internship & placement activities and any other institutional activities duly approved by the competent authority **(All these institutional leaves are capped at 15% in terms of sessions).***

9.4 Attendance Waiver for Competitions/ Institutional Activities

- To participate in B-school competitions/ corporate competitions/ any other institutional activities as detailed in 9.3, students may obtain attendance waiver under the following rules and procedure:
  - Attendance waiver may be given only for the event day(s) inclusive of travel.
  - Attendance waiver will be given only in case of Case Competitions organized by Corporates (where there is a career opportunity or maintaining campus relationship is a concern), for competitions conducted by premier B-schools and to PACE SPOCs for coordinating internship & placement activities. While the approval for participation in competitions will have to be obtained before the date of the competition from Chairperson- Student Affairs, the PACE SPOC's will obtain approval from Chairperson/Co-Chairperson-PACE before the date of the internship/final placement process they wish to coordinate. Program Office will accommodate these requests on the recommendation of Chairperson-Student Affairs & Chairperson/Co-Chairperson- PACE as applicable. No post facto approval will be given.
  - Attendance waiver for institutional activities will be recommended by the respective Activity heads and approved by Chairperson- PGP/ Co-Chairperson PGP.
  - **Attendance waiver for competitions/ institutional activities will be capped at 15% (in terms of sessions).**
  - Notwithstanding anything that is stated above, the provision in section 8.3, that students having less than 70% attendance in a course due to any reason will be awarded 'F' grade in that course, will apply.

Registration within the stated time is **mandatory on the first day of every term or after any declared break. Failure to do so will invite a sub-grade drop (e.g. drop from A+ to A, B- to C+, D- to F, etc.) for the first course thereafter.** No request/reasons of any sort is entertained towards condoning absence in such cases.

9.5 Graduation Day

It is expected that all graduating students be present for the Graduation Day ceremony.
- Notification of Graduation ceremony date will be made a month in advance.
- A student who does not wish to attend the Graduation ceremony due to certain compelling reasons should inform the Program Office through e-mail at least 10 days before the date of convocation.
- The in-person registration for the graduation day will be on the morning of the day of the convocation between 9.30am to 12pm. Students failing to register during this slot will not be permitted to attend the Graduation Day Ceremony that evening.
- On completion of the in-person registration for the graduation day, students will participate in an awards function organized to felicitate achievers in the areas of academics, sports, all round achievements, internships, etc. Please go through Section XII of the handbook for the list of awards.
- In absentia, the degree certificate and transcripts will be couriered to the address provided, within three months from the date of the Graduation Day.

9.6 Students are not permitted to take leave during the Summer Internship. In case of any personal emergency or other valid reasons, prior permission of Chairperson/ Co-Chairperson- PACE needs to be taken. Approval must also be sought from the Company in which the student is interning. For students staying on campus during internship period, approval of Warden is mandatory before leaving the campus.

At the end of the Academic Year, the Conveners and Co-Conveners of all student committees must obtain a "No Dues" Certificate from the Chairperson-PGP and Dean-Administration.

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CLASSROOM BEHAVIOR & INTEGRITY

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10.1 Behavior

All students are expected to maintain proper standards of classroom behavior including appropriate professional dress code. **The management of the classroom environment rests on the course faculty.** Students are strictly prohibited from carrying or consuming any eatables/tea/coffee to the classroom. The faculty may ask a student to leave the classroom if the level of pre-class preparation is found to be below acceptable level or if the student is found to be disrupting the smooth conduct of the class. Attendance will not be granted in such cases. The judgment and decision of the faculty is final. In addition, the faculty may also report the matter to the Chairperson-PGP to initiate disciplinary action.

Note: Examples of "disruptive" activities in the classroom would include behavior such as persistently speaking out in a manner which is disruptive, refusing to be seated, leaving and entering the room without authorization, using mobile phones and other gadgetry without permission, refusing to abide by the instructions of the faculty. The above list is only indicative and not exhaustive.

TAPMI has staff quarters and guest houses within the campus and in view of the movement of children of employees, family members, visitors and guests attending various executive education programs, it is expected that students maintain disciplinary norms restraining themselves from speedy driving of vehicles in the campus premises, follow decent dress codes and behavior.

10.2 Dress Code

Students are bound by dress code of the Institute. For clarity, "permissible dress code" includes Business/Smart Casuals and is to be understood as one that reflects decency. This includes the captions on the dress as well. Formal dress code is expected while making class presentations. This is also the norm during special occasions of importance for the Institute (namely- Convocation, Visits of important guests and, dignitaries.) Students will be advised from time to time on this. (Trackpants, Nightwear, Beachwear, Ripped Jeans, Bathroom Slippers etc., are not "permissible dress code" in the Academic Blocks.)

10.3   Usage of Mobile Phones

Usage of mobile phones is strictly prohibited inside the classrooms. Students are required to keep their mobile phones in switched off mode in the basket kept in the classrooms. If any mobile is found ringing (including the alarm ring), the instrument will be confiscated (for no less than three working days) and the owner of the instrument may have to pay penalty **up to Rs.5000/-**, at the discretion of the Chairperson-PGP, to redeem it. It is, therefore, advisable that students do not carry their mobile phones into the classrooms. Over and above this, the 'Social Media Policy of MAHE (for students)' and the 'Classroom Technology Usage Policy' of TAPMI, dated 16th February 2023 are applicable.

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10.4 Academic Integrity

All students are expected to maintain integrity and honesty in all their academic work (assignments, reports, examinations, quizzes, project work, etc.). The act of submitting work for evaluation or to meet a requirement is regarded as assurance that the work is the result of the student's own thought and study, produced without assistance, and stated in that student's own words, except matter within quotation marks, references, or footnotes which acknowledge the use of other sources. **If a student is in doubt regarding any matter relating to the standards of academic integrity in a given course or on a given assignment, the faculty in charge of the course should be consulted before presenting the work.** Submissions are liable to be checked through appropriate software or other means to confirm the academic integrity of the same.

Students who violate academic integrity and honesty shall be liable for disciplinary action. A student shall be deemed to have violated academic integrity if he or she:

(a) Represents the work of others or the output generated by AI tools as his or her own (plagiarism)   **AND/OR**
(b) Obtains assistance in any academic work from another individual in a situation in which the student is expected to perform independently   **AND/OR**
(c) Offers false data in support of laboratory or field work   **AND/OR**
(d) Intentionally impedes or damages the academic work of others   **AND/OR**
(e) Forges or falsifies academic documents or records   **AND/OR**
(f) Assists other students in any of these acts.

Examples include but are not limited to: cutting and pasting text from the web without quotation marks or proper citation; paraphrasing from the web without crediting the source; using notes or a programmable calculator in an exam when such use is not allowed; using another person's ideas, words, or research and presenting it as one's own by not properly crediting the original source; stealing examination or course materials; changing or creating data in a lab experiment; altering a transcript; signing another person's name in an attendance sheet; hiding a book knowing that another student needs it to prepare an assignment; collaboration that is contrary to the stated rules of the course, or tampering with a lab experiment or computer program of another student; using digital mediums like social media, SMS, WhatsApp, and Telegram through cell phones to communicate answers to questions in quizzes/exams.   **This list is only indicative and is not exhaustive.**

10.5 Examination Rules

All students are communicated the examination rules at the time of joining the Institute and before the commencement of Mid Term and End Term examinations. Violation of norms regarding behavior in the examination hall or for any other evaluation component will attract severe penalty. **Students found indulging in malpractice in examination or any other evaluation component will be awarded an 'F' for the entire course.**

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10.6 General Integrity

During the entire two-year post-graduate program at TAPMI, every student implicitly agrees to abide by the rules, values and culture of the Institute. A student is an ambassador of the Institute and hence is expected to adhere to high standards of moral values. Therefore, if a student is found to have acted in a manner that is tantamount to cheating and stealing - such an act, without consideration of quantum of monetary value involved, will attract the severest punishment, which may include being discontinued from the program. This rule will cover all walks of life of a student during their stay at TAPMI.

All internal communication is meant only for the intended recipient and internal stakeholder (i.e., students, faculty, staff) only. Forwarding such internal communication to any unintended person or personal external mail id, posting/circulating a copy of the same in WhatsApp or other social media platforms and similar acts, without appropriate authorization, are not acceptable and will be dealt with appropriately.

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XI
GENERAL BEHAVIOUR

11.1 Students are admitted to the PGP in good faith, based on the belief that their claims to fulfillment of eligibility supported by documents are genuine. This also includes their affirmation that they have completed all academic formalities of the qualifying examination prior to joining the Post Graduate Program(PGP) of TAPMI. Such affirmation should be done before **1st September 2025/other notified date**. However, if it comes to be known that a student did not complete such formalities prior to joining the Institute and / or has completed the same after joining the Institute without the knowledge of the Chairperson-PGP, it will be deemed that the student has misrepresented the truth and shall be discontinued from the program.

11.2   Ragging (as defined in APH 2024-27) is considered an offence.

Any student indulging in such activity - be it in the Institute's premises or hostels or outside- shall be considered having committed serious breach of discipline and shall be asked to withdraw from the program. ***Each student is required to submit an anti-ragging affidavit.*** As per the "Regulations on Curbing the Menace of Ragging in Higher Educational Institutions, 2009" and pursuant to UGC notification [No. D. O. No. F. 3-2/2021 (ARC)] or Regulations for prevention and prohibition of ragging in AICTE approved Technical Institutions vide No. 37-3/Legal/AICTE/2009 dated 01.07.2009 (whichever is applicable) it is compulsory for each student and his/her parent/guardian to submit an online undertaking each academic year in either of the two websites namely https://antiragging.in or https://amanmovement.org. The students are required to register by submitting the relevant details. Subsequently, the student will receive an email with his/her registration number and a weblink. The email should be forwarded to Chairperson – Student Affairs (nodal officer).

11.3 Gender Harassment/ PoSH

TAPMI has a Policy on Prohibition, Prevention and Redressal of Gender-based Harassment which is in line with the Prevention of Sexual Harassment (POSH) guidelines of Manipal Academy of Higher Education (Refer: https://www.manipal.edu/content/dam/manipal/mu/documents/mahe/Student%20Affairs/sop/SOP%20-%20Prevention%20of%20sexual%20harassment.pdf), framed in conformity with The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and by also taking into account the All India Council for Technical Education (Gender Sensitization, Prevention and Prohibition of Sexual Harassment of Women Employees and Students and Redressal of Grievances in Technical Institutions) Regulations, 2016.

In compliance with the stated rules, TAPMI has constituted a Gender Harassment Prohibition and Prevention Committee, which also acts as an Internal Committee to assess the nature of

the complaint and escalate it to the MAHE Internal Complaints Committee. The details of the Committee are available on the TAPMI Website.

In case of any harassment or apprehensions of the same, the aggrieved party is free to approach Gender Harassment Prohibition and Prevention Committee, which shall support the party in taking up the matter including registration of complaint, inquiry and related actions for the protection of the rights as enshrined in the said policy.

11.4 Disciplinary Procedure

The PGP Committee and/or the Disciplinary Committee shall be the authority for all matters pertaining to student discipline. If the student is found guilty of misconduct in and outside the campus, a penalty appropriate to the nature and severity of the misconduct may be imposed. Such penalty shall include (but not restricted to) imposition of fines, suspension from a course/term, or being discontinued from the program.

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XII
THE DEGREE, SCHOLARSHIPS & AWARDS

The **Dr. Ramdas M. Pai Scholarships** exemplify the belief that education has the power to transform lives and create lasting impacts, making them indispensable in shaping a better, brighter future.

Dr Ramdas M. Pai Scholarship for Excellence in Academics & Practice

The structure of the scholarship is as follows:

- Scholarship
    - 100% waiver of course fee, as scholarship
        - All other Fees (Refundable Caution Deposit, Lifetime Alumni Membership Fee & Hostel Fees) must be paid by the student.
        - Any other fees declared by the Institute also need to be paid by the student.
- Number of Scholarships: A total of Twenty (20) students across all MBA programs (Batch of 2025-27)

- Application
    - Candidates are required to pay the full 1st year course fee including refundable caution deposit and any other fee, declared by the institute at the time of reporting / completing the admission formalities
    - Eligible candidates need to apply for the scholarship, within 1 week of class commencement with all supporting documents for scrutiny.
        - List of Documents to be submitted along with the application
            - X, XII, and Graduation marks card
            - Work experience certificates from TAPMI approved companies
            - Valid CAT/ XAT/ GMAT/ NMAT score cards
    - The selected candidates for the scholarship scheme will get their reimbursement within 2 months, after the withdrawal date from the program as announced by the University.
- Selection
    - The selection of candidates will be based on the criteria mentioned in **Annexure 1.**

Scholarship Eligibility

The minimum eligibility requirements are as follows:

- CAT / XAT / GMAT (Equivalent) scores of 90 percentile and above (or NMAT score of 280 or more) AND, at least two years of work experience at TAPMI approved companies.

<div align="center">OR</div>

- CAT / XAT / GMAT (Equivalent) scores of 90 percentile and above (or NMAT score of 280 or more) AND, have obtained a Professional qualification(s) CA/ CFA/ CS/ FRM/ CMA.

<div align="center">OR</div>

- CAT / XAT / GMAT (Equivalent) scores of 95 percentile and above (or NMAT score of 300 or more)

Dr Ramdas M. Pai Scholarship for Economically Weaker Section students

The structure of the scholarship is as follows

- Scholarship
  - 100% waiver of course fee, as scholarship
    - All other Fees (Refundable Caution Deposit, Lifetime Alumni Membership Fee and Hostel Fees) must be paid by the student.
    - Any other fees declared by the Institute also need to be paid by the student.

- Number of Scholarships: A total of Ten (10) students across all MBA programs at Manipal (Batch of 2025-27)

- Application
  - Candidates are required to pay the full 1st year course fee including refundable caution deposit and any other fee, declared by the institute at the time of reporting / completing the admission formalities
  - Eligible candidates need to apply for the scholarship, within 1 week of class commencement
    - List of Documents to be submitted along with the application
      - Income tax returns for the last three years of both parents.
        - In situations where both parents are deceased, the candidates **MUST** submit the Death certificate
      - If the candidate has prior work experience, in addition to the parents' IT returns, the candidate must submit the IT returns filed for the duration of employment.
      - If the parent(s) are working abroad, the following certificates must also be submitted:
        - Copy of the 12-month salary slip (April 2024 - March 2025)
        - Copy of the passport

o Copy of Employment Visa

o A statement detailing your eligibility and claim to the scholarship as per Annexure-1.

o The selected candidates for the scholarship scheme will get their reimbursement within 2 months, after the withdrawal date from the program as announced by the University.

- Selection
  o The selection of candidates will be based on the criteria mentioned in **Annexure 1.**

Scholarship Eligibility

Minimum Eligibility Requirements:

- CAT / XAT / GMAT (Equivalent) scores of 85 percentile and above (or NMAT score of 280 or more)

                                AND

- Annual family income (Gross) from all sources is INR 8,00,000 or less, for the assessment years (2023-24, 2024-25, 2025-26).

Dr Ramdas M. Pai Scholarship for Achievers

The Achiever Scholarship category constitutes 5% of the approved intake for each program

- Applicable at the beginning of 2nd year MBA
  o Based on the annual academic performance of the immediate previous year i.e. 1st year MBA.
- Students will have to obtain a CGPA of 7.5000 and above, in the 1st year of MBA to be eligible for this scholarship.
- The scholarship will be awarded to the top eligible candidates of each program as given below:

Program	Number of Scholarships
MBA	18
MBA - BKFS	3
MBA - HRM	3
MBA - MKT	3
MBA - IB	1
MBA - AI & DS	2

- There will be NO scholarship based on performance in the second year.
- The merit list will be prepared after the declaration of results of Term 3 Examination.
- Minimum annual academic performance requirement to become eligible for this scholarship is 7.5000 CGPA, without any "F" and / or "I" Grades.
- In the case of students with the same CGPA, the tie will be broken using the following

criteria:
- o Number of courses with maximum number of A+ grades
- o Number of courses with maximum number of A grades
- o Student with highest aggregate marks
- o Student with best aggregate attendance percentage

Dr. Ramdas Pai Future Innovators Scholarships

The Dr Ramdas Pai Future Innovators Scholarships empowers aspiring business managers of the inaugural batch of MBA Artificial Intelligence & Data Science (AI & DS)

This scholarship supports students honoring their commitment to shape the future of business through data-driven insights, machine learning, and cutting-edge technological solutions.

The structure of the scholarship is as follows:
- Scholarship
  - o 10% fee waiver of course fee, as scholarship
    - ▪ All other Fees (Refundable Caution Deposit, Lifetime Alumni Membership Fee and Hostel Fees) must be paid by the student.
    - ▪ Any other fees declared by the Institute also need to be paid by the student.
- Number of Scholarships
  - o All students of the batch of 2025-27 will receive this scholarship
- Application
  - o Candidates are required to pay the full 1st year course fee including refundable caution deposit and any other fee, declared by the institute at the time of reporting / completing the admission formalities
  - o Candidates need to apply for the scholarship, within 1 week of class commencement
  - o The selected candidates for the scholarship scheme will get their reimbursement within 2 months, after the withdrawal date from the program as announced by the University

- Selection
  - o The selection of candidates will be based on the criteria mentioned in **Annexure 1.**

General Guidelines
- All candidates are required to pay the full first year course fee including Refundable caution deposit and any other fees declared by the Institute at the

time of Reporting / completing the admission formalities.
- o Reimbursements (if any) will be within 2 months, after the withdrawal date from the program as announced by the University.
- o In case of Withdrawal from the program before the due date by the Candidate(s) as per the regulator's guidelines, the award of scholarship stands withdrawn and shall be awarded to the next best candidate (meeting the above-mentioned criteria) from the scholarship waitlist
- o In case the student leaves the course before the course completion (for any reason), he /she MUST reimburse the total course fee for the years of scholarship utilized, back to the institute.
- The student **MUST** take care of other expenses like hostel accommodation, food, and any other requirements.
- Eligible candidates can avail only one scholarship (internal/external)
  - o Candidates availing TAPMI scholarships are required to submit an affidavit that they are not availing of scholarships from any other sources.
  - o If found at a later stage that, the scholarship students have availed multiple scholarships, the recipient of the scholarship must reimburse the total fee and shall be disqualified from placement services.
- The eligibility for the second-year component of the scholarship where a second-year course fee is attained by meeting the criteria outlined in Annexure – 1
  - o In case, the candidate fails to qualify, then, he/ she will be required to pay the second-year course fee as per the notification issued by the institute.
- In case of a tie between two or more applicants for a scholarship, the decision of the Scholarship Selection Committee will be binding and final.
- In case of a situation where there are not enough contenders for
  - o Dr Ramdas M. Pai Scholarship for Excellence in Academics and Practice,
    - ▪ The remaining scholarships will be added to Dr Ramdas Pai Scholarship for Economically Weaker Section students.
    - ▪ In case the scholarships continue to remain unused despite the above-mentioned provisions, then, a student with the highest composite score shall be considered for the award.
    - ▪ The composite score is a weighted sum of the X, XII, UG and Entrance examination
  - o Dr Ramdas M. Pai Scholarship for Economically Weaker Section students
    - ▪ The remaining scholarships will be added to Dr Ramdas Pai Scholarship for Excellence in Academics and Practice
    - ▪ In case the scholarships continue to remain unused despite the abovementioned provisions, then, a student with the highest composite score shall be considered for the award.
  - o Dr. Ramdas Pai Future Innovators Scholarships
    - ▪ In case any student receives scholarship under other categories of Dr

Ramdas M. Pai Scholarship, then Dr Ramdas M. Pai Future Innovators Scholarships shall be subsumed under the other scholarship

- Reassignment of Scholarships

- Scholarships will be forfeited at any point of time in instances of irregularity in attendance, proven charges of indiscipline, bringing disrepute to the Area / Institute / University etc.
  - In case of discontinuation of scholarships due to
    - Resulting from awardee's termination of admission or withdrawal from program, the Director, TAPMI in consultation with the Scholarship Selection Committee can take a decision on reassignment and award of the scholarship for the Year I/II to the next candidate in the waiting list (meeting the criteria mentioned in Annexure 1).
    - Inability of the awardee to satisfy the continuation criteria in Year I/II provided in Annexure 1, the student will have to make the full course fee payment for that academic year
  - The Scholarship Selection Committee shall comprise the following
    - Director – TAPMI
    - Dean Administration
    - Dean – Academics
    - Chairperson – Admissions
    - Member nominated by the Director

Note:
- Pro Vice Chancellor Management, Liberal Arts, Humanities, Social Sciences & Law (MLHS) has the final authority to modify the eligibility criteria of the above-mentioned scholarship schemes as deemed necessary, from time to time.
- In addition to the scholarship selection criteria mentioned in Annexure-1, the candidate must also meet the minimum eligibility criteria mentioned in the prospectus.

Scholarship Grievance Redressal

The Scholarship Selection Committee has complete authority to award or deny scholarship to any individual as they deem fit. The student can approach the Director, TAPMI for resolution of his grievance and the decision of the Director, TAPMI is final on this front.

MERIT AWARDS FOR STUDENTS

The Institute encourages and recognizes meritorious academic and all-round performance by its students. Avenues for merit recognition have been made available in the form of awards that have been instituted from time to time, by well-wishers and stakeholders of the Institute. To qualify for the award of the Master of Business Administration, a student should have met all the minimum scholastic standards specified in this document.

The following awards are announced and handed over to the meritorious students. While some awards are presented during Graduation Day, the others are given in a function organized at the Institute prior to the Graduation Day.

1. T A PAI ROLL OF HONOR FOR ACADEMIC EXCELLENCE (T A Pai Young Achievers)

2. DEAN'S ROLL OF HONOR

3. TAPMI TITAN OF THE YEAR

4. M V KINI AWARD

5. TAPMI ACHIEVER OF THE YEAR

6. DR. RANJAN ACHARYA AWARD

7. MERIT AWARDS.

8. DR S. DANDAPANI AWARD

9. SMT.GANGAMMA AMMANNAYYA AWARD

10. Dr A. S. IYER MEMORIAL PRIZE

11. PRASHANT KULKARNI AWARD

12. VISHAL CHOWDHARY MEMORIAL AWARD

13. ALUMNI ENDOWMENT SCHOLARSHIP

14. JASPREET-SEBASTIAN AWARD

15. T A PAI AWARD FOR BUSINESS ETHICS & SUSTAINABILITY

16. BARODA ACHIEVERS AWARD

All scholarships/ awards are subject to approval by the Director. All externally instituted awards are subject to continuity as communicated by the awarding Institution/individuals.

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XIII
TAPMI HOSTEL GUIDELINES (FOR BOTH LADIES & GENTS HOSTEL)

The TAPMI/MAHE Hostel is more than a residence hall; it is a vibrant learning community designed to complement the institute's rigorous academic experience. To ensure that all

residents enjoy a seamless balance of freedom and responsibility, Hostel Management has framed a set of guidelines rooted in the values of mutual respect, safety, and academic integrity.

These guidelines are **not intended to curtail liberty**; on the contrary, they protect each student's right to study, rest, and engage in co-curricular activities without disturbance. All occupants of TAPMI Hostels—hereafter referred to as *residents*—are therefore expected to read the rules carefully, understand their spirit, and comply in both letter and intent. By committing to these standards, residents collectively create a positive, inclusive, and intellectually stimulating environment that reflects TAPMI's ethos of ethical leadership.

Adherence to Policy. The TAPMI/MAHE Hostel Policy is the overarching document governing residential life. Every clause—whether it addresses quiet hours, visitor procedures, or fire-safety protocols—applies equally to all residents. A breach of any rule will trigger an enquiry by the Hostel Management Committee. Should a resident be found guilty, disciplinary measures may range from a formal warning to suspension from classes or even expulsion from the program. Disciplinary actions are enforced with fairness and transparency, underscoring the institute's zero-tolerance approach to misconduct.

Dynamic Rules & Communication. Residential life evolves with student needs, technological upgrades, and regulatory requirements. Accordingly, Hostel Management reserves the right to amend rules at any time. Residents will be notified of changes through circulars displayed on hostel noticeboards and via institutional e-mail. Staying informed is a shared responsibility; ignorance of an updated guideline will not be accepted as a defense in the event of non-compliance.

Room Inspections & Safety. To uphold safety and hygiene standards, authorized hostel staff may enter and inspect rooms at any point in time. These checks are conducted with professionalism and minimal intrusion, focusing on compliance with fire-safety norms, electrical-appliance regulations, and cleanliness benchmarks. Cooperation during inspections is mandatory and reinforces a culture of accountability that benefits every resident.

Community Responsibilities. Residents are also custodians of communal spaces—study lounges, fitness areas, cafeterias, and landscaped courtyards. Courtesy and consideration in these shared zones are non-negotiable. Keeping noise to a minimum during quiet hours, disposing of waste responsibly, and reporting maintenance issues promptly help sustain a campus that is both eco-friendly and conducive to intense academic work.

Important Mobile and Phone Numbers:

Chairperson-Hostels	Prof. Krishna Prasad
	Mobile No.: 7349255635
	Office No: 0820-2701453 or Ext:1453
Ladies Hostel Caretaker	**Block 3** : 0820-2701315 or Ext: 1315
	Block 4 : 0820-2701445 or Ext: 1445

Ladies Hostel Warden	**Mrs. Parimala S Hegde** Mobile No.: 7349255655 Office No: 0820-2701009 or Ext: 1009
Hostel Asst. Warden	**Mrs. Sudha** Office No: 0820-2701430 or Ext: 1430
Gents Hostel Caretaker	**Block 1** : 0820-2701115 or Ext: 1115 **Block 2** : 0820-2701215 or Ext: 1215 **Block 5** : 9731227897
Gents Hostel Warden	**Mr. Ananth Pai** Mobile No.: 7349255653 Office No: 0820-2701014 or Ext: 1014
Hostel Asst. Warden	**Mr. Narayana** Mobile No.: 7349255639 Office No: 0820-2701422 or Ext: 1422 **Mr. Shivaram Shet** Mobile No.: 9606479682 Office No: 0820-2701017 or Ext: 1017
Campus Clinic	Office No: 0820-2701311/ 1300or Ext: 1311
Student Support Centre, Manipal	No.125, Opp: New International Guest House, Manipal 576 104 0820-2922430
Ambulance (TAPMI)	0820-2701113
Ambulance (KMC Hospital)	0820-2575555
KMC Hospital	0820-2922761; 2571201
Police	100; 0820-2570328
Fire	101

Taxi Hire:
    Kaushik Travels
    Shreeya Travels
	
	Mob: 9482472497; 9008415956
	Mob: 9980166657; 9448328041

Auto	Tel: 0820-2572456 (Auto Stand) Tel: 0820-2701113 or Ext: 1113 (Security Gate)

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XIV
LIBRARY INFORMATION AND RULES

The TAPMI Library is a reservoir of knowledge that holds excellent print and electronic resources, adorned with modern infrastructure fulfilling the information needs of its users. The resources are well supported by dedicated library staff.

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14.1 TIMINGS:

The library is open from 9.00am to 2.00am between Monday to Saturday (Circulation time: 9.00am to 9.00pm) and between 9.00am to 5.00pm on Sundays.

The library will remain closed on the 3rd Saturday of every month & other institutional holidays. However, as a special case during examinations, the library remains open on 3rd Saturday or any other institutional holiday falling during that period.

14.2 LIBRARY RULES AND REGULATIONS:

14.2.1 Membership:

a)   The primary library members include PGP Students, faculty members, administrative staff, administrators, and research scholars of the Institute. Others may, however, avail themselves of the library facilities with prior approval from the Librarian.

b)   Any user who is leaving the Institute shall return all the borrowed books and periodicals and pay overdue charges, if any, to get the NO DUE certificate.

c)   For PGP Students the Identity card will remain effective for the duration of the program.

d)   In case of loss of identity card, a duplicate identity card will be issued by the admin department after verification. Students have to pay the fee prescribed by the Admin Dept. for getting duplicate identity card.

14.2.2 Borrowing Privileges:

a)   The primary members of the library can borrow books, periodicals, CDs, and VCs for home reading and viewing purposes. The textbooks and some reference books in the reference section can also be borrowed for overnight reading. The bar-coded library identity cards will be issued to all the members of the library, which need to be produced while borrowing books and other materials.

14.2.3 Loan Privileges:

For Students:

a)   Four books in the lending section can be borrowed for the period of one week.

b)   Two textbooks in the reference section can be borrowed for overnight reading.

c)   Two back issues of current periodicals can be borrowed for two days.

d)   CDs/DVDs and VCs can be borrowed for two days.

e) Project Reports and company annual reports are meant for reference only. However, they can be issued with special permissions.

f) The reference books like encyclopedias, dictionaries, yearbooks, census, and budget reports and are for reference only and will not be issued.

14.2.4 Issue/Return Timings:

a) Books will be issued only against the Borrower's IDENTITY CARD.

b) Since the library transactions are bar-coded, issues and returns can be made only during library working hours.

c) The textbooks for overnight reading are issued during closing hours and they need to be returned by the next morning.

d) New additions to the library will be issued to the users only after complete internal processing is done.

e) Renewal of issued books is not allowed. Books can be reissued only if there is no demand from other users, and the book(s) must be brought to the library for this purpose.

f) Issue of books during vacations and project work/summer internship will be considered based on special requests.

g) The library can recall the books issued to the user at any time, if required. (However, if a book is issued to a Faculty Member, priority will be given to the requirement of Faculty).

14.2.5 Overdue Charges (Applicable only for students):

The user should return the books on or before the due date. Books can be reissued only if there is no demand from other users. If a book is not returned on the due date, the user needs to pay the Overdue Charges (ODC) as per the following rates. Since the ODC calculation is software driven, the fine will be added to individuals' account and the cumulative amount will be adjusted in their textbook deposit at the end of year.

Category of Documents	Fine Per Book
Lending Books	Rs.1 per day/book
Overnight issues (Reference books and back issues of journals)	Rs.5/- per day

14.2.6 GENERAL:

a) Personal belongings such as bags, briefcases, umbrellas, opaque covers etc., are not allowed inside the library and they should be kept at the property counter available outside the library.

b) Users need to produce library Identity cards in person while borrowing books and other materials from the library.

c) Users leaving the library should allow the staff at the counter to examine their belongings.

d) Users are requested to maintain silence within the library premises.

e) Smoking and eatables are not permitted inside the library.

f) The orderliness of furniture inside the library needs to be maintained.

g) Users will be responsible for the materials borrowed from the library. The borrower will be charged for any loss, damage to the material(s), by way of mutilation and disfiguring of pages, by either asking for a replacement of the document or will be fined double the cost of the book price. In the case of out-of-print documents, the member will have to pay the cost of photocopying the same and a fine double the cost of the document.

h) Users are requested to ensure that all the documents taken out of the library only after following proper procedures of issue.

i) Students must present themselves in attire deemed appropriate for a professional academic environment.

j) Keeping in mind that the library is a place of individual study and research, members should maintain an atmosphere of dignity, and silence within the library premises.

14.2.7 MISCONDUCT

The following will be treated as misconduct in the library premises, and they will be reported to the authorities and respective heads of departments for further sections.

a) Unauthorized removal of library documents.

b) Mutilation and disfiguring of library documents.

c) Non-response to the intimations of the library for the return of documents.

d) Misbehavior with the library staff on duty.

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XV
INFORMATION & COMMUNICATION TECHNOLOGY

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15.1 Rules for Usage:

In order to facilitate the optimal use of computers and related facilities in the Computer Centre (CC), the following rules and norms are put forth; these need to be adhered to, in letter and spirit, by all. This is a must to ensure that all users get the required service(s) with minimum inconvenience.

- Ensure that the labs are always kept tidy and clean.
- Cell phones, personal laptops and eatables are not allowed inside the labs.
- While working in the lab, talk if you must, but keep your voice low. Take care to not cause disturbance/discomfort to others.
- For your convenience, Knowledge Center ground floor labs are open 24/7. Anyone who wants to work after 11pm should produce ID card and make an entry in security's logbook (without affecting hostel timings).

Violation of the above rules will invite a penalty. During working hours, the IT staff in charge of the facilities are there to help you and provide support; their guidance and decisions shall be followed by the users.

15.1.1 Unacceptable usage
Unacceptable uses of the TAPMI resource (ICT) include but are not limited to
1. Attempt to access computers for which the concerned individual is not authorized.
2. Unauthorized access to another user's files
3. Attempting to circumvent Network Access Control, including bypassing proxies and firewalls.
4. Monitoring or interception of network traffic without permission.
5. Probing for the security weaknesses of systems by methods such as port scanning and password cracking without permission.
6. Unauthorized extension or retransmission of network traffic, including installing unauthorized wireless access points, routers, or switches.
7. Unauthorized modification of TAPMI data.
8. Unauthorized download, installation, or running of programs or utilities that may flood the network, causing denial of service to other users.
9. Sharing network access credentials with third parties to defeat network authentication.
10. Using the network to break into other networks.
11. Creation, retention, downloading, or transmission of any offensive, obscene, or indecent images or data, or any data capable of being resolved into obscene or indecent images or material.
12. Creation, retention, or transmission of material with the intent to cause annoyance, inconvenience, or needless anxiety.
13. Infringement of Intellectual property rights, including copyright, trademark, patent, design, and moral rights.

14. Sending electronic mail that purports to come from someone other than the person sending the message using, for example, a forged address.
15. Using the resources for unsolicited advertising or transmission of electronic mail with intent to defraud, often referred to as "spamming."
16. Deliberate unauthorized access to networked resources, local or remote.
17. Deliberate activities that may result in either wasting support staff time in support of systems or corrupting or destroying other users' data, violating the privacy of other users.
18. Denying services to other users.
19. Actions or inactions that intentionally or unintentionally aid the distribution of computer viruses or other malicious software.
20. Download, install, and use unlicensed software on the TAPMI network and computers.
21. Any activity that is prohibited by the Indian Information Technology Act 2000 (IT Act 2000) and its amendment and Digital Personal Data Protection Act 2023.

If the students are found using/supporting any of the above unacceptable usages, actions, as mentioned in the misconduct section, are applicable.

15.2 Computer Accounts/Email Account

a) Any student who enrolls at TAPMI is eligible for a student account and this will continue until the student leaves the Institute.

b) A computer user account that is given to a student is for her/his exclusive use. Each student should protect her/his account with a password. Accounts found to be not protected will be withdrawn and such students will lose their privilege of using an independent account until the end of the term/semester in which the lapse occurred.

c) A student shall not disclose her/his password to anybody else.

d) An unprotected account status cannot be given as an excuse for plagiarism, or for your work being stolen or lost.

15.3 Facilities Usage

a) No student shall service any computer or peripherals. All breakdowns should be brought to the notice of IT staff. Trying to service/repair any computer or other equipment by the student is tantamount to tampering; and s/he will have to bear the cost of the repair and s/he may be debarred from using TAPMI computer facilities for a period determined by the IT Committee.

b) At any given point in time, only one student is allowed to work on a terminal. Whenever there is a group task, the group may be allowed to work on the terminal provided the concerned faculty member or the IT staff accords the permission.

c) Network laser printers are provided in all the labs (it is chargeable).

d) Bit map printing utility should not be used for internal communication purposes. Those who are found violating this rule will be fined.

e) The downloading and browsing via Wi-Fi facility provided are primarily for academic use. While utilizing the bandwidth for non-academic purposes, like, to listening to music for instance, is not banned in the campus, we would like to rely on the

thoughtful utilization of the finite resource on the basis of the community's self-restraint and understanding, rather than on the basis of rules and regulations.

f) All Labs and classrooms are under CCTV surveillance. Any misconduct, tampering and theft of the IT facilities will lead to disciplinary action.

We look forward to having your full-hearted co-operation in this regard.

15.4 General Rules

a) The facilities in the Labs are intended for academic purposes only.
b) Students must get the prior permission from the IT staff before bringing outsiders into the lab.
c) Students, upon completion of using the computers, may logout of the system and Leave.
d) Students will have to pay for the repair charges if they cause damage to the furniture, equipment, and other property in the lab.
e) Students must take full responsibility for their laptops and accessories.
f) We are taking all necessary steps aimed at securing information and maintaining the health of the network. Your active support and cooperation are crucial in making this a success.

15.5 Misconduct

Any violation of the above-mentioned norms shall be treated as misconduct and shall be referred to the IT Committee.

15.6 Students are expected to read and understand IT policy of TAPMI, which is available on the TAPMI Intranet. All students would be bound by the IT Policy. Any violations will be dealt with appropriately.

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FACULTY

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AMENDMENT OF INFORMATION & RULES

The information provided in this handbook may require amendment from time to time, based on change of circumstances. The rules/provisions/guidelines with respect to academic and administrative matters may also need amendment from time to time, based on need. TAPMI reserves the right to add / alter / delete / modify any of the above provisions based on general exigencies or changes in policies.

APPEALS

The Director of the Institute is the Appellate Authority for all matters pertaining to academics, administration and discipline. The decision of the Director on the appeal shall be final and binding.

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Academic Administration (Contact Points)

Director	Prof. Rajeev Kumra	2701002

Deputy Manager-Administration & Executive Secretary to Director	**Ms. Parimala S Hegde**	2701009
Dean – Administration	**Prof. Durga Prasad**	2701025
Associate Dean – Administration	**Prof. Krishna Prasad**	2701453
Dean – Academics	**Prof. Gururaj Kidiyoor**	2701038
Chairperson – Admissions	**Prof. Vasanth Kamath**	2701071
Deputy Manager - Admissions Office	**Mr. Navin M. Yelamali**	2701070; 2701010
Chairperson – Post Graduate Programs	**Prof. Prashant Yatgiri**	2701022
Deputy Manager - PGP Office	**Ms. Sujatha K**	2701047
Chairperson – Controller of Examinations	**Prof. Kartikeya Bolar Pramoda**	2701059
Asst. Manager - CoE Office	**Mr. Narendra Shettigar**	2701457; 2701455
Chairperson – BKFS Program	**Prof. Pradeepta Sethi**	2701035
Chairperson – HRM Program	**Prof. Shruthi Mayur**	2701029
Chairperson – MKT Program	**Prof. Mukta Srivastava**	2701458
Chairperson – IB Program	**Prof. Muneza Kagzi**	2701476
Chairperson – Placement and Corporate Engagement	**Prof. Srinivas Reddy**	2701481
Placement and Corporate Engagement Office	**PACE Staff**	2701429
Systems Manager	**Mr. Kiran Kumar**	2701112
Chairperson-Hostels	**Prof. Krishna Prasad**	2701453
Warden – Gents Hostel	**Mr. Ananth Pai**	2701014
Warden – Ladies Hostel	**Ms. Parimala Hegde**	2701009
Asst. Warden – Hostels	**Mr. Narayana**	2701422
Asst. Warden – Hostels	**Mr. Shivarama Shet**	2701017
Asst. Warden – Hostels	**Ms. Sudha**	2701430
Chairperson - Library	**Prof. Murchhana Tripathy**	2701487
Chief Manager	**Mr. Jayakrishna H R**	2701015
Deputy Manager-Accounts	**Ms. Suneethi N Patil**	2701016
Deputy Manager - Estate & Logistics	**Mr. Ananth Pai**	2701014

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Annexure A

COURSE OF INDEPENDENT STUDY (CIS)-2025

I.   **Background**

The Course of Independent Study (CIS) allows a student to identify and formally work on a specific research topic under the guidance of a faculty member. At the same time, it makes available talented resources for faculty members to mentor post-graduate students and engage in joint intellectual pursuits. The benefits of the CIS are manifold. While it caters primarily to individual pursuits, the outputs of such pursuits add value to the institute in the form of research papers, case studies, popular press articles or technical notes that could also be used as teaching materials.

II.   CIS as an Elective Course at TAPMI

From 2023, CIS is offered as a 3 credit elective course that would be listed across all functional areas at TAPMI. It is meant to integrate the knowledge and skills acquired by a student during the first-year at TAPMI with aspirations to work on research projects. The work shall be done in a phased manner from Term 3 until Term 6. Students shall work in teams of two-students or one student along with a faculty mentor. Just like other electives at TAPMI, CIS can also be taken as an audit course. This means, the course shall be evaluated upon completion and the student shall be provided a letter of completion from the faculty member concerned.

III.   Context for CIS applications.

a. Student Areas of Interest

Students may identify areas of further academic pursuits, based on the student's conceptual understanding gained in first year or from previous corporate work experiences. These academic inputs may trigger a possibility to pursue an academic or industry-led research topic of their interest. Students will have to find a faculty mentor willing to guide these specific areas of research. CIS will provide them with an opportunity to work on the areas of their interest, with a proper structure and necessary guidance from a faculty. The student could also utilize the summer internships to collect data for the CIS projects.

b. Faculty Areas of Interest

There is another possibility that faculty members identify research topics that they would like to work, in collaboration with student-led CIS teams. TAPMI faculty are encouraged to circulate an invitation through email to first-year students, encouraging students to apply for these faculty-led research topics. The email shall be circulated by concerned faculty on specific days of the academic calendar, and the PGP office shall maintain a repository of

faculty-led CIS topics. The idea is that the student-lead teams alongside the faculty should develop research manuscripts of publishable quality in SCOPUS-led journals. The Research and Promotion Committee (RPC) shall provide the list of acceptable SCOPUS listed journals.

c. Summer Internship Cases and Consulting Projects

Another possible area is to take forward the summer internship or consulting projects (in agreement with the respective corporates) to develop teaching cases or perhaps use the data for publication in research journals. Essentially, the internship periods could also be used to collect data for CIS purposes, alongside the corporate internship requirements.

IV. CIS Process

Step 1: Find the Mentor

The student contacts faculty member for finalizing CIS topics. The research topics could be based on student-interest or based on the research projects solicited by faculty members.

Step 2: Application

CIS Application to be first submitted to the concerned faculty mentor. Once the mentor agrees to the CIS application, it needs to be submitted to the PGP Office along with the faculty member's signature. The latest date for CIS application is the last date for finalising the electives. Template for CIS application may be downloaded from the intranet.

Step 3: Registration as an Elective

On acceptance of the proposal and completion of registration, the CIS could begin from Term 3 (prior to internship period) until Term 6. The final grading shall be conducted in Term 6 based on various components.

Step 4: CIS Output

Students make a presentation to the faculty team (chosen by the respective Area Chair) consisting of at least 2 members (including the CIS faculty). This presentation will carry a weightage of 50%. The other component for evaluation is a manuscript of publishable quality in SCOPUS listed journals. The student team should also specify which journal the manuscript shall be submitted. This manuscript component will carry a weightage of 50%. The student is expected to do an interim presentation before the end of Term 5 to the CIS instructor and document the progress in the project. Though the interim presentation is not evaluated, it is

a mandatory milestone to ensure progress on the project. The presentation should be shared with the faculty guide and the CIS faculty coordinator.

Step 5: CIS Evaluation

Students submit their CIS outputs to their faculty members for evaluation in Term 6.

V. Specific Components in CIS:

Once the registrations are cleared, here is a guidance for specific components that shall be carried out during CIS. The evaluation would also depend on these components. The relevant stages for case writing are indicated in parenthesis.

i) Identification & Definition of the Research Topic (Case opportunity articulation)

ii) Conceptualizing and Formulating the Objectives for the study (Define the scope and application of the case)

iii) Design of the Study & Methodology (Broad articulation of the case structure)

iv) Data Collection (if needed, for case writing)

v) Analysis & Report Writing (Case & Teaching Note Development)

vi) Draft Report Submission to Faculty guide (Draft case + Teaching Note submission)

vii) Feedback on the Report (Feedback on the case + Teaching Note)

viii) Final report submission (Final case + Teaching Note submission)

ix) Presentation (Actual trial of the case in a classroom)

VI. Outputs of CIS

a. Compulsory output.

At the end of the CIS, the student must produce a manuscript of publishable quality in SCOPUS indexed journals. This manuscript could also be a Teaching Note to be published in SCOPUS indexed journals. The report will be evaluated by the faculty under whom CIS is carried out.

b. Desirable output

It is highly desired that the CIS manuscript is published as a research paper or a Teaching Case in SCOPUS indexed journals. The CIS work can also be presented in seminars (including TAPMI research seminars).

VII. Reward beyond course credits

TAPMI is one of the leading business schools in India with a strong focus on research. To encourage the student-community to pursue CIS, we propose the following awards for excellence in CIS.

a. Students who achieve a grade of A+ in the CIS grading, would be nominated to the TAPMI's Achiever's Club (TAC).

b. *CIS* publications shall be nominated for Research Awards according to the TAPMI policy on "Student Research Support". Research award will carry a medallion, a certificate and a cash award of different incentives according to the publication quality which shall be presented to successful candidates on publication of the research paper.

c. CIS students shall be supported for student travel to academic conference paper presentations in line with the TAPMI CCT Reimbursement Policy* (i.e., Registration fees, to-and-fro flight tickets, local travel, lodging and boarding according to the established TAPMI CCT Reimbursement Policy).

Application for Course of Independent Study (*to be submitted to Program Office*)	
Student name	
Registration Number	
Specialization (Major)	
Specialization (Minor)	
GPA details	
Term 1	
Term 2	
Name of Faculty Guide	
Topic for CIS: Name	
A brief overview of the study (to be filled in consultation with faculty guide)	
Signature — **Student**	
Signature — **Faculty Guide**	

Date:

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