TAPMI

(A constituent unit of MAHE, Manipal)

POST-GRADUATE PROGRAMS (PGP)

HANDBOOK 2026-28

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

WHERE LEARNING FOR LIFE

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MANIPAL ACADEMY of HIGHER EDUCATION

(Institution of Eminence Deemed to be University)

MISSION

To excel in

management education,

research and practice

PGP HANDBOOK

2026-2028

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

T A Pai Management Institute, Manipal

Manipal Academy of Higher Education (MAHE)

Overview of MAHE

Manipal Academy of Higher Education (MAHE), an Institution of Eminence Deemed to be University, stands today as one of India's most distinguished and future-ready universities, a monumental institution shaped by a rare blend of vision, courage, and relentless innovation. Established in 1953 and honoured with the coveted *Institution of Eminence (IoE)* status by the Government of India in 2020, MAHE embodies the highest ideals of academic autonomy, global engagement, and research-driven growth. Its evolution from a rural experiment in education to a globally recognised academic powerhouse is one of the most compelling success stories in modern Indian higher education.

The saga begins with Dr TMA Pai, a visionary who, in the early post-independence years, recognised that India's aspirations for nation-building would rest on the creation of high-quality professional education. Dr TMA Pai identified illiteracy, poverty, and ill-health as the three fundamental evils impeding societal progress. He firmly believed that these interconnected challenges could be addressed only through a holistic and sustained approach to nation-building. At a time when the sector was almost entirely state-driven, he charted an unprecedented course by founding *India's first self-financing medical college under a public–private partnership model*, Kasturba Medical College (KMC) in the coastal town of Manipal, Karnataka. This pioneering institutional experiment not only faced prevailing norms but also established the groundwork for India's "University Town.'" From the singular spark of KMC in 1953, a group of institutions/colleges spanning engineering, dentistry, nursing, pharmacy, and allied disciplines emerged, culminating in Manipal being accorded Deemed University status in 1993. Extending this pioneering spirit further, MAHE later established a medical college in Jamshedpur, one of the country's earliest examples of a *private-private* partnership model in medical education, once again redefining pathways for institutional innovation.

Today, MAHE's multi-campus, multidisciplinary ecosystem spanning Manipal, Mangalore, Bengaluru, Jamshedpur, and Dubai reflects decades of intentional expansion, anchored in quality, autonomy, and global relevance. Its flagship Manipal campus remains the intellectual heart, while its growing national and international presence underscores the university's widening horizons. Across these campuses, more than 29 constituent Units, each contributing uniquely to MAHE's multidisciplinary strength.

As a comprehensive university, MAHE offers an extraordinary breadth of academic programmes at the undergraduate, postgraduate, doctoral, diploma, and certificate levels. The academic architecture spans Health Sciences (Medicine, Dentistry, Nursing, Pharmacy, Allied Health, Public Health), Engineering and Technology, Management, Commerce and Humanities, Life Sciences and Regenerative Medicine, Media & Communication, Design, and Architecture. With over 45,000 students from more than 60 countries, MAHE is a celebration of cultural diversity and global citizenship. A highly accomplished faculty, supported by an excellent student-to-teacher ratio, cultivates a fertile environment for inquiry, discovery, and innovation.

Research is the lifeblood of MAHE. The university's research landscape is characterised by a strong grants portfolio, a robust pipeline of patents, and a steady rise in high-impact publications. The presence of over 62 faculty members in the World's top 2% scientists list illustrates MAHE's expanding international footprint. The institution's annual research investments, running into hundreds of crores, nurture ideas from concept to prototype, clinical trials, policy frameworks, and entrepreneurship. Interdisciplinary research is the norm, with faculty members collaborating across medicine, engineering, design, management, and the humanities to address pressing societal questions, from AI-enabled diagnostics to sustainable technologies and improved access to healthcare. Partnerships with global universities, national agencies, and industry consortia help convert laboratory innovation into real-world applications.

Academically, MAHE blends foundational rigour with forward-looking pedagogy. Simulation-based learning, community immersion, and hands-on clinical exposure equip students with job-ready skills and a mindset attuned to innovation and ethical practice. State-of-the-art laboratories, specialised research centres, advanced simulation facilities, and one of India's leading Health Sciences Libraries provide a technology-enabled learning environment. The integration of MAHE's academic framework with a major healthcare delivery network, comprising tertiary-care hospitals, ensures unparalleled learning and research opportunities for health sciences students.

Internationalisation is one of MAHE's defining strengths. A vibrant influx of international students, visiting scholars, and global faculty enriches classroom experiences. Structured mobility pathways, study abroad programs, twinning arrangements, semester exchanges, short-term electives, and dual-degree options enable MAHE students to complete part of their academic journey at partner institutions across North America, Europe, Asia, and Australia. These global engagements are further amplified by a strong alumni network of over one lakh graduates holding leadership positions across continents, which contributes to MAHE's reputation and opens avenues for mentorship, internships, and global careers.

MAHE's story is ultimately a story of transformation, from a barren hilltop to a world-class university town, from a pioneering medical college to a sprawling, multidisciplinary university, and from an Indian institution to a global leader. With its unwavering commitment to excellence, innovation, and nation-building, MAHE continues to shape minds, advance research, and create leaders prepared for an increasingly complex world. It remains, as ever, a living testament to the power of vision and the promise of education.

T A Pai Management Institute (TAPMI) – Where Leaders Are Made

T A Pai Management Institute (TAPMI) is a premier business school located in the international university town of Manipal, Karnataka. A constituent unit of the Manipal Academy of Higher Education (MAHE) - an Institution of Eminence (Deemed to be University). 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. The MBA, MBA-BKFS, MBA-HRM & MBA-MKT programs offered by the institute are also accredited by NBA.

TAPMI, Manipal offers a diverse portfolio of postgraduate management programs, including MBA, MBA-Banking & Financial Services, MBA-Human Resource Management, MBA-Marketing, MBA-International Business & MBA-Artificial Intelligence & Data Science. The institute is committed to fostering a vibrant, student-centred learning environment that nurtures ethical, competent, and future-ready business leaders.

The academic programs at TAPMI blend strong theoretical foundations with hands-on managerial practice, supported by continuous curriculum innovation. A strong emphasis on experiential learning is reflected through investment in world-class simulations, case-based pedagogy, and platforms such as Bloomberg and Reuters terminals. Key academic initiatives include extended industry engagement, and leadership development programs.

TAPMI's pedagogy promotes analytical thinking, creativity, and social responsibility. Innovative approaches such as design thinking are embedded into the academic process, encouraging students to explore, experiment, collaborate, and learn from experience. Students are motivated to broaden their perspectives and develop qualities such as resilience, courage, vision, and ethical judgment. TAPMI's Alumni Mentorship Program further enriches the learning ecosystem by fostering meaningful connections between past and present students. Through one-on-one mentoring, alumni at TAPMI provide invaluable career guidance and industry insights, helping students navigate challenges, refine their career aspirations, and build essential skills for professional success. This initiative reinforces TAPMI's enduring culture of collaboration and excellence, further strengthened by a robust global alumni network of over 8,000 members, with nearly one-fifth serving in CXO-level roles across leading organizations in India and abroad.

TAPMI brings learning to life through a dynamic portfolio of experiential courses that go far beyond the classroom. The **Summer Internship Program (SIP)** offers students a chance to immerse themselves in the complexities of real-world business environments, **Student Managed Investment Course (SMIC)** immerse students in hands-on equity research, portfolio management, and risk analysis by managing a close-ended fund under faculty and alumni supervision, **Leadership Assessment and Development Centre (LADC)** enables students to understand themselves, build essential leadership capabilities, and transform into confident, effective, and visionary leaders through a structured development process, **Young Leaders Program (YLP)** selects students to work closely as executive assistants to CXO-level leaders in reputed organizations, gaining valuable exposure to strategic decision-making and leadership.

BrandScan - one of India's most prestigious student-run market research forums makes students ready for real world challenges from procuring paid live projects, conducting the market research & concludes with a detailed presentation of findings and suggestions to clients. **Society, Environment, Values and Attitudes (SEVA) course** enables students spend 75–100 hours engage with small and micro-entrepreneurs, NGOs, and local government bodies, co-creating solutions focused on economic empowerment. As an advanced signatory of **UNPRME**, TAPMI embeds sustainability across curricula, research, and industry engagement, aligned with the six PRME principles - Purpose, Values, Method, Research, Partnership, and Dialogue.

TAPMI also hosts several student-led initiatives, including, **Quiz on the Beach (QoTB)** - Asia's largest quizzing event, **Atharva** - one of India's longest-standing student-run B-school festivals that blends management rigor, cultural expression, and social impact - entirely driven by students, **Meraki** – a literary and art conclave.

Strong academic processes and industry relevance naturally translate into excellent placement outcomes. TAPMI has redesigned its MBA programs with flexible and industry-aligned learning models, including advisory panels, a dynamic basket of electives, increased co-teaching by industry experts, and extended internships. Over 300 organizations visit the campus annually for placements and internships.

Admissions to TAPMI's MBA programs are based on performance in nationally and internationally recognized tests such as CAT, XAT, GMAT, and NMAT by GMAC™. Applications open in October, with interviews conducted during February and March for the batch commencing in June. While test scores and academic consistency are important, the institute adopts a holistic selection process, valuing work experience, entrepreneurial mindset, diversity, leadership potential, integrity, and achievements in sports and social initiatives.

At TAPMI, students are provided with exceptional learning resources, infrastructure, and developmental opportunities that transform them into capable managers and dynamic leaders. The Institute aims 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.

TAPMI 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. M Durgaprasad
Incharge Director

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I
POST GRADUATE PROGRAMS AT TAPMI

1.1 Preface

The Batch of 2026-2028 undergoing the Master of Business Administration **(MBA)**, Master of Business Administration-Banking & 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 & regulations contained in this Handbook.

The Institute reserves the right to amend/ modify/ alter these rules & regulations as deemed necessary by the Institute from time to time and communicated through appropriate institutional channels.

1.2 ABOUT THE CURRICULUM

TAPMI has always been innovative in its approach to management education & has been updating its curriculum & program structure to incorporate the constant evolution of new thoughts & 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 & learn.
b) Enable students to meet with confidence the uncertainties & 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 & 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, & 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 **outcomes (PO)**, which in turn are derived from the mission statement. The Institute has set the following as the program level goals –

PO1: Application of Fundamentals
Objective: Demonstrate application of functional / conceptual knowledge to business situations

PO2: Problem Identification and Solution
Objective: Demonstrate ability to identify a problem, critically assess various alternatives & suggest appropriate solutions

PO3: Integrative Thinking
Objective: Demonstrate ability to identify inter-linkages among functional areas within an enterprise & assess the impact of external environment on its performance

PO4: Effective Communication
Objective: Demonstrate proficiency in Oral & Written Communication

PO5: Ethical Responsibility
Objective: Demonstrate awareness & assess the impact of ethical behavior on business

PO6: Leadership
Objective: Demonstrate capability to take leadership role in a business situation

PO7: Risk Management (Program **-** MBA-BKFS)

Objective:

Demonstrate the ability to identify potential sources of risk, measure and assess their impact on various business aspects, and design appropriate risk mitigation strategies.

PO7: Enable People Performance (Program **-** MBA-HRM)
Objective:

Create HR solutions that enhance employee effectiveness and organizational outcomes.

PO7: Be Creative (Program **-** MBA-MKT)
Objective:

Providing Creative Solutions to Marketing Problems in A Given Business Context

PO7: Global Business Competence (Program **-** MBA-IB)
Objective:

Demonstrate the ability to analyze and manage business in global and cross-cultural environments.

PO7: Development of AI-Driven Solutions (Program **-** MBA-AI&DS)
Objective:

Demonstrate ability to develop AI and data-driven solutions for a given business problem.

In accordance with the above, all the programs are well thought out as a mix of classroom study & experiential/practical training. They are fully residential programs of two years (six trimesters) duration. The programs involve learning through classroom sessions, discussions & exercises, project assignments with organizations, & 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 & case discussions are adopted extensively across the

curriculum, to supplement classroom instruction/lecture. Simulations illustrate the complex interplay of variables & replicate real situations wherein the student understands & 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 & simulations, helps the student in developing a deep & rich understanding of business & 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, & connects theory with practice.

1.2.3 Credits & 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 & 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 960 hours of classroom and non-classroom-based learning. A student admitted into the MBA program will complete a minimum of 590 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 62 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	Learning with AI	1	10
5	Managerial Statistics	3	30
6	Marketing Management – I	3	30
7	Managerial Economics	3	30
8	Managerial Communication – I	2	20
9	Financial Accounting	2	20
10	Individual & Group Dynamics	3	30
11	Decision Science	3	30
12	Sustainability, Responsibility & Managerial Ethics	2	20
13	Comprehensive Test – I	1	0
TOTAL TERM - I		**26**	**250**
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			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
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)		**62**	**590**

** 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 & credits may be subject to change, within the bounds of Regulatory Rules/Norms.***

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 & 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. Also, certain courses will have caps & the concerned faculty will define the criteria for selection of capped numbers for his/her course. 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	Minimum of 18 credits	Student chooses one domain from Marketing,

		specific domain of the student's choice		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. **Only courses offered by core faculty are allowed to be taken up as an audit course. Courses offered by Adjunct Faculty and Visiting Faculty are not offered for auditing.** 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 **course** 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, 2 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 **(To choose any one course from the basket)**	2	20
VI	Society, Environment, Values & Attitudes (SEVA)	4	0
VI	Inter Disciplinary Courses **(To choose any one course from the basket)**	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
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)	2	0

ELECTIVES: DOMAIN - HUMAN RESOURCE MANAGEMENT, ORGANISATIONAL BEHAVIOUR & COMMUNICATIONS

Term	Course Name	Student Credits (*)	Classroom Hours
IV	Organizational Change and Development	2	20
V	Employer Branding & Value Proposition (Cross-listed with MKT Domain)	2	20
V	HR Analytics (Cross-listed with Analytics)	2	20
V	Managing Social Network	2	20
VI	Employee Wellness in the Modern Workplace	1	10
VI	Course of Independent Study (CIS)	2	0

ELECTIVES: DOMAIN – INFORMATION SYSTEMS & ANALYTICS

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
IV	Emerging Technologies in Managers	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)	2	0
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 and Performance Marketing	2	20
IV	Product Management	2	20
V	Integrated Marketing Communications & Media Metrics	2	20
V	Omnichannel Retailing	3	30
V	Business to Business Marketing	3	30
V	BrandScan	4	0
V	Customer Relationship Management & Analytics	2	20
V	Marketing Performance Metrics	2	20
V	Advanced Marketing Research and Analytics (Cross-listed with ANT Domain)	3	30
VI	Pricing Strategies	2	20
VI	Personal Selling and Sales Negotiations	2	20
VI	Selling of Financial Products	2	20
VI	IT & Infrastructure Sales	2	20
VI	Connected Strategies for Customer Engagement	2	20
VI	Marketing Strategy	3	6
VI	Course of Independent Study (CIS)	2	0

ELECTIVES: DOMAIN – OPERATIONS & DECISION SCIENCES			
Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
IV	Supply Chain Management	3	30
IV	Decision Analysis and Benchmarking for Managerial Excellence	2	20
IV	Project Management	3	30
IV	Quality Management & Six Sigma	3	30
V	Service Operations Management	3	30
V	Platform Operations	2	20
V	Spreadsheet Modelling for Responsible Operations	2	20
VI	Course of Independent Study (CIS)	2	0
ELECTIVES: DOMAIN – STRATEGY & GENERAL MANAGEMENT			
Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
IV	Strategic Consulting	3	30
IV	Digital Platforms & Technology Ecosystem (Cross-listed with IS Domain)	2	20
IV	Introduction to Sustainable Development Practice	2	20
IV	New Venture Planning	2	20
IV	Strategic Marketing for Sustained Competitive Advantage	2	20
V	Managing Strategic Networks	2	20
VI	Course of Independent Study (CIS)	2	0
EELCTIVES: DOMAIN – ANALYTICS			
Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
IV	Data Visualization	2	20
IV	Foundations of Business Analytics	3	30
IV	Financial Analytics using Python (Cross-listed with AEF Domain)	2	20
V	Applied Business Analytics	2	20

V	AI for Management (Cross-listed with IS Domain)	3	30
V	HR Analytics (Cross-listed with HROBC Domain)	2	20
V	Advanced Marketing Research and Analytics (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)	2	0
ELECTIVES: DOMAIN – INTER-DISCIPLINARY			
Term	**Course Name**	**Student Credits (*)**	**Classroom Hours**
V	Negotiation Skills	2	20
VI	Game Theory	2	20
VI	Text Analytics for Managers	2	20
VI	Mergers and Acquisitions	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. Also, certain courses will have caps & the concerned faculty will define the criteria for selection of capped numbers for his/her course.*** *It is a policy of the Institute to drop elective courses with less than the pre-defined criteria for registrations.*

2.7 BrandScan - TAPMI's Flagship Experiential Market Research Course

Legacy. Leadership. Learning.

With a legacy spanning over 33 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."

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 immersive industry exposure through a specialized training program at the SBI Staff College, Hyderabad, and FinX Institute (formerly BSE Institute).

During the two-year MBA-BKFS program, a student shall receive at least 1070 hours of classroom-based learning. A student admitted into the MBA-BKFS program will complete a minimum of 630 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 70.
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	Learning with AI	1	10
5	Managerial Statistics	3	30
6	Marketing Management	2	20
7	Managerial Economics	2	20
8	Financial Accounting	3	30
9	Managerial Communication – I	2	20
10	Organisational Behaviour	2	20
11	Commercial & Retail Banking	3	30
12	Sustainability, Responsibility, Managerial Ethics (SRME)	2	20
13	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	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	0
11	Integrative Assessment	1	0
TOTAL TERM - III		**24**	**210**
TOTAL CREDITS (TERMS I – III)		**70**	**630**

** 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.*

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	FinX Institute (formerly BSE Institute) 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 & Analytics	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)		**126**	**1070**

** 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.*

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. Students undergo specialized training programs at the SBI Staff College, Hyderabad, and FinX Institute (formerly BSE Institute) to enhance domain knowledge and build practical market skills. 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 FinX Institute (formerly BSE Institute).

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.

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, analytical (HR analytics, metrics and digitization) 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 1080 hours of classroom and non-classroom-based learning. A student admitted into the MBA-HRM program will complete a minimum of 630 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 66.

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	Learning with AI	1	10
5	Managerial Statistics	3	30
6	Accounting for Managers	3	30
7	Marketing Management	3	30
8	Managerial Economics	2	20
9	Managerial Communication – 1	2	20
10	OB 1: Individual Behaviour in Organizations	2	20
11	Human Resource Management	3	30
12	Sustainability, Responsibility & Managerial Ethics (SRME)	2	20
13	Comprehensive Test-I	1	0

TOTAL - TERM I		25	240
Term II			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Operations Management	2	20
2	Fundamentals of IR	3	30
3	Macro Economics	2	20
4	HR Metrics and Dashboards	2	20
5	Talent Acquisition	2	20
6	Human Resource Planning	2	20
7	OB 2: Group Behaviour in Organizations	2	20
8	IT for Business & HRIS	2	20
9	Workshop on Competency Mapping	1	10
10	Comprehensive Test-II	1	0
TOTAL - TERM II		**19**	**180**
Term III			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Performance Management	3	30
2	Learning & Development	3	30
3	Labour & Employment Laws	3	30
4	OB 3: Organization Design & Development	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	Financial Management	2	20
10	Integrative Assessment	1	0
TOTAL - TERM III		**22**	**210**
TOTAL CREDITS (TERMS I - III)		**66**	**630**

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

***The course details mentioned above for terms 1, 2, 3 are subject to approval by Board of Studies (BOS) and academic council at MAHE. 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.*

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, students will complete a combination of compulsory HR Generalist courses, track-based elective courses, and the Summer Internship Program. The HR Generalist Track is compulsory for all students. Students may major or minor in either the HR Tech Track or the HR Consulting Track.

Students choosing to major in either HR Tech or HR Consulting will take both courses from that track in both the Terms V and VI. Students minoring in either track will choose one course from that track in both Terms V and in VI. Students must complete 4 credits from the Major Track and 2 credits from the Minor Track in both Term V and Term VI. In total, a student must complete 8 credits from the Major track and 4 credits from the Minor track at the end of second year.

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	2	20
2	Designing Workplace Wellbeing	2	20
3	Project Management	2	20
4	HR Analytics	3	30
5	Legal Aspects of Business	2	20
6	IT Consulting, Business Analysis & BPM	3	30
7	Strategic Human Resource Management	2	20
8	Industrial Visit	1	10
9	Workshop on Total Rewards Management	1	10
TOTAL - TERM IV		**18**	**180**
Term V			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Negotiation & Conflict Management	2	20
2	Salesforce Management	2	20
3	International HRM	2	20
4	Labour law applications	2	20
5	Electives (Major)	4	40
6	Elective (Minor)	2	20
TOTAL - TERM V		**14**	**140**

Term VI			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Business Leadership	2	20
2	Workshop on Design Thinking in HR	1	10
3	Workshop on Personal Financial Management	1	10
4	Sustainable HRM	1	10
5	Workshop on DEI	1	10
6	Workshop on Assessment Centers	1	10
7	Society, Environment, Values and Attitudes (SEVA)	4	0
8	Electives (Major)	4	40
9	Elective (Minor)	2	20
TOTAL - TERM VI		**17**	**130**
TOTAL CREDITS (TERMS I -VI)		**121**	**1080**

List of Electives for Term 5

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
HR TECH Track			
1	Digital Transformation in HR	2	20
2	Gamification in HR	2	20
HR CONSULTING Track			
1	Employee Experience & Lifecycle Management	2	20
2	Employer Branding & Value Proposition	2	20

List of Electives for Term 6

Sl. No.	Course Name	Student Credits (*)	Classroom Hours
HR TECH Track			
1	AI and ML in HR	2	20
2	Advanced HR Visualization and Storytelling with Data	2	20
HR CONSULTING Track			
1	HR Business Partnering	2	20
2	Managing Workplace Social Networks	2	20

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

***The course details mentioned above for terms 4, 5, 6 are subject to approval by Board of Studies (BOS) and academic council at MAHE. 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.*

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V
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 986 hours of both classroom and non-classroom learning. A student admitted into the MBA Marketing program will complete 610 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 64.

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	Learning with AI	1	10
5	Managerial Statistics	3	30
6	Marketing Management -1	3	30
7	Managerial Economics	2	20
8	Financial Accounting	2	20
9	Managerial Communication	2	20
10	Organizational Behaviour	3	30
11	Sustainability, Responsibility, Managerial Ethics (SRME)	2	20
12	Comprehensive Test- I	1	0

TOTAL TERM – I		22	210
Term II			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom 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	2	20
10	Workshop on Storytelling for Sales	1	10
11	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	Data Visualization in PowerBi	1	10
4	Financial Management	2	20
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	Workshop on AI for Marketing	1	10
10	Integrative Assessment	1	0
TOTAL TERM – III		**19**	**180**
TOTAL Credits TERM – (I-III)		**64**	**610**

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

***The course details mentioned above for terms 1, 2, 3 are subject to approval by Board of Studies (BOS) and academic council at MAHE. 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.*

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	Product Management	3	30
5	Supply Chain Management	2	20
6	Workshop on Managing Sales Teams to Deliver High Performance through High Pressure and Conflict	1	10
7	Elective 1	2	20
TOTAL- TERM IV		**16**	**160**
Term V			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Advanced Digital Marketing	2	20
2	Advanced Marketing Research and Analytics	3	30
3	Omnichannel Retailing	3	30
4	Customer Relationship Management and Analytics	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	Key Account Management	2	20
4	Business Leadership	2	20
5	Society, Environment, Values & Attitudes (SEVA)	4	0
6	Elective 3	2	20
	TOTAL- TERM VI	**16**	**96**
TOTAL Credits TERM – (I-VI)		**118**	**986**

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.

List of Electives:

Sl No.	Course Name	Term	Student Credits (*)	Classroom Hours
1	Management of Salesforce	IV	2	20
2	AI for Marketing	IV	2	20
3	Selling of Financial Products	IV	2	20
4	Marketing Performance Metrics	V	2	20
5	IT & Infrastructure Sales	V	2	20
6	Electronic Commerce Management	V	2	20
7	Pricing Strategies	VI	2	20
8	Connected Strategies for Customer Engagement	VI	2	20
9	Hospitality & Tourism Marketing	VI	2	20

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

***The course details mentioned above for terms 4, 5, 6 are subject to approval by Board of Studies (BOS) and academic council at MAHE.*

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.

5.7 BrandScan

Legacy. Leadership. Learning.

With a legacy spanning over 33 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.

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 64 credits in the first year and between 51-55 credits in the second year leading to a total of 115 -119 credits. This constitutes a minimum of 1000 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	Learning with AI	1	10
5	Managerial Statistics	3	30
6	Marketing Management	3	30
7	Managerial Economics	3	30
8	Managerial Communication – I	2	20
9	Financial Accounting	2	20
10	Organizational Behaviour	2	20
11	Sustainability, Responsibility, Managerial Ethics (SRME)	2	20
12	Comprehensive Test -I	1	0
TOTAL TERM - I		**22**	**210**
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)		**64**	**610**

** 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.

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)		**115-119**	

** 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.

6.4 International Certification

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

VII

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

The MBA in AI & Data Science integrates rigorous training in core business disciplines—such as economics, financial management, strategic management, organisational behaviour, and marketing—with hands-on expertise in data engineering, statistical modelling, machine learning algorithms, and scalable analytics platforms. The program includes several capstone projects or industry practicums. Through courses in natural language processing, predictive modelling 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.

7.1 First Year (MBA – AI & DS)

The first-year courses enable the student with basic knowledge about different functional areas of management, with several specialised courses on AI and Data Science. Students undertake concurrently running projects(CRP) during Term 2 and Term 3 on Machine Learning and MLOps on Cloud. At the end of the first year, students pursue a six-month industry internship from April to September. During the second year, the students learn advanced courses and the final term is dedicated to business leadership, capstone strategy simulation and social project (SEVA). The total credits for all the courses are 122, including 15 credits of summer internship. During the two-year MBA program, students undergo 980 hours of both classroom and non classroom learning. A student admitted into the MBA - AI & DS program will complete 760 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	Learning with AI	1	10
5	Managerial Statistics	3	30
6	Economics for Managers	3	30
7	Managerial Communication	3	30
8	Financial Accounting	3	30
9	IT for Business	3	30
10	Database Management Systems	3	30
11	Data Science Fundamentals	3	30
12	Data Visualization	3	30
13	Comprehensive Test -I	1	0

TOTAL TERM – I		29	280
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	Cloud Computing for Business	2	20
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		**25**	**240**
Term III			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Operations Management	3	30
2	AI for Management	2	20
3	Strategic Management	3	30
4	AI & ML on the Cloud	3	30
5	Deep Learning	3	30
6	Human Resources Management	2	20
7	Business Research Methods	3	30
8	Elective 1 (TAPMI)	2	20
9	CRP (Concurrently Running Project)	3	30
10	Integrative Assessment	1	0
TOTAL TERM – III		**25**	**240**
TOTAL Credits TERM – (I-III)		**79**	**760**

7.2 Second Year (MBA-AI & DS)

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

Term IV			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Industry Internship	15	0
	TOTAL- TERM IV	**15**	**0**
Term V			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**

1	Natural Language Processing	2	20
2	IT Project Management	3	30
3	AI Risk Management & Cybersecurity	3	30
4	Cyber Security Lab	2	20
5	Generative AI and Agentic AI	3	30
6	Sustainability, Responsibility and Managerial Ethics	2	20
7	Elective 2 (TAPMI)	3	30
TOTAL- TERM V		**18**	**180**
Term VI			
Sl. No.	**Course Name**	**Student Credits (*)**	**Classroom Hours**
1	Business Leadership	2	20
2	Society, Environment, Values & Attitudes (SEVA)	4	0
3	Strategy Simulation (SGM)	4	20
	TOTAL- TERM VI	**10**	**40**
TOTAL Credits TERM – (I-VI)		**122**	**980**

List of electives:

SI No.	Course Name	Credits	Hours
1	AI Product Management (ISA)	2	20
2	Digital Transformation (TAPMI)	2	20
3	Advanced Marketing Research and Analytics (MKT)	3	30
4	IT Consulting and Business Process Analysis (ISA)	3	30

7.3 Comprehensive Test – I and 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.

7.4 Integrative Assessment

At the end of term 3, a student shall undergo a comprehensive integrated 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 analyse current news related to business/economy/political events.

7.5 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.

7.6 Concurrently Running Projects

In Term-2 and Term-3, there will be concurrently running projects that will be run jointly by TAPMI and MSIS. 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 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.

7.7 Industry Internship

The basic objective of the Industry Internship Program 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 organisation. The industry Internship is for six months, from April to September and is of 15 credits spread across Term 4. 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.

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 45 days from the last date of examinations. 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		

A student may also be awarded an **'F' grade** in a course, irrespective of individual academic performance, under the following circumstances:

1. **Non-attendance in the End-Term Examination:** If the student fails to appear for the End-Term Examination, unless the absence is on account of a valid reason such as a

medical emergency duly certified by the authorized personnel at KMC, participation in a prestigious external event representing the institution with prior approval, or any other reason permitted in advance by the Director.

2. **Academic Misconduct / Plagiarism / Malpractice:** If the student is found guilty of academic misconduct, plagiarism, or malpractice in any evaluative component of the course. (Refer to Section 10.4 for the definition of Academic Integrity.)
3. **Attendance-related Penalty:** If the student incurs attendance-related penalties to the extent that the final sub-grade is reduced to **'F'**.

8.3 Scholastic Standards

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

8.3.1 Criteria for Continuation after Year I

At the end of **Year I** (i.e., at the end of **Term 3**), a student must secure a **minimum CGPA of 4.4000**. A student who fails to secure the prescribed minimum CGPA shall be **automatically discontinued** from the programme.

In addition, for **continuation in the programme and eligibility for promotion to Year II**, a student shall not, at any stage during the first year, accumulate:

a) **'F' grade in more than two courses**; or

b) **'D-' grade in any one course**, if the student has already obtained **'F' grade in two courses**; or

c) **'D-' grade in more than two courses**, if the student has already obtained **'F' grade in one course**; or

d) **'D-' grade in more than four courses**, if the student has **not obtained any 'F' grade**.

8.3.2 Criteria for Eligibility for Degree after Year II

At the end of **Term 6**, a student must have secured:

a) a **minimum CGPA of 4.4000 in Year II** (i.e., **Summer Term and Terms 4 to 6 taken together**); and

b) an **overall minimum CGPA of 4.4000** for the entire programme (**Year I and Year II combined**).

A student who fails to satisfy either of the above requirements shall **not be eligible for the award of the degree**.

Further, for **continued academic standing and eligibility for the award of the degree**, a student shall not, at any stage during the second year, accumulate:

a) **'F' grade in more than one course**; or

b) **'D-' grade in any one course**, if the student has already obtained **'F' grade in one course**; or

c) **'D-' grade in more than two courses**.

8.3.3 Overall Programme-level Limit on 'F' Grades

Notwithstanding the provisions of Clauses **8.3.1** and **8.3.2**, and in addition to the year-specific conditions stated therein, a student shall **not accumulate more than two 'F' grades at any stage during the entire programme**.

Failure to comply with this requirement shall render the student **ineligible for continuation in the programme and/or for the award of the degree**, as applicable.

8.3.4 Treatment of 'F' and 'D-' Grades for the Purpose of Continuation and Graduation
For the purpose of applying the criteria prescribed under Clauses **8.3.1**, **8.3.2**, and **8.3.3**, an **'F' grade** or **'D-' grade** obtained in any course shall be counted as one full **'F'** or **'D-'**, respectively, **irrespective of the credit weightage of the course**.
Failure to meet the prescribed minimum standards of academic performance under these clauses shall result in the student being **discontinued from the programme** or being declared **ineligible for the award of the degree**, as the case may be.

8.3.5 Academic Review Committee and Academic Probation
The **Chairperson-PGP** shall constitute an **Academic Review Committee** comprising the following:

- Chairperson-PGP
- Chairperson-Admissions
- Chairperson-Student Affairs
- Chairperson-CoE
- Chairperson-PACE
- Any other special invitee, as deemed appropriate

Any student who:
a) is awarded an **'F' grade**, or
b) accumulates **two 'D-' grades**,
and has a **CGPA below 4.0000 at the end of any term** in the programme, shall be referred to the **Academic Review Committee** and placed on **academic probation**, provided that the student is not already rendered ineligible for continuation under Clauses **8.3.1 to 8.3.4**.
The Academic Review Committee may, if deemed necessary, assign a **faculty mentor** to counsel and guide such students on academic matters.

8.3.6 Withdrawal and Readmission
A student may be permitted to **withdraw from the programme**, with the recommendation of the **Academic Review Committee** and the approval of the **Director**, on account of:
a) **medical reasons**; or
b) any other reason which, in the opinion of the Academic Review Committee, constitutes a **valid ground for withdrawal**.
Such a student may be permitted to seek **readmission in the subsequent academic year**, subject to the conditions prescribed by the Institute.
A student granted such readmission shall be required to pay the **applicable fees and other charges** as determined by the Institute from time to time.

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 on account of severe illness or personal tragedy involving immediate family members shall be considered only upon submission of valid supporting documents from the appropriate authorities. In the case of health-related reasons, only a medical certificate issued by KMC, Manipal shall be accepted. In the case of personal tragedy, relevant supporting documents must be submitted and such cases shall be considered only with the approval of the Director. Absence from examinations for the purpose of representing the institution in prestigious external events or competitions shall be permitted only when prior approval has been obtained from the competent authority at TAPMI as applicable.

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) to Term 5 for MBA AI & DS program. 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 satisfy the requirements prescribed for **Year II** under **Section 8.3.2** may be given an opportunity to re-appear for a specified set of second-year courses, as recommended by the **Office of Examinations**. This recommended list shall exclude **simulation courses, SIP, and project-based courses**.

The following provisions shall apply at the end of **Year II** of the programme:

- If a student secures a **CGPA below 3.6000**, the student shall be required to **repeat the entire PGP II**.
- If a student secures a **CGPA of 3.6000 or above but below 4.4000**, the student may opt to re-appear in courses from the list recommended by the Office of Examinations, subject to a maximum of **20 credits**.

- This shall be a **one-time opportunity**, and the student shall be expected to improve the performance sufficiently to become eligible for graduation.
- The re-examination shall carry **100% weightage**, and all previous evaluation components of the concerned course shall stand **null and void**.
- **Re-examination fees** shall be applicable as per the Institute policy.
- The re-examination shall ordinarily be conducted **after the convocation**, and the degree, if the student becomes eligible, shall be awarded in **July/August**.
- If the student fails to secure the required grades in this re-examination attempt, the student may opt to **repeat Year II** with the **same registration number**.
- To ensure fairness and consistency, the **overall grade awarded in such a re-examination may be capped at 'C'**.

Any such re-examination opportunity for **Year I** of the programme shall be **entirely at the discretion of the Director**.

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:

$$\boldsymbol{Percentage = 60 + \frac{(CGPA - 5.2) \times 40}{4.8}}$$

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.

IX
ATTENDANCE

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

- Leaves can be availed under two headings –
  a) **Personal Leave** (Includes absence from classes/institute for all personal reasons including medical reasons).
  In case of absence involving medical reasons that requires hospitalization, the concerned student needs to submit the 'Discharge Certificate' issued by KMC, Manipal. As a special case, the program office will consider condoning absence to classes of all those days between date of admission and date of discharge as mentioned in the above document.

  b) **Institutional Leave** (Includes absence from classes/institute for events/competitions/Coordinating Alumni Meets/ Coordinating PACE activities etc.).
  It is extremely important that the student obtains approval from the concerned Activity Heads before submitting requests to Program Office seeking Institutional leave

- The PGP Office or the concerned faculty will not be responsible for the student losing any evaluation component on account of his/her personal leave. As per the policy, there will be no retake of IA component administered in any course during the absence of student due to personal reasons. No request for re-quiz/ re-exam/ alternative assessment will be made to the Program office/faculty/Academic Assistant 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 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. 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.

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(Personal 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.

Attendance is mandatory for the first and last session in any course of every term. Any student **remaining absent for whatsoever reasons for the first and last session in any course during any term will invite a sub-grade drop in that course/s** (Ex: Drop from A+ to A, B- to C+, D- to F etc.)

9.5 Course feedback by students

It is mandatory that students give their feedback during the last session of the course. For this purpose, the last session of each course will conclude 15 minutes earlier. All students are required to offer their feedback on the course in the prescribed format during this time. Failing to offer feedback at the end of the course can lead to serious consequences.

9.6 Night Out Leaves

Night-Out Leaves will not be permissible for PGP-1 students.

For students belonging to PGP-2, Night-Out leaves are allowed **only once during Term-6** duration and can be **availed for a maximum of three nights.**

9.7 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 has already registered for the Graduation Day Ceremony, but wishes not to attend the same due to certain compelling reasons should inform the Program Office through e-mail at least 10 days before the date of Graduation Day.
- For students who have registered for the Graduation Day Ceremony in absentia, the degree certificate and transcripts will be couriered to the address provided, within a month from the date of the Graduation Day.
- The in-person registration for the graduation day will be on the morning of the day of the convocation between 09.00am to 11.00am. Students failing to register during this slot will not be permitted to attend the Graduation Day Ceremony that evening.
- Parallel to the in-person registration process, students will participate in an awards function organized to felicitate achievers in the areas of academics, sports, all round achievements etc. Please go through Section XII of the handbook for the list of awards. It is mandatory for all awardees to receive the awards in person and there is no provision to receive the same in absentia for whatsoever reasons

9.8 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.

X
CLASSROOM BEHAVIOR & INTEGRITY

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- Graduation Day, 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. 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 before the commencement of the academic session, students keep their mobile phones (With the handset in switched off or silent mode) in a basket provided in each of the classrooms and then collect it on completion of the session. It is highly preferred in case students decide not to 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.

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.**

The following penalties are likely to be imposed in case any student is found indulging in malpractice during the mid-term or end-term exam –

- ‘F ‘grade in the particular course
- Will be asked to step down from all committees/clubs/fora of the institute till the end of the program
- Will not be eligible to receive any awards, prizes or scholarships from the institute or any outside agency in your capacity as a student of TAPMI

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.

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 2026/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 studentaffairs.tapmi@manipal.edu.

11.3 Grievance procedure

11:3.1 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.

11.3.2 Matters related to academics

For grievances pertaining to matters of academics, the students are advised to approach their respective FAS mentors for support.

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.

XII
SCHOLARSHIPS & MERIT AWARDS

SCHOLARSHIPS

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.

Details regarding Dr.Ramdas M. Pai Scholarships will be circulated to the batch separately. All scholarships will be purely based on merit.

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.

Assortment of awards in the pipeline…

- Six awards for toppers in their respective programs in PGP-1
- Seven awards distributed amongst the 2nd rank holders in each of the programs at the end of the course and the third rank in MBA program (Dean's Roll of Honor)
- An exclusive award for the best BrandScan Project for the outgoing batch
- Alumni Endowment Scholarship Award
- Bank of Baroda instituting three awards for excellence in academics, sports & overall performance
- T A Pai Young Achievers Award given to toppers in all programs (Overall)
- TAPMI TITAN of the Year

While the first five awards are given in a function organized at the Institute on the morning of the Graduation Day, the last two awards are presented during Graduation Day Ceremony.

A brief description of various awards are as follows –

A) Awards for Toppers in their respective programs in PGP-1

JASPREET-SEBASTIAN AWARD

Jaspreet-Sebastian award was instituted by the class of 1992-93 in memory of two of their batchmates, Jaspreet Singh & Sebastian Kannampilly who lost their lives in an unfortunate

accident in 1992. This award is presented to the top ranker of MBA program during the first year of MBA. The award includes a certificate & cash prize of INR 20,000.

TAPMI MERIT AWARD (MBA-BKFS Program)
TAPMI Merit Award is set up by the institute & is presented to the top ranker of MBA-BKFS program during the first year of MBA. The award consists of a certificate & cash prize of INR 20,000.

M V KINI AWARD (MBA-HRM Program)
This award is instituted in the memory of Late Prof. M V Kini through an endowment given by the students of batch 1991-93 who taught them. This award is presented to the top ranker of MBA-HRM program during the first year of MBA. The award consists of a certificate & cash prize of INR 20,000.

DR. RANJAN ACHARYA AWARD (MBA-MKT Program)
This award was instituted from the contributions to a fund made by the class of 1985-87, in memory of their teacher, Late Prof. Ranjan Acharya. The award is presented to the top ranker of MBA-Marketing program during the first year of MBA. The award includes a certificate, plaque & cash prize of INR 20,000.

TAPMI MERIT AWARD (MBA-IB Program)
TAPMI Merit Award is set up by the institute & is presented to the top ranker of MBA-IB program during the first year of MBA. The award consists of a certificate and cash prize of INR 20,000.

TAPMI MERIT AWARD (MBA-AI&DS Program)
TAPMI Merit Award is set up by the institute & is presented to the top ranker of MBA-AI&DS program during the first year of MBA. The award consists of a certificate and cash prize of INR 20,000.

B) Dean's Roll of Honor

Dean's Roll of Honor is being awarded to the students for their excellence in academics. This is awarded to second rank holder in each of the six MBA programs (Overall) & third rank holder in MBA program (Overall). Dean's Roll of Honor includes a certificate & cash amount of INR 2 lakh to each of the awardees.

C) Vishal Chowdhary Memorial Award

TAPMI has instituted the Vishal Chowdhary Memorial Award with contributions from TAPMI alumni batch of 1997-99 in memory of their batchmate Late Mr. Vishal Chowdhary. This award is given to the Best BrandScan Project, & the award will be received by the Project

Leader on behalf of the entire team. The award includes a certificate & cash prize of INR 15,000.

D) Alumni Endowment Scholarship Award

The PGDM Batch 1993-95 has instituted an endowment fund scholarship effective from 2017-18 with a matching grant from the institute. The interest accruals on this endowment fund will be used to present the award to the deserving student. The scholarship includes a certificate & amount of INR 75,000.

E) Baroda Achievers Award

Bank of Baroda introduced the 'BARODA ACHIEVER'S AWARD' to students of select institutions across the country to encourage the budding leaders of the country. TAPMI is one of the selected institutions by Bank of Baroda for this purpose.

The bank has instituted three categories of awards:

BARODA ACHIEVERS AWARD – BEST ALL-ROUNDER
This award is presented to the student who demonstrates exceptional performance in academics and overall personality during their study at the institute. The award carries a cash prize of INR 31,000 and a certificate.

BARODA ACHIEVERS AWARD – BEST IN ACADEMICS
This award is presented to the student who demonstrates excellence in academics & is awarded to the top ranker of MBA program (Overall). The award carries a cash prize of INR 31,000 and a certificate.

BARODA ACHIEVERS AWARD – BEST IN SPORTS
This award is presented to the student/s who demonstrate excellence in sports during his/her study. The award carries a cash prize of INR 15,500 to each of the two awardees (Top Performer in Sports - Male & Top Performer in Sports – Female)

F) T A PAI Young Achievers Award (T A Pai Roll of Honor for Academic Excellence)

T A PAI Young Achievers Award was started in 2024. This award has been instituted to commemorate the centenary year of our founder Late Shri. T A Pai. The award money is INR 2.5O lakh & a medal along with a certificate presented to the first-rank holders from all six MBA programs based on their academic performance.

G) TAPMI TITAN OF THE YEAR

From the year 2013, TITAN Industries has given an endowment to honor the best overall graduating student at TAPMI.

The choice of the student is centered on the best overall personality, in addition to academic performance as perceived by the TAPMI Community. The selection process involves a two-tier electoral system among students, staff, & faculty. The award carries a cash prize of INR 1 lakh and a citation.

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.

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 4 & 5** : 0820-2701445 or Ext: 1445
Ladies Hostel Warden	**Mrs. Parimala S Hegde** Mobile No.: 7349255655 Office No: 0820-2701009 or Ext: 1009
Gents Hostel Caretaker	**Block 1** : 0820-2701115 or Ext: 1115 **Block 2** : 0820-2701215 or Ext: 1215 **Block 3** : 0820-2701315 or Ext 1315
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 **Mr. Ashwin K** Mobile No.: 09663593369 Office No: 0820-2701014 or Ext: 1014 **Mrs. Sudha Nayak** Mobile No.: 07259146517 Office No: 0820-2701430 or Ext: 1430 **Mr. Shashidhar Holla** Mobile No.:9481023092 Office No: 0820-2701491 or Ext: 1491
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 **Auto**	 Mob: 9482472497; 9008415956 Mob: 9980166657; 9448328041 Tel: 0820-2572456 (Auto Stand) Tel: 0820-2701113 or Ext: 1113 (Security Gate)

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.

14.1 TIMINGS:

The library is open from 9.00 am to 2.00 am between Monday to Saturday (Circulation time: 9.00 am to 9.00 pm) and between 9.00 am to 5.00 pm 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, UG 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) Books, periodicals, and other library resources are available for borrowing by registered members.
b) A **barcoded Library Identity Card (MAHE -TAPMI)** is mandatory for borrowing materials.
c) Textbooks and select reference materials may be issued for **overnight reading**.
d) Student ID cards are valid for the duration of the academic program

14.2.3 Loan Privileges:

For Students:

a) Four books in the lending section can be borrowed for the period of 15 days.

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) Project Reports and company annual reports are meant for reference only. However, they can be issued with special permissions.

e) 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) **Course books** prescribed for each term shall be issued to students at the beginning of the academic term as per the approved course list.

d) The textbooks for overnight reading are issued during closing hours, and they need to be returned by the next morning.

e) New additions to the library will be issued to the users only after complete internal processing is done.

f) 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.

g) Issue of books during vacations and project work/summer internship will be considered based on special requests.

h) 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' accounts 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.

k) Use of electronic materials, laptops, and mobile phones inside the library is allowed only in accordance with library rules and regulations.

l) Do not misuse user credentials and passwords for online resources accessed remotely.

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.

XV
INFORMATION & COMMUNICATION TECHNOLOGY

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.

FACULTY

https://www.tapmi.edu.in/faculty-profile-directory/

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.

Academic / Administration (Contact Points)

Director	**Prof. Durga Prasad**	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
Associate Dean – Academics	**Prof. Vasanth Kamath**	2701071
Chairperson – Admissions	**Prof. Varun Sharma**	2701480
Deputy Manager - Admissions Office	**Mr. Navin M. Yelamali**	2701070; 2701010
Chairperson – Program Office	**Prof. Prashant Yatgiri**	2701022
Executive- Admin & Operations - Program Office	**Ms. Sudha B**	2701066
Chairperson – Controller of Examinations	**Prof. Kartikeya Bolar Pramoda**	2701059
Asst. Manager - CoE Office	**Mr. Narendra Shettigar**	2701457; 2701455
Chairperson – BKFS Program	**Prof. Elizabeth Nedumparambil**	2701045
Chairperson – HRM Program	**Prof. Kadumbri Randev**	2701046
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. Ashwin K**	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 Nayak**	2701430
Chairperson - Library	**Prof. Murchhana Tripathy**	2701487
Assistant Manager - Finance	**Mr. Shivaram Shet**	2701017
Associate - Accounts	**Ranjitha A**	2701016
Deputy Manager - Estate & Logistics	**Mr. Varadaraj Bhat G**	2701014

Annexure A

(COURSE OF INDEPENDENT STUDY (CIS) 2026)

COURSE OF INDEPENDENT STUDY (CIS) 2026

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

CIS is offered as a 2-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

Student/s 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/s 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 periodic presentations at the end of Terms 3, 4, 5, and 6 to the CIS instructor and another faculty member from the same area (who is nominated by the area chair and communicated to COE office) and document the progress in the project. Though the periodic presentations in terms 3 and 5 are not evaluated, they are the mandatory milestones to ensure progress on the project. However, the presentations at the end of terms 4 and 6 shall be evaluated. The presentation should be shared with the faculty guide and the CIS faculty coordinator. The dates of presentations shall be decided by the CIS coordinator in consultation with the COE office and communicated to students, faculty guides, area chairs, and the nominated faculty members who are assigned the role of joint research advice during the students' periodic presentations.

Step 5: CIS Evaluation

Students submit their CIS outputs to their faculty members for evaluation in **Terms 4 and** 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. Faculty guides will evaluate the mid-term report (at the end of term 4) and the final thesis report at the end of term 6 based on the specific evaluation rubric. 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.

b. Evaluation responsibility

While the presentations are jointly evaluated by the faculty guide and a faculty member nominated to the faculty evaluation panel at the end of terms 4 and 6, the thesis report shall be exclusively evaluated by the faculty under whom CIS is carried out. The nomination of the additional faculty member to the evaluation panel will be done by the area chair.

c. Allocation of credits

CIS shall be a 2-credit course. The credits shall be allocated as follows:

- 1 credit for (i) literature review and data collection, methodology, and estimation at the end of term 4.
- 1 credit for (ii) final thesis at the end of term 6.

d. Evaluation: Points of time

Evaluation of student performance will be conducted at two points of time: at the end of term 4 and term 6. At the end of term 4, students are required to submit a report on or before a date communicated to the students who opt for CIS. The date shall be communicated to students and faculty guides by the CIS coordinator in consultation with the COE office. Then, there will be a presentation scheduled by the CIS coordinator in consultation with the COE office.

There shall be 50% weightage for presentation quality and 50% weightage for the report submitted (which shall consist of literature review and method and results sections).

At the end of term 6, students are required to submit the final thesis. The last date for submission shall be communicated by the CIS coordinator. The thesis shall be evaluated in two stages. First, there will be a presentation which will be scheduled by the CIS coordinator in consultation with the COE office. The presentation will carry 50% weightage. Second, the evaluation report of the thesis shall be submitted by the faculty guides.

e. 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**	
	Faculty Guide	

Date:

Annexure B

(DESCRIPTION OF COURSES - PROGRAMWISE)

MBA PROGRAM

1st YEAR

DESCRIPTION OF COURSES – MBA – 1st YEAR

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, such as case discussions, lectures, simulations, management games, and lab experiments, have been used to impart management education. 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 pedagogies for teaching business management across the globe. This pedagogy brings real-life situations to class and is also of significant value from an industry perspective. This method also allows participants to put themselves in the shoes of a manager and address issues in situations that 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), and class participation techniques.

Persuasively presenting your analysis is a critical competency for a manager. Hence, this course will also introduce you to tools for better data visualization and presentation. Lastly, you will also be exposed to simulations as a learning method. In simulations, you will encounter higher interactivity, work, and compete with other teams, applying theory to practice in real-time.

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 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.

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

Think about any decision a business makes – launching a product, hiring people, or entering a new market. All of those choices, big or small, come with financial consequences. That's why finance isn't just a subject for specialists; it's something every manager needs to understand.

In this course, we'll take our first steps into finance together. We'll keep it simple and practical, focusing on five big ideas: **time value of money, valuing bonds and stocks, capital budgeting, risk and return, and debt policy**.

As we move along, you'll see how companies and investors set their goals, how we put a value on financial instruments, how managers decide whether a project is worth it, why risk matters for returns, and how markets behave. These aren't abstract theories – you'll come away with tools you can actually use, no matter which area of management you eventually work in.

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.

OPS 5006 - Operations Management - II - 2 Credits

INTRODUCTION

The first course on Operations Management stated that Operations Management involved the management of resources to produce the goods or provide the services to be provided to the customer. This course emphasized on an intensive study of the elements associated with the design and operation of productive systems, and the integration of these elements within the entire corporate strategy. This course will focus on the role played by Operations and Supply chain Management in the management and operation of value chains that involve processes both internal and external to the firm, and the tools that enhance their execution.

MGT 5006 - Managerial Communication - II - 2 Credits

INTRODUCTION

The course, *Managerial Communication II*, is designed to equip students with essential skills to navigate the dynamic world of professional communication. Emphasizing both theory and practice, the course covers critical areas such as listening skills, crafting internal and external communication strategies. Students will master the art of report writing, persuasive techniques, and delivering impactful oral presentations. Through hands-on exercises, case studies, and activities participants will enhance their ability to communicate effectively in diverse business scenarios. This course prepares students to confidently manage communication challenges in today's interconnected and fast-paced workplace, fostering clarity, collaboration, and strategic influence.

MBA PROGRAM

2nd YEAR

DESCRIPTION OF COURSES – MBA – 2nd YEAR

HRM 6015 - 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 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.

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 - Employer Branding and Value Proposition – 2 Credits

INTRODUCTION

In today's fiercely competitive market for top talent, a strong employer brand and compelling Employee Value Proposition (EVP) are a company's secret weapons. This course will empower students to craft a workplace that not only attracts the best candidates but also nurtures a thriving and engaged workforce. Using a mix of case-based and experiential learning tools, students will dive deep into the art and science of employer branding, exploring how to create a unique and authentic identity that resonates with an organization's ideal employees. Students will learn to develop targeted employer branding strategies, craft irresistible EVPs, and measure the impact of their branding efforts. Through hands-on activities, real-world case studies and scenarios, students will gain the practical skills to build a workplace culture that inspires, motivates, and retains top talent along with transforming the organization into an employer of choice that stands out from the competition.

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.

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 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 and Performance Marketing - 2 Credits

INTRODUCTION

Digital and Performance 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

Brand management is increasingly important due to heightened competition and the need for dedicated support for each brand. Brands communicate key aspects such as origin, identity, personality, culture, and values, in addition to their functional benefits. Effective brand management involves creating both tangible and intangible assets to meet customer needs and strategically outperform competitors. By differentiating products through unique features, brands help them stand out in the market. The combined tangible and intangible elements contribute to a unique brand identity, and the ongoing process of nurturing this identity in consumers' minds is known as brand management. Thus, Brand management includes product creation, product development, creating an identity and value, product launch, communicating the image, and building the brand. It also includes developing a very deeper understanding of present and potential consumers (their characteristics and behavior). These tasks are carried out with a strategic intention to create powerful brands. These tasks form the

various components of the discussion in this course on 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

Business Markets are much larger than the consumer markets & include commercial enterprises, not for profit organizations, government, & 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 & knowledge of the way business markets operate. Marketers addressing the business market need to possess high achievement orientation, & an 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 relations with utmost sensitivity to ethical practices in several areas of business is a major challenge faced by most organizations.

In this course, students examine the importance as well as the impact of marketing products as well as services to other businesses & organizations in the economy, the unique nature of business customers' needs, & appreciate the modifications required in marketing strategies designed to meet such unique needs.

MKT 6010 – Omnichannel Retailing - 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 an experiential course where the students are given an opportunity to work on live projects. Being experiential and student driven, the objective of the course is to involve the students right from soliciting projects from the companies, designing the research objective from management problems, designing the methodology, data collection (primary and secondary), analysis, and till the submission and presentation of the project report to the companies (clients). The students solicit live projects, which are priced based on the company's research objectives. This makes obtaining projects more difficult.

The students who opt for BrandScan are divided into different groups like convenor and co-convenor, project soliciting team, branding team, event management team, logistic team and project implementation team. The project team solicits the projects; the branding team is involved in the branding activity for BrandScan, making posters, showing presence in the social media etc.; the event management team and logistic team are involved in arranging for the event to show case the projects after the completion of the projects; the project implementation team is involved in the completion of the projects. The convenor and co-convenor are responsible for the successful supervision and completion of the entire BrandScan event.

The convenor and co-convenor are chosen based on the rigorous selection process and final interview with the chairperson (BrandScan). The project soliciting team, branding team, event management team and logistic team (are the core team and are part of the BrandScan course) are chosen by convenor and co-convenor with the help of chairperson (BrandScan) after several rounds of selection process. After the project is solicited, the project implementation team implements the project. Moreover, each project is supervised by the Faculty Mentors who are assigned to the projects. On the completion of the project, presentations are done to the clients along with the faculty members. With the feedback implemented the report is submitted to

the clients. BrandScan is through and through an experiential course for the students.

MKT 6021 - Product Management - 2 Credits

INTRODUCTION

Brand Management and Product Management are two core skills of a marketing professional. Within the two, in most cases, Brand Management role is more of a 'maintenance' task whereas the Product Management role is more of an 'individual' task. This means that Brand Name and Brand Essence are given to the employee, and we do not keep launching / modifying brand(s) every year. On the other hand, some aspects of the Product Management role are applied almost every day by all marketing professionals ranging from delighting consumers, effective communication, designing and launching winning products to coordinating with people and other departments to managing the profit and cost centers of the product / category. It is thus true that a Product Manager is not just a manager of a 'product' but mostly acts like a 'mini-CEO'. This course is designed in a way to make the students 'industry ready' by combining the theory and the application. The course will attempt to link how the basic consumer's need triggers new products profitably. Within the new product development, it will cover ideation and execution (including stage gate), packaging, communication, pricing, sales and monitoring. Because the subject is vast, the teaching methodology would include off-class reading and application assignments to maximize learnings from the classroom sessions.

MKT 6015 - Integrated Marketing Communications & Media Metrics - 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 & Analytics - 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 & Analytics (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

Several changes have taken place in the arena of sales & marketing, from bartering to currency-based exchanges, from local market fairs to international markets, from shop selling to selling on the internet. However, personal selling is one aspect of sales management that retains its importance and luster. There is hardly any business that does not involve some element of personal selling, be it FMCG, Durables, Services, or Industrial/Institutional markets. New selling methods and techniques have gained relatively more importance at times, only to see Personal Selling re-emerge as one of the most important selling strategies. The success of Personal Selling can be attributed to the fact that it has been able to adapt very well to changes in technology, organizational structures, and customer behavior.

With both the consumer and the marketer wanting to maximize their returns, negotiations in selling assume importance, and there can hardly be any selling without some kind of negotiation being involved. Therefore, a salesperson must have the necessary skills to handle different types of customers and situations. Successful negotiations are not about scoring points over one's counterpart but creating value for both parties. Successful negotiations result from a convergence of planning, strategizing, technical skills, interpersonal skills, and etiquette.

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 1003 – Advanced Marketing Research and Analytics - 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.

ITS 6012 - Digital Platform 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.

MGT 1001 - Introduction to Sustainable Development Practice – 2 Credits

INTRODUCTION

Traditionally, business activities have been motivated by the creation of financial value. However, an increasing awareness of social and environmental issues has begun expanding the role of business by incorporating social and environmental missions alongside core business activities. In addition to generating profits, creating value for the planet, generating employment as well as improving people's lives are increasingly becoming primary objectives for businesses. In this context, sustainability as a strategic business approach can be a source of sustained competitive advantages for firms. A conscious concern for ecological and social value creation while pursuing economic returns should be the way forward for contemporary organizations.

MGT 1002 - Strategic Marketing for Sustained Competitive Advantage – 2 Credits

INTRODUCTION

This course offers a contemporary, practice-driven approach to developing Marketing Strategy rooted in firms' business strategy. The course intends to equip students with the strategic tools needed to thrive in a digital-first, AI-enabled marketplace. Through a combination of case studies, hands-on exercises, simulations, and consulting-style activities, students learn how brands create value, build a competitive advantage, and drive growth across customer segments and channels.

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 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 - Supply Chain Management - 2 Credits

INTRODUCTION
Modern supply chains are complex networks that require seamless coordination among suppliers, manufacturers, distributors, and customers. Organizations increasingly rely on supply chain excellence to compete, especially in areas such as speed, flexibility, cost efficiency, risk resilience, and sustainability.
This course delivers a balanced and modern approach to SCM through three integrated components:

1. Core Supply Chain Management (14 sessions)
2. Supply Chain Sustainability & Risk Management (4 sessions)
3. Supply Chain Analytics (6 sessions)

The course blends conceptual foundations, analytical tools, case applications, and hands-on activities to prepare students for real-world managerial and analytical roles in supply chains.

OPS 6002 - Quality Management & Six Sigma – 2 Credits

INTRODUCTION

Today quality means delivering business excellence, improved customer satisfaction, and superior profits in all functional areas of an enterprise, whether financial, operational or production. Quality assurance and compliance envisages a wide spectrum of industries, from health care to insurance to telecommunications to software. It is imperative and important to recall that customers value consistent and predicable services and/or products with near zero defects. Therefore, they experience the variation and not the mean. Mean is their expectation – a direct variable of the company's target; variation is their deviance with a potential to transform itself into loss.

If one can measure process variations that cause defects i.e. unacceptable deviation from the mean or target, one can work towards systematically managing the variation to eliminate defects. Protagonists of quality have shuttled between management of quality and quality of management – be it services or manufacturing, quality is now synonymous to market share.

OPS 1003 - Decision Analysis and Benchmarking for Managerial Excellence – 2 Credits

INTRODUCTION

In today's competitive and rapidly evolving business landscape, organizations must continually evaluate their performance, make informed decisions, and adopt best practices to stay ahead. "*Decision Analysis and Benchmarking for Managerial Excellence*" is designed to equip future managers and decision-makers with the tools, frameworks, and analytical methods needed to drive operational excellence and performance improvement.

This course introduces students to benchmarking principles and analytical tools such as Analytical Hierarchy Process (AHP), The Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS), Goal Programming (GP), and Data Envelopment Analysis (DEA) to make data-driven benchmarking decisions. Through a combination of conceptual learning, case study discussions, and hands-on sessions, students will develop skills in identifying performance gaps, selecting relevant benchmarks, implementing improvements, and sustaining competitive advantage across business ecosystems.

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.

OPS 6009 - Service Operations Management - 3 Credits

INTRODUCTION

The service sector represents the largest segment of most economies across the globe. In the Indian context, for example, service sector has contributed more than 50 per cent of its Gross Value-Added growth in 2021-22, thereby becoming an important net foreign exchange earner and the most attractive sector for FDI along with creation of over 70% of employment. In addition to this "pure" service sector, the competitiveness of many manufacturing firms increasingly is based on their service processes and capabilities. Indeed, consumers today care little about the distinction between manufacturing and service. Rather, they simply want their specific needs to be fulfilled through a combination of physical goods, intangible services and information, provided not only at the moment of placing a demand, but also throughout the life-cycle of product acquisition, use and disposal. This has blurred the traditional distinction between 'manufacturing' and 'service' firms. Today's firms must provide what the customer needs, and frequently that is a bundle of services and physical goods that generate value.

While operational excellence is critical for success in most industries today, this is particularly true for the production and delivery of services. This course is an introduction to the concepts, principles, problems, and practices of successful service operations management. Emphasis is focused on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence. The Course will offer experiential learning and opportunities for decision making under known/unknown business environment, especially the markets and customer segments normally ignored by the market-led economic systems.

OPS 1002 - Platform Operations & Attitudes - 2 Credits

INTRODUCTION

The boom of platform businesses over the past decade, has disrupted conventional business models in several sectors, like transportation, healthcare, and food delivery. Platform businesses are reshaping industries, driving innovation, and creating new opportunities for growth. Foundations of Platform Business Models provides an introduction and comprehensive overview of various nuances of platform business models.

The course will focus on both operational and strategic aspects of platform business models, and emphasize on the frameworks that guide their creation and growth, and ensuing operational challenges in executing them. The course will introduce participants to the basics of platform business models and the types of platforms. The course will also focus on

network effects and its significance for platform businesses, value creation, adopting an appropriate platform architecture, and growth and scaling strategies for platform while leveraging network effects. The course will also apprise participants about unconventional pricing and revenue models often adopted by platform businesses, competition in a platform ecosystem and contemporary issues in arising as a result of platform business models. In addition, participants are required to use the learnings from the classroom and develop a blueprint for a platform business as well.

The course will utilize lectures, case studies, classroom discussions, simulations and guest lectures to deliver the course. By the end of this course, participants are expected to have gained a solid understanding and appreciation of the strategic and operational aspects and challenges associated with building and operating platform business models.

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- Spreadsheet Modelling for Responsible Operations - 2 Credits

INTRODUCTION

Responsible Operations focuses on designing and managing processes that create economic value while minimizing environmental impact, promoting social ity, and ensuring ethical decision-making. As organizations increasingly adopt sustainability, circularity, and resilience principles, the ability to model operational decisions using accessible analytical tools becomes essential.

This course introduces students to **spreadsheet-based analytical modelling**, enabling them to understand, quantify, and optimize operational decisions within the context of sustainability and responsibility. Spreadsheets—due to their transparency, flexibility, and widespread adoption—serve as a powerful platform to model real-world operational problems such as sustainable supply chains, carbon accounting, equitable resource allocation, waste management networks, and humanitarian logistics.

Through hands-on exercises, case applications, and optimization modeling, students learn how to use spreadsheets/ Generalized Algebraic Modeling System

(GAMS) to evaluate trade-offs between various outcomes in real business context. The course equips learners to design data-driven, ethical, and inclusive operational solutions aligned with global priorities such as SDGs.

MBA-BKFS PROGRAM

1st YEAR

DESCRIPTION OF COURSES – MBA-BKFS – 1st YEAR

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, such as case discussions, lectures, simulations, management games, and lab experiments, have been used to impart management education. 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 pedagogies for teaching business management across the globe. This pedagogy brings real-life situations to class and is also of significant value from an industry perspective. This method also allows participants to put themselves in the shoes of a manager and address issues in situations that 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), and class participation techniques.

Persuasively presenting your analysis is a critical competency for a manager. Hence, this course will also introduce you to tools for better data visualization and presentation. Lastly, you will also be exposed to simulations as a learning method. In simulations, you will encounter higher interactivity, work, and compete with other teams, applying theory to practice in real-time.

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.

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.

BFS 5403 - Marketing Management - 2 Credits

INTRODUCTION

So long as the economy is protected, marketing may not be very important. But in an open economy marketing assumes the greatest importance. Marketing as a 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. 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

For many centuries, banks have played a vital role in the financial system and that role continues even today, although the forms of banking have changed with the needs of the economy. The environment in which banks operate changes continuously due to new laws, new technology and globalization. Some obvious consequences of these changes are the consolidation and convergence of financial services. Another consequence is that an increasing number of financial services are being offered on the Internet. Internationally we see more emphasis on harmonising bank regulations in an attempt to regulate large complex financial organization, deal with money laundering and manage other issues.

This course on Commercial & retail Banking is a comprehensive study of banks and their role in the economy. The course highlights the basic principles of bank management. It profiles the financial services provided by 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 and retail 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

The *Managerial Communication II* course is designed to develop advanced communication competencies required in the Banking and Financial Services sector. The course emphasizes clarity, precision, and professionalism in drafting financial documents such as loan proposals, credit risk summaries, and client advisories. It integrates modules on negotiation and persuasion, crisis communication, cross-cultural communication, and digital engagement, enabling students to convey complex financial information to diverse stakeholders. Through case studies, simulations, and practical exercises, students learn to manage sensitive situations, build trust, and strategically influence outcomes, preparing them for leadership and decision-making roles in global financial environments.

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

Think about any decision a business makes – launching a product, hiring people, or entering a new market. All of those choices, big or small, come with financial consequences. That's why finance isn't just a subject for specialists; it's something every manager needs to understand.

In this course, we'll take our first steps into finance together. We'll keep it simple and practical, focusing on five big ideas: **time value of money, valuing bonds and stocks, capital budgeting, risk and return, and debt policy**.

As we move along, you'll see how companies and investors set their goals, how we put a value on financial instruments, how managers decide whether a project is worth it, why risk matters for returns, and how markets behave. These aren't abstract theories – you'll come away with tools you can actually use, no matter which area of management you eventually work in.

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

The banking sector operates within a complex web of legal and regulatory frameworks that safeguard financial stability, protect stakeholders, and ensure fair practices. This course provides a comprehensive understanding of key legislations governing banks and financial institutions in India, with emphasis on the **Banking Regulation Act, SARFAESI Act, Insolvency and Bankruptcy Code (IBC), and the Negotiable Instruments Act**. It also covers foundational laws such as the **RBI Act, Contract Act, Limited Liability Partnership Act, and Company Law**, enabling students to appreciate the interlinkages between commercial law and banking practice. Through debates, case discussion and judicial precedents, students will gain practical insights into compliance, dispute resolution, recovery mechanisms, and corporate governance in the financial sector.

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 foundational course on Options and Futures offers a comprehensive exploration of forward contracts, futures, options, and the corresponding markets. Designed for students with a basic understanding of finance, the course provides a structured approach to understanding derivatives, which are financial instruments based on underlying assets or portfolios. With an emphasis on both theory and application, this course equips students to navigate the dynamic world of derivatives.

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 - Marketing 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. It also includes appreciation of basics of taxation to be able to advise clients better.

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.

MBA-BKFS PROGRAM

2nd YEAR

DESCRIPTION OF COURSES – MBA-BKFS – 2nd YEAR

BFS 6332 - Business Analysis and Valuation - 3 Credits

INTRODUCTION

Valuation is a critical component of financial analysis, whether it's for a portfolio assessment, a merger or acquisition, or evaluating a tech company's worth. Financial analysts, officers, and portfolio managers who want to enhance their understanding of valuation methods can benefit from this essential course. The course features a hands-on project that enables students to determine the value of any business, regardless of its size, type, or location, using a variety of valuation techniques, such as earnings, book value, revenue, and other pricing multiples and comparables.

BFS 6311 - Risk Management in Banks- 2 Credits

INTRODUCTION

Banking has significantly expanded its reach due to globalization and liberalization, leading to a paradigm shift in the industry. Technological advancements have helped overcome geographical barriers, improving access and efficiency. Changing user needs have driven the creation of new financial products, transactions, and delivery channels. Despite numerous prudential safeguards, the sector has faced crises and failures. In response, regulators and sovereigns worldwide have been redesigning the financial architecture to enhance the safety, efficiency, and transparency of banking systems. Risk Management in banks became and remained a hot topic post the financial crisis, prompting regulations to put pressure on enhancing the resilience of banking firms. It has become a core management field in banking with large resources being dedicated to better identify, assess and control risks. This course is designed to provide a rigorous foundation in the principles and practices of risk management in banking and financial institutions, with a strong emphasis on quantitative methods.

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

This course aims to introduce the students to the role of an IT consultant in the industry and how the consultant serves to deliver IT-related solutions to enhance the effectiveness of client organizations. This course will enable the students to understand the general landscape of the knowledge-intensive consulting industry while allowing them to explore the intricacies of the specific IT consulting domain.

The first part of the course focuses on the skills that a successful IT consultant needs to bring to the table, how the consultant can analyze client issues, and how the consultant proposes and implements IT-based solutions to effectively deal with such issues. The course participants will develop an understanding of the workings of the IT consulting industry, the IT consulting lifecycle, and how the IT consulting service is delivered. The students will be able to view the IT consulting industry 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.

The second part of the course delves into the complementary business analysis domain. It seeks to introduce the students to business analysis fundamentals and the typical tasks 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 businesses and technical stakeholders, techniques for eliminating ambiguities from requirements, and the successful facilitation of requirement approval meetings. There is a separate unit that discusses Agile methodology.

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 will help them navigate the challenging IT consulting landscape.

BFS 6337 - International Finance - 2 Credits

INTRODUCTION

The main objective of the course is to study the operation of international money and capital markets, and the environment in which Multi-National Corporations (MNCs) operate, after acquiring a sound perspective of the macroeconomic effects which influence such markets. The course will also explore the different sources of risk in international markets, and the tools and techniques for managing them. Some parts of the course will be mathematical.

BFS 6329 - Investment Banking - 2 Credits

INTRODUCTION

This course aims at providing a foundational understanding of Investment Banking as it is practiced globally. Investment banking plays a pivotal role in today's business environment by facilitating critical financial activities such as raising capital, offering financial advisory services, managing mergers and acquisitions, and trading securities. It empowers companies to secure funding for growth, navigate complex financial transactions and corporate restructuring, and make informed strategic decisions.

In this course, we will explore how investment banking businesses create value for their clients while generating returns for employees, partners, and shareholders. The curriculum will be delivered through a combination of lectures and case studies, focusing on various aspects of investment banking. To bridge the gap between theory and practice, students will be encouraged to engage in projects or case discussion to master key concepts in practical investment banking scenarios.

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 & Analytics - 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 & Analytics (CRM) helps organizations successfully implement their strategies, which are aimed at winning and retaining customers profitably. It also helps businesses shift to a long-term relationship mode in which 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 with special reference to Banking and Financial sectors.

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

In a dynamic world, projects are vital for driving strategic initiatives like digital transformation, regulatory compliance, and process optimization. Successful organizations gain a competitive edge by delivering projects on time, within budget, and with the right quality, while managing both technological and socio-cultural factors. This course offers a holistic approach to Project Management, focusing on traditional processes, tools, and techniques, with special emphasis on the role of project managers, teams, and stakeholders in the financial sector. Students will learn to plan, execute, and monitor projects that align with strategic business goals and meet the unique challenges of the industry.

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 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 helps the audience understand the structure & dynamics of business management and operations. The course includes exploration of the modes of governance and conflicts faced by corporate managers. It introduces 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. The course is designed to help learners to think critically about the framework for effective corporate governance and decision-making by understanding the rights, roles and responsibilities of the stakeholders including the board, directors, senior management, and auditors.

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. Modelling is pervasive across most financial domains, including research, risk, advisory and corporate finance. Spreadsheets act as the medium for building and maintaining financial models. Skills in MS Excel, which is the most widely used spreadsheet software worldwide, and a good understanding of financial statements are critical building blocks that will help managers create suitable models to make informed decisions. This course aims to equip students with the relevant skills needed to confidently build a financial model across multiple real-world scenarios.

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.

MBA-HRM PROGRAM

1st YEAR

DESCRIPTION OF COURSES – MBA-HRM – 1st YEAR

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, such as case discussions, lectures, simulations, management games, and lab experiments, have been used to impart management education. 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 pedagogies for teaching business management across the globe. This pedagogy brings real-life situations to class and is also of significant value from an industry perspective. This method also allows participants to put themselves in the shoes of a manager and address issues in situations that 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), and class participation techniques.

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 using spreadsheet software.

HRS 5401 - Marketing Management - 3 Credits

INTRODUCTION

Marketing is the essence of business as it plays a critical role in today's fiercely competitive Indian business landscape. As a field of study, marketing is a multidisciplinary blend, drawing from applied psychology, research methods, operations research, and more. It is an art and science, and therefore it is fascinating. Marketing is dynamic, evolving, and challenging. For some, marketing is more than just a function, it's a way of thinking, a philosophy. Our daily actions and choices can be viewed from the perspective of marketing. As both consumers and marketers, we not only shape but are also shaped by the evolution of marketing. Marketing management is creative and innovative. At the same time, marketing plays a crucial role in strengthening both the revenue (top line) and profitability (bottom line) 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.
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 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 1002 – Organizational Behaviour 1: Individual Behaviour in Organizations - 2 Credits

INTRODUCTION

This course introduces students to the foundations of human behaviour at the individual level in organizational settings. The course focuses on understanding personality, perception, values, attitudes, motivation, emotions, learning, and decision-making. The course helps students appreciate why individuals behave differently in similar organizational situations and how these differences influence performance, engagement, satisfaction, and workplace relationships. Through conceptual discussions, cases, exercises, and reflective activities, students will develop a deeper understanding of themselves and others as organizational members. This course forms the foundation for later courses on group behaviour, organization design, leadership, and human resource management.

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 - 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.

HRS 1001 - Accounting for Managers — 3 Credits

INTRODUCTION

Accounting for Managers introduces students to the use of accounting information for managerial decision-making. The course focuses on interpreting financial statements, understanding the relationship between business transactions and financial reports, and using accounting data to evaluate organizational performance. The course enables students to appreciate how accounting information supports planning, control, resource allocation, and performance evaluation. Students will learn to analyze financial data from a managerial perspective rather than only from a reporting or compliance perspective. The course is especially relevant for future HR professionals who must understand cost structures, budgets, compensation implications, workforce investments, and the financial consequences of people-related decisions.

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 1003 – Fundamentals of Industrial Relations - 3 Credits

INTRODUCTION

Fundamentals of Industrial Relations introduces students to the structure, evolution, and contemporary relevance of industrial relations in India and across global work contexts. The course examines the relationship between employers, employees, trade unions, state institutions, and the legal system. The course helps students understand cooperation and conflict in the employment relationship, the role of collective bargaining, grievance handling, dispute resolution, worker participation, and institutional mechanisms governing employment relations. It provides a foundation for understanding labour laws and their application in organizational contexts. As future HR professionals, students will learn to appreciate the strategic importance of constructive industrial relations in ensuring organizational stability, employee voice, legal compliance, and sustainable workplace outcomes.

HRS 5822 - Talent Acquisition - 2 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 1004 – Organizational Behaviour 2: Group Behaviour in Organizations – 2 Credits

INTRODUCTION

OB 2: Group Behaviour in Organizations focuses on behaviour at the group and team level. Organizations increasingly rely on teams, cross-functional collaboration, project groups, and informal networks to achieve business objectives. This course enables students to understand the dynamics of group formation, team development, communication, influence, power, conflict, decision-making, and leadership within groups. The course equips students with conceptual and practical tools to diagnose group processes and improve team effectiveness. Students will examine how group norms, roles, cohesion, diversity, and interpersonal dynamics shape performance and workplace experience. The course builds on individual-level behavioural foundations and prepares students to handle real organizational challenges involving collaboration, conflict, and collective decision-making.

HRS 5601 - IT for Business and HRIS – 2 Credits

INTRODUCTION

Information Technology (IT) is a cornerstone of modern business strategies, serving as a key driver of competitive advantage across all functions and management levels. This course provides Human Resource Management (HRM) students with a comprehensive understanding of IT's role in achieving organizational objectives, emphasizing a systems and holistic perspective. It highlights the interconnections between the HR function and other business areas, fostering an integrated approach to management. The course covers IT-based Information Systems, with a focus on Human Resource Information Systems (HRIS), and demonstrates their strategic application across the organization's value chain. Additionally, it examines the business impact of emerging technologies and equips students to navigate the complexities of a technology-driven business environment.

HRS 5832- 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 1005 – Labour & Employment Laws – 3 Credits

INTRODUCTION

Labour & Employment Laws provides students with an understanding of the legal framework governing employment relationships in India. The course introduces key labour and employment legislations, statutory obligations, rights and responsibilities of employers and employees, and the role of legal institutions in resolving employment-related disputes.

The course is designed to help future HR professionals apply legal knowledge in practical organizational settings. Students will learn to interpret legal provisions, understand compliance requirements, and appreciate the implications of employment laws for recruitment, working conditions, wages, social security, disciplinary processes, termination, and industrial relations. The course emphasizes both conceptual clarity and practical application through cases, legal provisions, and organizational examples.

HRS 5300 - Financial Management - 2 Credits

INTRODUCTION

The focus of this course is to provide a clear understanding of the practical aspects of finance. The course will provide a comprehensive understanding of 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.

HRS 5905 - Managerial Communication - 2 – 2 Credits

INTRODUCTION

Managerial Communication is central to leadership effectiveness in HR roles, where communication influences collaboration, clarity, and organizational culture. *Managerial Communication II* course equips students with the practical and analytical skills required to communicate professionally across diverse business contexts. Emphasizing listening and written communication, it enables students to develop business reports, persuasive messaging, and formal presentations with confidence and clarity. Through case discussions, report writing practice, and exposure to intercultural and digital communication, students will learn how to tailor messages for varied audiences and stakeholders.

The course *Managerial Communication - II* ultimately supports their growth into thoughtful, articulate, and responsive HR professionals.

HRS 5504 - 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.

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) – 1 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 1006 – Organizational Behaviour 3: Organizational Design & Development – 3 Credits

INTRODUCTION

OB 3: Organization Design & Development focuses on understanding organizations as complex systems and examines how structure, design, culture, processes, and change interventions influence organizational effectiveness. The course integrates concepts from organization theory, organization design, and organization development. Students will learn how organizations are structured to achieve strategic goals, how authority and coordination mechanisms operate, and how organizations respond to environmental complexity. The course also introduces planned change, organizational diagnosis, intervention design, and development processes. It prepares students to analyze organizational problems, recommend design alternatives, and support change initiatives as HR professionals and business partners.

MBA-HRM PROGRAM

2nd YEAR

DESCRIPTION OF COURSES – MBA-HRM – 2nd YEAR

HRS 6822 - Compensation Management - 2 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 2001 – Industrial Visit - 1 Credit

INTRODUCTION

The Industrial Visit course provides students with structured exposure to real organizational settings. It enables students to observe workplace systems, HR practices, operational processes, employee relations mechanisms, leadership practices, and business realities beyond the classroom.

The course is designed to help students connect management concepts with organizational practice. Through guided visits, interactions with industry professionals, observation, and reflection, students will understand how organizations manage people, processes, performance, compliance, culture, and change. Students may be required to submit a reflective report or presentation linking their observations with concepts learned in the MBA-HRM program.

HRS 2002 – Designing Workplace Wellbeing - 2 Credits

INTRODUCTION

Designing Workplace Wellbeing introduces students to the strategic importance of employee wellbeing in contemporary organizations. The course examines physical, psychological, social, financial, and emotional dimensions of wellbeing and their relationship with engagement, productivity, retention, inclusion, and organizational performance. Students will learn how to design wellbeing initiatives that are evidence-based, inclusive, measurable, and aligned with business and employee needs. The course may cover topics such as stress and burnout, mental health at work, work-life integration, psychological safety, employee assistance programs, wellness analytics, flexible work practices, and wellbeing-oriented culture. The course prepares future HR professionals to build workplaces that support sustainable performance and human flourishing.

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 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 6400 - Salesforce Management - 2 Credits

INTRODUCTION

An effective salesforce is a critical component of any customer facing organisation. A salesforce 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 salesforce 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 environments 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, cultures and beliefs. It also helps to build synergy between the teams from different counties with varied cultural and environmental backgrounds.

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 2003 – Labour Law Applications - 2 Credits

INTRODUCTION

Labour Law Applications is designed to help students apply labour and employment law concepts to practical HR and organizational situations. While foundational labour law courses introduce statutory frameworks, this course emphasizes interpretation,

implementation, documentation, compliance, and decision-making.

Students will work with cases, scenarios, legal documents, disciplinary situations, employment disputes, wage and benefit issues, separation cases, and industrial relations problems. The course develops the ability to identify legal risks, prepare legally sound HR processes, support compliance audits, and advise managers on employment-related decisions. It is particularly useful for HR professionals who will be responsible for translating legal requirements into day-to-day organizational practice.

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 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 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 2004 – Workshop on Design Thinking in HR - 1 Credit

INTRODUCTION

Workshop on Design Thinking in HR introduces students to a human-centered approach to solving people-related problems in organizations. Design thinking helps HR professionals understand employee needs deeply, reframe problems, generate creative solutions, prototype interventions, and test ideas before large-scale implementation. The workshop will expose students to the stages of design thinking, including empathy, problem definition, ideation, prototyping, and testing. Students will apply these tools to HR challenges such as onboarding, employee experience, learning, performance conversations, engagement, wellbeing, inclusion, and internal communication. The workshop emphasizes creativity, collaboration, experimentation, and user-centric HR design.

HRS 2005 – Sustainable HRM - 1 Credit

INTRODUCTION

Sustainable HRM introduces students to the role of human resource management in building socially responsible, ethical, inclusive, and environmentally conscious organizations. The course examines how HR policies and practices can support long-term organizational sustainability while protecting employee wellbeing, dignity, fairness, and employability.

Students will explore themes such as sustainable work systems, responsible employment practices, green HRM, employee wellbeing, diversity and inclusion, ethical leadership, workforce

resilience, and the alignment of HR practices with environmental, social, and governance priorities. The course prepares students to think beyond short-term efficiency and contribute to organizations that create sustainable value for employees, business, society, and the environment.

HRS 2006 - 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 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 - AI and ML 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 2007 – Advanced HR Visualization & Storytelling with Data - 2 Credits

INTRODUCTION

Advanced HR Visualization and Storytelling with Data equips students with the ability to convert HR data into meaningful insights and persuasive narratives for decision-making. The course goes beyond the creation of dashboards and focuses on how data can be structured, visualized, interpreted, and communicated effectively to business leaders and stakeholders.

Students will learn principles of visual design, chart selection, dashboard storytelling, executive reporting, data interpretation, and insight communication. The course will help students present people analytics in a way that supports decisions related to hiring, attrition, engagement, performance, diversity, learning, productivity, and workforce planning. By the end of the course, students will be able to combine analytical thinking with compelling communication to influence HR and business decisions.

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.

HRS 2008 – Employee Experience & Lifecycle Management - 2 Credits

INTRODUCTION

Employee Experience & Lifecycle Management focuses on designing and managing the complete employee journey within an organization. The course examines key stages of the employee lifecycle, including attraction, recruitment, onboarding, engagement, learning, performance, career development, retention, transition, and exit. Students will learn how organizations create meaningful employee experiences through culture, leadership, communication, technology, policies, workplace design, and HR service delivery. The course emphasizes employee-centric thinking, journey mapping, moments that matter, feedback systems, and experience measurement. It prepares HR professionals to design integrated people practices that enhance engagement, productivity, belonging, and organizational commitment.

HRS 6826 – Employer Branding & Value Proposition - 2 Credits

INTRODUCTION

Employer Branding & Value Proposition introduces students to the strategic role of employer identity in attracting, engaging, and retaining talent. The course focuses on how organizations define, communicate, and deliver their employee value proposition in competitive talent markets. Students will examine the relationship between organizational culture, brand positioning, candidate experience, employee advocacy, recruitment communication, social media presence, and retention. The course will help students understand how employer branding supports talent acquisition, engagement, diversity hiring, and long-term workforce strategy. Students will learn to design employer brand messages and value propositions that are authentic, differentiated, and aligned with organizational strategy.

HRS 2009 – HR Business Partnering - 2 Credits

INTRODUCTION

HR Business Partnering prepares students to understand and perform the role of HR as a strategic partner to business leaders. The course focuses on aligning people practices with business goals, diagnosing organizational needs, advising managers, enabling performance, and supporting change.

Students will learn how HR business partners interpret business priorities, use data and stakeholder insights, influence decision-making, and design HR solutions that create measurable value. The course may cover consulting skills, stakeholder management, workforce planning, talent reviews, organizational diagnosis, change support, HR governance, and business acumen. It prepares students to move beyond transactional HR roles and contribute as credible, strategic, and trusted advisors to business teams.

MBA-MKT PROGRAM

1st YEAR

DESCRIPTION OF COURSES – MBA-MKT – 1st YEAR

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.

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 through this course.

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 - - 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* focuses on honing students' critical thinking skills through analyzing issues and arguments.

The course Managerial Communication - 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 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 in the off-line mode.

Digital Marketing is the principles of marketing applied in digital context, defined by websites in world wide web, SEO (search engine optimization), PPC (Pay-per-click) advertising, social media and newly emerged digital platform businesses. The principles of marketing defined by STP (segmentation, targeting and positioning), 4Ps (Product, Price, Promotion, Place), brand management, customer acquisition and customer loyalty are reinforced in digital context. The students will be ready by strengthening their foundations for the following roles: digital marketing specialist, content marketing team member, social media advertiser, Google Ads specialist, SEO specialist, online lead generation specialist, digital copyeditor, digital marketing strategist, digital transformation manager, digital transformation specialist, growth hacker, content marketer. The course will run majorly in case study mode with some practice in hands-on mode with 'learning by solving' philosophy.

MSM 5404 - 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.

Thus, Brand management includes product creation, product development, creating an identity and value, product launch, communicating the image, and building the brand. It also includes developing a very deeper understanding of present and potential consumers (their characteristics and behavior). These tasks are carried out with a strategic intention to create

powerful brands. These tasks form the various components of discussion in this course on Brand management.

MSM 5412 - Personal Selling & Sales Negotiations - 2 Credits

INTRODUCTION

Several changes have taken place in the arena of sales & marketing, from bartering to currency-based exchanges, from local market fairs to international markets, from shop selling to selling on the internet. However, personal selling is one aspect of sales management that retains its importance and luster. There is hardly any business that does not involve some element of personal selling, be it FMCG, Durables, Services, or Industrial/Institutional markets. New selling methods and techniques have gained relatively more importance at times, only to see Personal Selling re-emerge as one of the most important selling strategies. The success of Personal Selling can be attributed to the fact that it has been able to adapt very well to changes in technology, organizational structures, and customer behavior.

With both the consumer and the marketer wanting to maximize their returns, negotiations in selling assume importance, and there can hardly be any selling without some kind of negotiation being involved. Therefore, a salesperson must have the necessary skills to handle different types of customers and situations. Successful negotiations are not about scoring points over one's counterpart but creating value for both parties. Successful negotiations result from a convergence of planning, strategizing, technical skills, interpersonal skills, and etiquette.

MSM 1001 - Workshop on Storytelling for Sales - 1 Credits

INTRODUCTION

This workshop helps students understand storytelling as a powerful tool in sales conversations, client engagement, and business persuasion. It focuses on how sales professionals can move beyond product features and price discussions to craft compelling narratives around customer problems, value propositions, use cases, and business outcomes. Students will learn how to structure persuasive sales stories, adapt narratives to different customer contexts, and use storytelling to build trust, simplify complex offerings, and improve sales effectiveness.

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 5301 - Financial Management - 2 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.

The course is divided into four modules: financial statement analysis, financial and sales forecasting, working capital management and pricing of capital assets. The concepts and applications covered by this course are directly relevant for every management student, irrespective of the area of specialization.

MSM 5601 - IT for Business - 2 Credits

INTRODUCTION

IT for Business is a foundational course designed to equip MBA (Marketing) students with a practical understanding of how information technology enables and drives modern business strategies. The course focuses on how digital tools, data analytics, enterprise systems, and emerging technologies support marketing decision-making, customer relationship management, market intelligence, and competitive advantage. By linking core IT concepts with real-world business and marketing applications, the course helps students develop the ability to collaborate effectively with technical teams, evaluate technology investments, and leverage IT as a strategic resource in data-driven, digitally connected markets.

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

No company can take its customers or market share for granted in today's competitive marketplace. A company that fails to capture and understand market changes quickly will typically experience a sharp decline in sales and profitability. Hence, a company’s sales team and channel partners have a larger role in

fulfilling organizational objectives. A modern-day corporation's sales and distribution function must not merely sell products; it must also be actively involved in solving customer problems and building relationships with customers.

MSM 1002 - Data Visualization in PowerBi - 1 Credits.

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 the popular business intelligence software tool - 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 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.

MBA-MKT PROGRAM

2nd YEAR

DESCRIPTION OF COURSES – MBA-MKT – 2nd YEAR

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

INTRODUCTION

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 6424 - Product Management – 3 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.

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 2001 - Workshop on Managing sales teams to deliver high performance through high pressure and conflict – 1 Credits

INTRODUCTION

This workshop introduces students to the managerial realities of leading sales teams in high-pressure, target-driven environments. It focuses on how sales managers can motivate teams, manage performance expectations, handle interpersonal conflict, maintain morale, and balance short-term revenue pressure with long-term team effectiveness. Through practical examples and applied discussions, students will learn how to diagnose sales-team challenges, respond to conflict constructively, and build a performance culture that is disciplined, resilient, and ethically grounded.

MSM 6426 - Advanced Digital Marketing – 2 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 Research and Analytics – 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 - Omnichannel Retailing – 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 and Analytics – 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 an experiential course where the students are given an opportunity to work on live projects. Being experiential and student driven, the objective of the course is to involve the students right from soliciting projects from companies, designing the research objective from management problems, designing the methodology, data collection (primary and secondary), analysis, and till the submission and presentation of the project report to the companies (clients). The students solicit live projects, which are priced based on the company's research objectives. This makes obtaining projects more difficult.

The students who opt for BrandScan are divided into different groups like convenor and co-convenor, project soliciting team, branding team, event management team,

logistic team and project implementation team. The project team solicits the projects; the branding team is involved in the branding activity for BrandScan, making posters, showing presence in the social media etc.; the event management team and logistic team are involved in arranging for the event to show case the projects after the completion of the projects; the project implementation team is involved in the completion of the projects. The convenor and co-convenor are responsible for the successful supervision and completion of the entire BrandScan event.

The convenor and co-convenor are chosen based on the rigorous selection process and final interview with the chairperson (BrandScan). The project soliciting team, branding team, event management team and logistic team (are the core team and are part of the BrandScan course) are chosen by convenor and co-convenor with the help of chairperson (BrandScan) after several rounds of selection process. After the project is solicited, the project implementation team implements the project. Moreover, each project is supervised by the Faculty Mentors who are assigned to the projects. On the completion of the project, presentations are done to the clients along with the faculty members. With the feedback implemented the report is submitted to the clients. BrandScan is through and through an experiential course for the students.

MSM 6415 – Marketing Strategy (MarkStrat) – 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.

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 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 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, and Attitudes (SEVA) is a four-credit, live project-based course designed to immerse MBA students in sustainability principles through the lens of the Triple Bottom Line—focusing on social responsibility, economic advancement, and environmental conservation. This course is designed to forge conscientious leaders by developing advanced problem-solving skills through direct engagement with real-world social, environmental, and economic challenges.

Within this course, the students work in a FAS (Faculty Advisory System) group under the guidance of faculty mentors. Students will engage with organizations such as social enterprises, women/micro-entrepreneurs, NGOs, public institutions to develop workable solutions for wicked social problems. The course integrates design thinking principles, guiding students to devise practical solutions for real-world management challenges. Each group will

partner with a client—such as a social enterprise, NGO, public institution, or a community-led initiative—to co-create solutions for complex, real-world challenges. Through these projects, students will apply their management expertise to create lasting social, environmental, and economic value, whether that involves designing sustainable business models, improving the reach of community programs, or supporting environmental conservation efforts. By the end of the course, students should deliver sustainable solutions that benefit communities and drive economic and environmental impact.

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 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 - AI for Marketing – 2 Credits

INTRODUCTION

The AI in Marketing course is designed to equip participants with the knowledge, tools, and practical skills to harness Artificial Intelligence (AI) for transforming marketing practices and designing marketing strategies using AI. From customer service chatbots and content creation to analytics and ethical governance, this course covers the strategic and operational impact of AI in modern marketing. Participants will explore cutting-edge applications of AI in marketing strategy, product development, customer engagement, and decision-making. With real-world case studies, learners will gain the ability to interpret and implement AI-powered marketing solutions that are both effective and ethically sound.

This course is particularly relevant for students aspiring to careers in digital

marketing, brand management, marketing analytics, product strategy, advertising, customer experience design, and technology-driven marketing roles, where AI fluency is becoming a critical differentiator in the job market.

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. Salesforce 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 salesforce performance. This course lays out an actionable and relevant approach for building and sustaining salesforce success in any business environment. It is designed to help you assess how good a sales organization really is, identify current and future salesforce improvement opportunities that have large bottom-line impact, and implement tools and processes that immediately enhance sales effectiveness.

MSM 2003 - Electronic Commerce Management – 2 Credits

INTRODUCTION

The new millennium brought the most significant change in our daily lives – a move towards Internet based society. The number of internet users has grown exponentially and today more than half of the world's population uses internet. We have begun to use internet in all our activities – paying bills, booking tickets, attending classes, doing meetings, talking to friends on video calls – the list gets longer as days pass by.

Electronic commerce which is the process of buying and selling goods and services using Internet has grown rapidly. While many traditional businesses have gone on the Ecommerce platform, new e-businesses have also come up. A large number of start-ups are on internet platform. E Commerce has given birth to new entrepreneurs, new intermediaries, new technologies and new partners. In a nutshell it has resulted in a new business order. It is therefore, extremely important that the present-day managers are familiar with the concepts, theories and practices associated with E Commerce.

MSM 2004 – Hospitality and Tourism Marketing – 2 Credits

INTRODUCTION

This course focuses on understanding customer behavior in tourism and hospitality markets, designing value-driven marketing strategies, and leveraging digital platforms and service innovation to enhance competitiveness. Students will explore concepts such as destination branding, service quality management, pricing strategies, customer relationship management, and sustainable tourism marketing practices.

Through lectures, real-world case studies, and practical applications, the course enables MBA students to build strategic thinking and decision-making skills relevant to global service markets. By the

end of the course, learners will be equipped to design effective marketing strategies, improve customer experience, and contribute to organizational growth in the dynamic hospitality and tourism sector.

MSM 2007 - Selling of Financial Products – 2 Credits

INTRODUCTION

With India being home to HNI population exceeding 5 lakhs last year, 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 Financial products space. This was done to ensure that only competent persons 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.

MSM 2005 - Connected Strategies for Customer Engagement – 2 Credits

INTRODUCTION

The Connected Strategies for Customer Engagement elective focuses on how firms create meaningful and long-term customer relationships in an increasingly digital and interconnected marketplace. The course explores customer engagement across online and offline touchpoints, emphasizing omnichannel strategies, personalization, customer journey management, and data-driven marketing. Students will learn how organizations leverage technology, analytics, social media, CRM platforms, and AI-enabled tools to enhance customer experience and loyalty. Through case discussions, industry

examples, and applied projects, the elective equips MBA-MKT students with strategic and practical insights to design integrated customer engagement initiatives that drive customer satisfaction, retention, and business growth**.**

MSM 2006 – IT & Infrastructure Sales – 2 Credits

INTRODUCTION

The IT & Infrastructure Sales elective is designed to equip MBA-MKT students with an understanding of enterprise technology solutions, infrastructure products, and B2B sales strategies in the digital economy. The course focuses on consultative selling, solution-based selling, key account management, enterprise negotiations, and relationship management in technology-driven markets. Students will gain insights into the sales processes associated with cloud services, software solutions, hardware infrastructure, cybersecurity, and digital transformation offerings. Through industry cases, simulations, and practitioner interactions, the elective prepares students for careers in technology sales, business development, and enterprise account management across IT and infrastructure sectors

MBA-IB PROGRAM

1st YEAR

DESCRIPTION OF COURSES – MBA-IB – 1st YEAR

INB 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.

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

INTRODUCTION

Various pedagogies, such as case discussions, lectures, simulations, management games, and lab experiments, have been used to impart management education. 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 pedagogies for teaching business management across the globe. This pedagogy brings real-life situations to class and is also of significant value from an industry perspective. This method also allows participants to put themselves in the shoes of a manager and address issues in situations that 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), and class participation techniques.

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

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.

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 that branch of economics which examines economic relations across countries. It explores how trade, investment, and financial flows shape the global economy and how governments and institutions design policies to manage these interactions. Since businesses today operate in an interconnected world, understanding international trade theories, exchange

rates, and balance of payments is essential for informed decision-making. This course intends to provide both conceptual understanding and practical insights into the functioning of the global economic environment with a focus on trade, exchange rate systems, and open economy policy challenges.

INB 5402 - International Marketing - 2 Credits

INTRODUCTION

International Marketing is a course designed to introduce students to the marketing practices of companies seeking market opportunities outside their home country, and to enhance their understanding about the importance of viewing marketing management strategies from a global perspective. Students will learn to plan effectively for the marketing of consumer and business needs and wants at a global level. Special emphasis will be placed on cultural and environmental aspects of international trade, and integration of culture and marketing functions.

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, concept notes, 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. In addition, it is very important to keep in mind the cultural differences while communicating. The mindfulness of the communicator is of utmost importance for effective communication.

The course *Managerial Communication - II* focuses on honing students' skills in both oral and written communication through activities such as written exercises, group discussions, role plays and presentations. The course aims at enabling students to identify and select the most appropriate medium and channel in a particular context.

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

The object of law is order, and the 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 the rights of citizens, society transforms into 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 defend a legal suit against them or their organizations when required. Hence, understanding laws, more specifically business laws, becomes 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.

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

This course shall equip International Business students to understand how people strategies must adapt when organizations operate across borders, cultures and regulatory systems. As firms internationalize through exports, alliances, acquisitions and global value chains, HR moves from a domestic support function to a strategic capability that enables execution, coordination, and competitiveness worldwide. This course builds a foundation in core HRM concepts — talent planning, staffing, performance management, rewards, employee relations, and development — while applying them to real multinational enterprise (MNE) challenges such as cross-cultural work, global compliance and balancing global integration with local responsiveness. A central focus is expatriation and global mobility – selecting and preparing assignees, managing adjustment and performance, supporting families, ensuring duty of care, and enabling effective repatriation and knowledge transfer. Students will also evaluate how international growth choices shape HR architecture, governance and practices over time. Through cases, practical frameworks, and contemporary examples, this course develops the analytical and decision-making skills required to craft context-sensitive global HR solutions.

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 equips MBA–IB students with a structured understanding of how international legal frameworks and global governance institutions shape cross-border business, trade, and policy decisions. The course examines key sources of international law, the functioning of global and regional institutions (such as the UN, WTO, IMF, and World Bank), and emerging governance challenges related to trade, investment, sustainability, human rights, and geopolitics. Through case discussions and contemporary examples, students develop the ability to assess regulatory risks, compliance requirements, and strategic implications of global rules, enabling them to make informed managerial and policy decisions in an increasingly interconnected international business environment.

INB 5302 - Financial Management - 3 Credits

INTRODUCTION

Think about any decision a business makes – launching a product, hiring people, or entering a new market. All of those choices, big or small, come with financial consequences. That's why finance isn't just a subject for specialists; it's something every manager needs to understand.

In this course, we'll take our first steps into finance together. We'll keep it simple and practical, focusing on five big ideas: **time value of money, valuing bonds and stocks, capital budgeting, risk and return, and debt policy**.

As we move along, you'll see how companies and investors set their goals, how we put a value on financial instruments, how managers decide whether a project is worth it, why risk matters for returns, and how markets behave. These aren't abstract theories – you'll come away with tools you can actually use, no matter which area of management you eventually work in.

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 5807 - 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**.**

MBA-IB PROGRAM

2nd YEAR

DESCRIPTION OF COURSES – MBA-IB – 2nd YEAR

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 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 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 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 6403 - 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.

INB 6404 - 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.

INB 6405 - 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.

INB 6603 - Digital Transformation - 2 Credits

INTRODUCTION

The course on Digital transformation focuses on corporate digital transformation efforts and the sustainable benefits achieved therein. Thus, the course explores firms' different digital transformation strategies and how such efforts lead to competitive advantage for the organization.

Digital Transformation (DT) is “the use of technology to radically improve performance of enterprises” (Source: Digital Transformation, A Roadmap for Billion-Dollar Organizations, Capgemini Consulting, 2011). While Digital Transformation efforts have been initiated by several corporations globally, the pandemic has accelerated. Technological advancements have created opportunities not around a decade ago, and the expectation is that new developments will arise faster than ever. Digital transformation is creating new business models, changing value streams, improving customer experiences, radical changes in front-end and back-end business processes, and provoking faster, more disruptive change than ever before.

The focus of this course entitled “Digital Transformation” will be to examine how successful companies benefit from Digital transformation efforts and ‘better performance,” resulting in sustainable competitive advantage and customer experience. This course aims to draw a convincing picture of these digital

transformation approaches to help companies become more sustainable.
Throughout this course, you will be asked to analyze digital transformation initiatives through real-world situations and activities and to understand associated challenges and management insights. To do so, this course relies on business case discussions, readings, classroom activities, and speaker presentations. These will help you make sense of the complexity, benefits, and interrelations among different domains of digital transformation and, further, help to understand the problems and complexity faced by practitioners.

INB 6605 - Technology Consulting and Business Analysis - 3 Credits

INTRODUCTION
This course aims to introduce the students to the role of a Technology Consultant in the industry and how the Consultant serves to deliver solutions using technology to enhance the effectiveness of client organizations. This course will enable the students to understand the general landscape of the knowledge-intensive consulting industry while allowing them to explore the intricacies of Technology Consulting with specific emphasis on Information Technology.
The first part of the course focuses on the skills that a successful Technology Consultant needs to bring to the table, how the consultant can analyze client issues, and how the consultant proposes and delivers solutions using technology to effectively deal with such issues. The course participants will develop an understanding of the workings of the Technology consulting industry, the technology consulting lifecycle, and how the technology consulting service is delivered. The students will be able to view the technology consulting industry from two perspectives: first, as a prospective technology 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.
The second part of the course delves into the complementary business analysis domain. It seeks to introduce the students to business analysis fundamentals and the typical tasks 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 businesses and technical stakeholders, techniques for eliminating ambiguities from requirements, and the successful facilitation of requirement approval meetings.

Given the importance of Agile methodologies in delivering technology-based solutions, the course also provides a good introduction to the practical aspects of the same. With the widespread adoption of Generative AI and related technologies, AI tools for consulting and business analysis are referred to throughout and summarized in a dedicated session.
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 will help them navigate the challenging technology consulting landscape.

INB 6605 - IT Risk Management & Cyber Security - 3 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.

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 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 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 6406 - B2B Marketing - 3 Credits

INTRODUCTION

Business Markets are much larger than the consumer markets & include commercial enterprises, not for profit organizations, government, & 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 & knowledge of the way business markets operate. Marketers addressing the

business market need to possess high achievement orientation, & an 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 relations with utmost sensitivity to ethical practices in several areas of business is a major challenge faced by most organizations.

In this course, students examine the importance as well as the impact of marketing products as well as services to other businesses & organizations in the economy, the unique nature of business customers' needs, & appreciate the modifications required in marketing strategies designed to meet such unique needs.

INB 6407 - Product Management - 2 Credits

INTRODUCTION

Brand Management and Product Management are two core skills of a marketing professional. Within the two, in most cases, Brand Management role is more of a 'maintenance' task whereas the Product Management role is more of an 'individual' task. This means that Brand Name and Brand Essence are given to the employee, and we do not keep launching / modifying brand(s) every year. On the other hand, some aspects of the Product Management role are applied almost every day by all marketing professionals ranging from delighting consumers, effective communication, designing and launching winning products to coordinating with people and other departments to managing the profit and cost centers of the product / category. It is thus true that a Product Manager is not just a manager of a 'product' but mostly acts like a 'mini-CEO'.

This course is designed in a way to make the students 'industry ready' by combining the theory and the application. The course will attempt to link how the basic consumer's need triggers new products profitably. Within the new product development, it will cover ideation and execution (including stage gate), packaging, communication, pricing, sales and monitoring. Because the subject is vast, the teaching methodology would include off-class reading and application assignments to maximize learnings from the classroom sessions.

INB 6606 - AI for Management - 3 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 Generative AI and prompt engineering. The students will also get hands-on experience on building AI solutions. Additionally, students will gain knowledge on the AI adoption framework for business, AI strategy, ethical considerations, privacy and security concerns and responsible AI practices**.**

INB 6607 - IT Project Management - 3 Credits

INTRODUCTION

The future of many organizations depends on their ability to harness the power of information technology, and good project managers continue to be in high demand. This course provides a framework for learning skills in project management, especially those that emphasize managing information technology projects. The end goal is to educate students, tomorrow's project managers, about what will help make a project succeed—and what can make it fail. This course tries to weave together theory and practice to present an understandable, integrated view of the basic concepts, skills, tools, and techniques of information technology project management.

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 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 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 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.

MBA-AI&DS PROGRAM

1st YEAR

DESCRIPTION OF COURSES – MBA-AI&DS – 1st YEAR

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, such as case discussions, lectures, simulations, management games, and lab experiments, have been used to impart management education. 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 pedagogies for teaching business management across the globe. This pedagogy brings real-life situations to class and is also of significant value from an industry perspective. This method also allows participants to put themselves in the shoes of a manager and address issues in situations that 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), and class participation techniques.

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

This course combines key principles from managerial economics and macroeconomics to prepare students for real-world business challenges. 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. Additionally, the course provides a practical understanding of the macroeconomic environment, covering essential topics such as GDP, inflation, fiscal policy, monetary policy, and exchange rates. The course emphasizes practical applications of economic theory and helps analyze market conditions, make strategic business decisions, and respond to macroeconomic trends.

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 learly, 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

For MBA (AI & DS) students the course, "IT for Business" introduces them to the strategic function that information technology plays in the corporate world. Core topics such as the many types of information systems, the infrastructure of information technology, data management, e- commerce, new technologies (such as artificial intelligence, internet of things, and blockchain), cybersecurity, IT governance, and project management are covered. Students will learn how to harness information technology for operational efficiency, decision-making, and competitive advantage through a comprehensive curriculum that includes lectures, case studies, and hands-on labs. In conclusion, students will be able to manage information technology projects, make educated decisions about technology, and address ethical concerns with the use of information technology.

ADS 5709 - Database Management Systems - 3 Credits

INTRODUCTION

This course introduces managers to essential database concepts, focusing on **DBMS** and **RDBMS**, with practical hands on **Sql databases,** and NoSQL databases**.** 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 5703 - Data Science Fundamentals - 3 Credits

INTRODUCTION

This course provides MBA students with a foundational understanding of data science, emphasizing the practical application of Python programming in a business context. Students will gain proficiency in core libraries such as NumPy and Pandas, enabling efficient data manipulation and analysis.

The curriculum covers essential topics including data cleaning, exploratory data analysis, data visualization, and introductory predictive modeling. Instruction is delivered through a combination of lectures and hands-on exercises utilizing real-world business datasets, allowing students to develop the skills necessary to extract meaningful insights.

By the conclusion of the course, students will be equipped to employ Python-based analytical methods to support data-driven decision-making and contribute to strategic business initiatives.

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 - 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 amalgamation of subjects ranging from applied psychology to operations research. It is an art as well as science & 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 & day out can be looked through the marketing lens. We as consumers & marketers are influenced & also influence the progress of marketing. Marketing management is creative & innovative. However, at the same time it is the most responsible function to shore up both the top & bottom line 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 attempt to understand the dynamics of marketing through this course.

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 5802– 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 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 with the tools that can be used to diagnose and solve such problems. The course also introduces the learner to the basics of organizational structure, design, and culture. As part of this endeavor, conceptual framework, case discussions and relevant 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.

ADS 5705– 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 5706 - Data Engineering - 3 Credits

INTRODUCTION

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, data storage solutions, ETL processes, 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. At the end of this course, students will be equipped to lead data-driven initiatives and collaborate effectively with technical teams.

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 - 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.

ADS 5604 - Cloud Computing for Business - 2 Credits

INTRODUCTION

This course offers a comprehensive introduction to cloud computing concepts tailored for postgraduate 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 modern enterprises. No prior technical knowledge is required, making this ideal for managers, decision-makers, and entrepreneurs.

ADS 5708 - Concurrent Running Project (CRP) - 3 Credits

INTRODUCTION

The Concurrent Running Projects (CRP) provide students with hands-on experience in applying Machine Learning, Data Engineering, Analytics, Natural Language Processing (NLP), and Deep Learning concepts to address real-world business problems. Each project challenges students to design and implement multiple models, perform comparative analysis, and evaluate solutions based on accuracy, interpretability, and business relevance. Through this experiential learning approach, students develop practical skills in building data-driven solutions, making informed decisions, and bridging the gap between AI technology and business strategy.

ADS 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.

ADS 5602 - AI for Management - 2 Credits

INTRODUCTION

The course explores the transformative role of Artificial Intelligence (AI) in business, emphasizing its growing impact across industries and job functions. It focuses on practical business applications of AI, highlighting how decision-making through human-AI collaboration can enhance operational efficiency and enable organizations to gain a competitive advantage. The course introduces key concepts such as AI-driven personalization through recommender systems, including collaborative filtering, curated recommendations, and context-aware approaches, supported by case-based discussions. It also covers the AI adoption framework, equipping students to apply AI solutions to real-world business problems. In addition, the course addresses the ethical dimensions of AI, including responsible AI practices, the impact of automation on jobs, and AI policy and regulatory considerations. A strong emphasis is placed on explainable AI, focusing on transparency and interpretability to build trust in AI systems, along with the integration of AI with emerging technologies such as IoT and its

broader implications for organizational and governance contexts.

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 5603 - AI & ML on Cloud - 3 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 core technical background but need a solid understanding of how AI and ML can be applied using cloud platforms

ADS 5710 - 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 5711 - Concurrent Running Project (CRP) - 3 Credits

INTRODUCTION

The Concurrent Running Projects (CRP) in Term 3 provide students with hands-on experience on deploying Machine Learning model on the cloud platform. Through this experiential learning approach, students develop practical skills in deploying scalable solutions on the cloud platform such as AWS Sagemaker.

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.

MBA-AI&DS PROGRAM

2nd YEAR

DESCRIPTION OF COURSES – MBA-AI&DS – 2nd YEAR

ADS 6703 - Natural Language Processing - 2 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 6604 - 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 emphasises the use of project management software tools and real-world case studies.

ADS 6704 – AI Risk Management & Cyber Security - 3 Credits

INTRODUCTION

In an increasingly digital world, managing IT and AI risks and ensuring cybersecurity are critical for organisations. This course provides an in-depth understanding of IT and AI 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 management and security plans.

ADS 6706 - Cyber Security Lab – 2 credits

INTRODUCTION

A Cyber Security Lab equips students practical understanding of how security threats occur and how businesses can protect their digital assets. The lab-oriented course focuses on hands-on exposure to cybersecurity tools, techniques, and business applications of security practices rather than only theoretical concepts. Students learn to identify vulnerabilities in systems, understand common attack methods, perform basic security testing, and apply protection mechanisms relevant to business environments.

ADS 6705 - Generative AI and Agentic 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. The course introduces students to the principles and design of agentic systems. Emphasis is placed on

real-world applications such as AI assistants and autonomous workflows while also addressing governance, safety, and ethical considerations. Through hands-on case studies and projects, learners gain practical skills to design, evaluate, and deploy agentic AI solutions for complex business and technological challenges.

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 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 eadership, 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 6603 - IT Consulting and Business Process Analysis – 3 Credits

INTRODUCTION

The course is a bridge between technical AI/data capabilities and real-world organizational impact — equipping future leaders to diagnose business problems, architect data-driven solutions, and guide clients through digital transformation.

ADS 6702– Advanced Marketing Research and Analytics - 3 Credits

INTRODUCTION

This course is intended to teach the students these advanced research tools and techniques, which will enable them to handle complex marketing problems effectively and confidently. It is designed in a way to build on the basic concepts already taught in the Business Research methods course and focussed on marketing domain. The subject will gradually help participants to uncover various nuances of advanced statistical data analysis and its implications. After going through this course, the candidates are expected to independently solve real time managerial problems by using cutting-edge marketing research tools and techniques.

ADS 5606 AI Product Management – 2 credits

INTRODUCTION

The AI Product Management Course is designed to equip learners with the practical skills, strategic frameworks, and critical mindset required to lead product development in an era increasingly shaped by artificial intelligence. Through hands-on projects and real-world case studies, students will develop proficiency in applying leading generative AI tools -

including ChatGPT, Google Gemini, Microsoft Copilot, DALL·E, and Lovable - across core product management activities such as ideation, user research, rapid prototyping, backlog refinement, feature documentation, and go-to-market planning. The course builds on the premise that AI and machine learning can be harnessed to predict consumer trends, deepen customer connections, and translate data-driven insights into more human-centered marketing and product decisions. It is also grounded in practical lessons from dozens of companies across retail, finance, healthcare, manufacturing, and media that have successfully deployed AI to solve concrete business problems. Against this backdrop, students will explore how AI-powered product development fundamentally differs from traditional approaches. Key differences include its speed of iteration, adaptability to evolving user signals, and deep dependence on high-quality data. Students will then learn to integrate AI capabilities thoughtfully across each stage of the product management lifecycle. By combining foundational product management principles with emerging AI practices and ethical considerations, the course prepares students to make informed, data-driven decisions about when, where, and how to deploy AI to deliver measurable user and business value.

ADS 5605 - Digital Transformation - 2 credits

INTRODUCTION

The course on Digital transformation focuses on corporate digital transformation efforts and the sustainable benefits achieved therein. Thus, the course explores firms' different digital transformation strategies and how such efforts lead to competitive advantage for the organization.

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