# Master of Business Administration (Executive)

**Applicable from the Academic Session 2026-2027 onwards**

**Department of Management**

Gurugram University, Gurugram (Haryana)

(A State Govt. University Established Under Haryana Act 17 of 2017)

## About the Department

Established in 2018, the Department of Management aims at developing global citizens of tomorrow through research, innovation, life skills, technical skills, and ethical training. The Department focuses on the education ecosystem through enshrined core values of intellectual excellence, collegiality, diversity, and integrity. As of today, it offers two-year full time MBA (General), MBA (Super Specialization), MBA(Integrated), MBA (Hospitality Management), MBA (Business Analytics), Executive MBA and Ph.D. programme from the University campus. The courses offer a unique and inspirational academic model designed to match the international standards. A wide spectrum of programs is paired with flexibility, experiential learning, and interdisciplinary orientation. The Department has a dynamic academic fraternity drawn from top universities nationally and internationally.

The Department is the epitome of excellence and has created dynamic industry leaders and aspires to develop into a destination of choice for future managers. Department attracts a great diversity of students who have the drive, confidence, and a burning desire to advance the progress for business and society. Students here get the platform to train themselves with a view to face the challenges of the corporate world with confidence. Special emphasis is given to their holistic development through a healthy and collaborative learning environment. An integrated approach that combines field work, case studies, presentations and group discussions is followed by the department to inculcate pedagogical and conceptual knowledge along with practical exposure of management concepts and theories in students.

## About the course

Gurugram University, established by the Government of Haryana, is committed to promoting quality higher education, innovation, and research in emerging areas of knowledge. Located in the National Capital Region, the university aims to develop competent professionals equipped with analytical abilities, leadership qualities, and industry-relevant skills required in a rapidly evolving global economy. The programmes offered by the university are designed to integrate academic knowledge with practical exposure, thereby preparing students to effectively contribute to industry, entrepreneurship, and society.

The Department of Management is offering a two-year Executive Master of Business Administration (Executive MBA) programme specifically designed for working professionals. Gurugram is one of India’s leading corporate and financial hubs with the presence of multinational corporations, consulting firms, technology companies, financial institutions, and start-ups. Professionals working in these organizations often require advanced managerial education to transition into leadership and strategic roles. The proposed Executive MBA programme aims to enhance managerial competence and strategic thinking while enabling participants to continue their professional careers.

The programme is designed to provide a strong foundation in core management disciplines while integrating contemporary areas such as digital business, business

analytics, innovation, and corporate governance. Developed with inputs from industry experts and academic professionals, the curriculum emphasizes experiential learning through case studies, industry projects, executive interactions, and applied research. The programme follows a flexible evening and weekend learning format, making it suitable for working executives seeking career advancement without interrupting their professional commitments.

The two-year programme is divided into four semesters, focusing on the development of managerial competencies across functional areas of management. Each semester includes coursework, case-based discussions, and industry-oriented assignments, culminating in a capstone project or dissertation in the final semester. The programme aims to develop responsible business leaders capable of making strategic decisions, managing organizational change, and contributing to sustainable economic development.

**Programme Educational Objectives**

PEO 1: To develop participants analytical thinking, managerial competencies, and strategic decision-making abilities required for higher professional performance and sustainable organizational growth within the dynamic socio-economic and business environment.

PEO 2: To equip working professionals with advanced leadership, problem-solving, and analytical skills to effectively manage multidisciplinary teams, complex business situations, and organizational challenges in a global and multicultural environment.

PEO 3: To encourage executives to develop entrepreneurial mindset, innovation capabilities, and strategic leadership qualities to drive organizational change, create business value, and contribute to economic and societal development.

PEO 4: To enhance professionals' ability to integrate knowledge from various functional areas of management such as finance, marketing, operations, human resource management, and analytics for effective managerial decision making.

PEO 5: To cultivate ethical values, corporate governance practices, and socially responsible leadership among executives for sustainable and responsible business management.

**Program Outcomes**

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

PO1: Possess a comprehensive knowledge base in business, management, and entrepreneurship and apply it effectively to make informed managerial and strategic business decisions.

PO2: Analyze complex business situations using analytical, critical thinking, and problem-solving skills to develop strategic solutions and identify opportunities for innovation and growth.

PO3: Demonstrate effective leadership and managerial capabilities including the ability to motivate teams, manage organizational change, and make responsible strategic decisions in dynamic business environments.

PO4: Apply quantitative, analytical, and technological tools to interpret business data and support evidence-based managerial decision making.

PO5: Exhibit professional ethics, social responsibility, and sustainable business practices while addressing organizational and societal challenges.

PO6: Communicate effectively in professional and managerial contexts through presentations, reports, negotiations, and collaborative decision making.

**Program Specific Outcomes (PSOs)**

**PSO1:** Apply advanced strategic management knowledge and managerial tools to solve real-world business problems and improve organizational performance in the workplace.

**PSO2:** Analyze dynamic business environments by integrating economic, technological, societal, and ecological perspectives to support responsible managerial decisions.

**PSO3**: Demonstrate the ability to work effectively in multidisciplinary and multicultural teams while exhibiting leadership, interpersonal, and conflict management skills.

**PSO4**: Evaluate business situations from a strategic and global perspective and formulate competitive strategies for sustainable organizational growth.

## Detail of Credit Distribution

| Semester | Core Courses | Elective Courses | Research Project/Seminar/ Viva Voce | MOOCs | Total Credits |
|---|---|---|---|---|---|
| **I** | 19 | | | 4 | 23 |
| **II** | 19 | | | 4 | 23 |
| **III** | | 12 | 8 | | 20 |
| **IV** | | 12 | 12 | | 20 |
| **Total Credits** | | | | | **86** |

## 1st Semester

| Name of the Subject | Credits | Theory | Practical | TE | PE | TI | PI | Total |
|---|---|---|---|---|---|---|---|---|
| Management Principles & Organization Behaviour | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Economics for Managers | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Financial Analysis for Managers | 4 | 3 | 1 | 45 | 15 | 30 | 10 | 100 |
| Corporate Leadership & Negotiation Skills | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Application of AI in Business | 3 | - | 3 | - | 45 | - | 30 | 75 |
| Design Thinking & Innovation or Equivalent MOOC | 4 | - | 4 | - | 50 | - | 50 | 100 |
| **Total Credits** | **23** | | | | | | | **575** |

**2nd Semester**

| Name of the Subject | Credits | Theory | Practical | TE | PE | TI | PI | Total |
|---|---|---|---|---|---|---|---|---|
| Decision Sciences | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Strategic Management | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Production & Operation Management | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Global Marketing Management | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Business Analytics | 3 | - | 3 | - | 45 | - | 30 | 75 |
| MOOC | 4 | - | 4 | - | 50 | - | 50 | 100 |
| **Total Credits** | **23** | | | | | | | **575** |

**3rd Semester**

| Name of the Subject | Credits | Theory | Practical | TE | PE | TI | PI | Total |
|---|---|---|---|---|---|---|---|---|
| Elective Course** | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Elective Course** | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Elective Course** | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Seminar | 4 | - | 4 | - | 50 | - | 50 | 100 |
| Comprehensive Viva-Voce | 4 | - | 4 | - | 50 | - | 50 | 100 |
| **Total Credits** | 20 | | | | | | | **500** |

**** Student has to opt subjects from Supply Chain, Marketing, Business Analytics & Finance.**

**4th Semester**

| Name of the Subject | Credits | Theory | Practical | TE | PE | TI | PI | Total |
|---|---|---|---|---|---|---|---|---|
| Elective Course** or Equivalent MOOC | 4 | 4 | - | 50 | - | 50 | - | 100 |
| Elective Course** or Equivalent | 4 | 4 | - | 50 | - | 50 | - | 100 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| MOOC | | | | | | | | |
| # Research Project | 12 | | 12 | | 180 | | 120 | 300 |
| **Total Credits** | 20 | | | | | | | **500** |

**** Student has to opt subjects from Supply Chain, Marketing, Business Analytics & Finance.**

**# Candidate will be evaluated based on weekly work submission and report under internal evaluation and through viva-voce under external evaluation.**

**Elective Courses List**

| | **Supply Chain** | **Marketing** |
|---|---|---|
| 1 | Supply Chain Analytics | Consumer Behaviour |
| 2 | Technology, Innovation & Product Management | Advertising, Sales & Promotion Management |
| 3 | Sustainable Supply Chain Management | Advance Marketing Research |
| 4 | International Logistics Management | AI-Powered Digital Marketing |
| 5 | Production Planning and Control | Business-to-Business Marketing |
| 6 | Total Quality Management for Business Excellence | Services Marketing |

| | Business Analytics | Finance |
|---|---|---|
| 1 | Big Data Analytics | Security Analysis & Portfolio Management |
| 2 | Data Analytics using Python & R | Investment Banking and Financial Services |
| 3 | Data Warehousing and Data Mining | Fintech & AI |
| 4 | Machine Learning | Corporate Mergers, Acquisitions and Restructuring |
| 5 | Total Quality Management for Business Excellence | Financial Derivatives and Risk Management |
| 6 | Optimization and Simulation Modelling | Financial Modeling and Forecasting |

**Semester 1**

| | |
|---|---|
| Name of Subject: Management Principles & Organisational Behaviour | Maximum Theory Marks:100 (TE+TI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -4 | Core Course |

**Course Description:**
This course offers an advanced understanding of management principles and organizational behaviour in complex and dynamic business environments. It focuses on analyzing and influencing behaviour at individual, group, and organizational levels. Designed for executives, it develops capabilities in strategic leadership, decision-making, and team management. The course emphasizes organizational change, culture, and workplace diversity. It also enables participants to align people strategies with business goals for improved performance. Overall, it equips professionals to effectively handle real-world organizational challenges with adaptability and ethical leadership.

**Learning Outcomes:** - After completing the course, students will be able:
CO 1 Interpret and evaluate individual and group behaviour using contemporary organizational behaviour theories.

CO 2 Analyse organizational culture, structure, power, and politics to diagnose workplace challenges.

CO 3 Apply management principles and behavioural frameworks to lead teams, manage conflict, and drive organizational change.

CO 4 Design and justify people-centric strategies that align human capital with organizational goals in dynamic business environments.

**Course Content:**

| Unit 1 |
|---|
| Contemporary Management Principles, Processes, and Ethical Leadership: Contemporary perspectives of management thought; Nature, scope, and relevance of management in dynamic business environments; Management approaches; Managerial functions and processes; Planning, organizing, leading, and controlling; Managing contemporary challenges: Organizational change, technological disruption, workforce diversity, and globalization; Introduction to innovation and agile management practices; Social responsiveness and ethical decisionmaking frameworks; Approaches to business ethics; Corporate governance and ethical leadership; Building and sustaining an ethical organizational culture and workplace. |
| Unit 2 |
| Strategic Planning, Decision-Making, and Managerial Control Systems**:** Strategic significance and foundations of planning; Strategic planning process and formulation; Application of strategy formulation tools: SWOT analysis, Porter's Five Forces Model, and McKinsey 7-S Framework; Managerial decision-making: Concept, types, and processes, Decision-making models; Principles and practices of effective delegation and decentralization; Controlling: Concept, process, and managerial relevance, Feedforward, |

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| concurrent, and feedback control systems; Performance Measurement and Control Mechanisms. |
| Unit 3 |
| **Foundations of Organizational Behaviour:** Nature, scope, and significance of organizational behaviour; Key determinants of behaviour at individual, group, and organizational levels; Perception and attribution: Processes, theories, and managerial implications; Individual learning: Principles, processes, and application of learning theories in organizational settings; Attitudes: Formation, types, and work-related attitudes; Managing emotions in organizations: Emotional intelligence, emotional labour, and their impact on performance; Stress management: Sources, consequences, and coping strategies in contemporary workplaces; Motivation: Concept, major theories, and application in enhancing employee performance and engagement. |
| Unit 4 |
| Behavioral Dynamics and Leadership in Organizations: Individual determinants of organizational behaviour: Perception, perceptual processes; Self-concept and individual differences: Johari Window and self-awareness frameworks; Personality: Major traits and attributes including self-esteem, Type A and Type B behaviour patterns, locus of control, Machiavellianism, and their managerial implications; Group dynamics: Nature, formation, and development of groups; interpersonal relationships and group processes including communication, cohesion, and group decision-making; Team effectiveness: Creating high-performance teams, and managing contemporary team challenges in diverse and virtual environments; Leadership: Leadership styles, and emerging leadership challenges; Management of organizational conflict. |

**Suggested Readings**


- Organizational Behaviour by Robbins, P., Judge, and Sanghi (2009). Pearson Education.
- Luthans, F., Organizational Behaviour, Tata McGraw Hill.
- Essentials of Mgmt. by Harold Koontz & Heinz Weichrich (1st ed., Excel Books)
- Management: Text & Cases by V S P Rao& V Hari Krishna (Excel Books)
- Management by James A. F. Stoner, r Edward Freeman, Daniel R Gilbert (6th edition, Pearson Education)
- Organizational Behaviour by Fred Luthans (Tata McGraw-Hill).


**Assessment**

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

| | | |
|---|---|---|
| Section A | Five (5) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 5*2=10 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 10 marks from each unit. | 10*4= 40 marks |
| | Total Marks | 50 marks |

- Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 4 independent components including a mid-term exam. Below are the suggested components for 50 marks. A teacher has a choice to change these components as per the need except the mid-term exam.
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| S. No. | Course Assessment Components | Marks/Weightage (%) |
|---|---|---|
| 1 | Assessment 1 : Class Participation (CP) & Case Analysis | 10 |
| 2 | Assessment 2 : Mid Term Exam (MTE) | 10 |
| 3 | Assessment 3 : Individual Assignment/ Worksheet assessment | 15 |
| 4 | Assessment 4: Group Assignment/Role Play/ Group Simulation | 15 |
| | Internal Assessment (IA) (1+2+3+4) | 50 (50%) |
| | End-Term Examination (EE) | 50 (50%) |
| Total Marks (IA+EE) | | 100 |

**CO-PO Matrix :-**

| **COs \ POs\ PSOs** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 2 | 1 | 2 | 1 | 2 | 2 | 2 | 1 |
| **CO2** | 2 | 3 | 1 | 2 | 3 | 1 | 3 | 2 | 2 | 2 |
| **CO3** | 2 | 2 | 3 | 3 | 1 | 2 | 3 | 2 | 3 | 2 |
| **CO4** | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 3 | 2 |

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|---|---|
| Name of Subject: Economics for Managers | Maximum Theory Marks:100<br>(TE+TI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -4 | Core Course |

**Course Description:**

'Economics for Managers' is a core course to acquaint the students with concepts and techniques used in the field of economics and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

**Learning Outcomes:** - After completing the course, students will be able:

CO1: Understand the fundamental concepts and elements of economics relevant to managerial decision making.

CO2: Apply economic principles and analytical tools for the optimum utilization of resources within ethical boundaries.

CO3: Analyze theories and principles of managerial economics for problem solving at individual and organizational level.

CO4: Evaluate microeconomic policies, market conditions, and government interventions for fostering inclusive growth and sustainable business development.

**Course Content:**

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| Unit 1 |
| Managerial Economics: Nature, Scope and Principle; Consumer equilibrium using utility and indifference curve approach; Law of diminishing marginal utility and Equi-marginal utility, Consumer Surplus, Theory of Demand and determinants, Elasticity of demand and its significance in managerial decision-making; Factors affecting elasticity of demand; Demand forecasting and its techniques. |
| Unit 2 |
| Theory of Cost: Types of cost, short run and long run cost curves, relation between different costs, break-even point; Shut down point; Economies and diseconomies of scale and scope; Production function: Short term and long run production function, law of variable proportion and return to scale, Iso-quant curves and optimum combination of factors, Ridge lines. |
| Unit 3 |
| Concept of Revenue: Total, Average and Marginal revenue, Market Structure and Competition: Types of Market and their features, Price and output determination under |

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| perfect competition, monopoly, monopolistic competition and oligopoly. Basic understanding of duopoly models and strategic behavior of firms. |
| Unit 4 |
| National Income: Concept and Measurement, Business Cycle phases and managerial implications, Inflation: Types, causes and control measures, Monetary policy and Fiscal Policy: objectives, tools and impact on business decisions. |

**Suggested Readings**

- Brigham, E. F., Pappas, J. L., Managerial Economics, Dryden Press, Illinois.
- Dwivedi, D.N., Managerial Economics, Vikas Publication, New Delhi.
- Jhingan, M.L., Managerial Economics, Vrinda Publication, New Delhi.
- Peterson, Lewis, Managerial Economics, Prentice Hall of India, New Delhi.
- Salvatore, Managerial Economics in Global Economy, Thomson Learning, Mumbai.

**Assessment**

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| | | |
|---|---|---|
| Section A | Five (5) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 5*2=10 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 10 marks from each unit. | 10*4= 40 marks |
| | Total Marks | 50 marks |

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| S. No. | Course Assessment Components | Marks/Weightage (%) |
|---|---|---|
| 1 | Assessment 1 : Class Participation (CP) & Case Analysis | 10 |

| | | |
|---|---|---|
| 2 | Assessment 2 : Mid Term Exam (MTE) | 10 |
| 3 | Assessment 3 : Individual Assignment/ Worksheet assessment | 15 |
| 4 | Assessment 4: Group Assignment/Role Play/ Group Simulation | 15 |
| | Internal Assessment (IA) (1+2+3+4) | 50 (50%) |
| | End-Term Examination (EE) | 50 (50%) |
| Total Marks (IA+EE) | | 100 |

**CO-PO Matrix :-**

| **COs \ POs\ PSO** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | 3 | 1 | 1 | 1 | 2 | 3 | 1 | 1 |
| **CO2** | 2 | 3 | 2 | 3 | 1 | 1 | 3 | 3 | 2 | 2 |
| **CO3** | 2 | 3 | 3 | 2 | 1 | 2 | 3 | 3 | 3 | 2 |
| **CO4** | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 2 |

| | |
|---|---|
| Name of Subject: Financial Analysis for Managers | Maximum Theory Marks:100<br>(TE+TI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -4 | Core Course |

**Course Description:**

This course equips practicing managers with the financial literacy and analytical skills required to make sound business financial decisions. It focuses on understanding and interpreting financial statements, applying tools such as ratio analysis, trend and common-size analysis, and cash-flow analysis to evaluate performance and risk. Managers will also learn how cost behaviour, cost–volume–profit relationships, budgeting, time value of money and capital structure to inform pricing, product-mix, and other financial choices.

**Learning Outcomes:** - After completing the course, students will be able:

CO 1 Interpret and evaluate corporate financial statements for managerial decision-making.

CO 2 Use key financial ratios, cash flow analysis, and cost–volume–profit tools to assess performance and risk.

CO 3 Analyse investment, financing, and dividend decisions from a value-creation perspective.

CO 4 Apply financial analysis to real business cases, including forecasting, valuation, and strategic decisions.

**Course Content:**

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| Unit 1 |
| Role and scope of financial analysis for managers (vs accountants). Overview of financial statements: Balance Sheet, Profit & Loss, Cash Flow Statement, Statement of Changes in Equity. Accounting concepts relevant for managers: accrual vs cash, revenue recognition, matching, materiality, prudence. Understanding line items: working capital, fixed assets, provisions, depreciation, capital vs revenue items. Reading and interpreting published annual reports. |
| Unit 2 |
| Introduction to financial statement analysis. Comparative and common-size statements, trend analysis. Ratio analysis: Profitability ratios (gross profit, net profit, ROA, ROE, ROCE, EPS). Liquidity ratios (current, quick). Solvency/leverage ratios (debt–equity, interest coverage). Efficiency/activity ratios (inventory, receivables, payables, asset turnover). Market-based ratios (P/E, market-to-book) – for listed firms. DuPont analysis and drivers of ROE. Practical analysis of 2–3 companies (same industry) using Excel. |
| Unit 3 |
| Cost concepts for managers: fixed, variable, semi-variable, relevant vs irrelevant costs. |

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| Contribution margin, break-even analysis, margin of safety. Cost–Volume–Profit (CVP) analysis and operating leverage. Short-term decision problems: pricing, make-or-buy, product mix under capacity constraints, shut-down decisions, special orders. Introduction to budgeting techniques: Cash Budget, Fixed Budget, Flexible Budget, Sales Budget. |
| Unit 4 |
| Time value of money concepts (NPV, IRR, payback – qualitative and managerial use). Evaluating investment proposals using cash-flow-based criteria (NPV, IRR, profitability index). Cost of capital (only conceptual understanding; WACC as a decision hurdle rate). Capital structure and leverage: impact on risk, return, and firm value (managerial view). |

**Suggested Readings**


- Higgins, Robert C.et al. Analysis of Financial Management". Tata McGraw Hill.
- Jain, S. P., & Narang, K. L. *Accounting theory*. Kalyani Publishers.
- Subramanyam, " Financial Statement Analysis", Tata McGraw Hill.
- Gupta, A. *Financial accounting for management: An analytical perspective*. Pearson India.
- John C. Hull, Options, Risk Management and Financial Institutions, Wiley
- Drury, C. Management and cost accounting (10th ed.). Cengage Learning.


**Assessment**

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| | | |
|---|---|---|
| Section A | Five (5) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 5*2=10 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 10*4= 40 marks |
| | Total Marks | 50 marks |

- Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 4 independent components including a mid-term exam. Below are the suggested components for 50 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

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| 4 | Assessment 4: Group Assignment/Role Play/ Group Simulation | 15 |
| | Internal Assessment (IA) (1+2+3+4) | 50 (50%) |
| | End-Term Examination (EE) | 50 (50%) |
| Total Marks (IA+EE) | | 100 |

**CO-PO Matrix :-**

| **COs \ POs\ PSO** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 1 | 2 | 1 | 1 | 1 | 2 | 1 | 3 |
| **CO2** | 2 | 3 | 2 | 3 | 1 | 2 | 3 | 2 | 1 | 3 |
| **CO3** | 2 | 3 | 3 | 2 | 1 | 3 | 3 | 2 | 2 | 3 |
| **CO4** | 2 | 3 | 3 | 3 | 1 | 2 | 3 | 2 | 3 | 3 |

| | |
|---|---|
| Name of Subject: Corporate Leadership and Negotiation Skills | Maximum Theory Marks:100<br><br>(TE+TI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -4 | Core Course |

**Course Description:**

This course is designed for Executive MBA participants and working professionals to strengthen their ability to lead across functions, influence stakeholders, and build strategic professional networks. The course integrates leadership communication, executive presence, stakeholder influence, conflict resolution, digital networking, personal branding, and boardroom relationship management. The emphasis is on real-world executive leadership challenges, including leading teams without authority, influencing senior stakeholders, managing cross-cultural communication, and leveraging social capital for career acceleration and business growth.

**Learning Outcomes**: - After completing the course, students will be able:

CO1-Develop advanced understanding of executive communication, leadership presence, and stakeholder relationship management in corporate settings.

CO2-Apply strategic networking frameworks to build high-value professional relationships, alliances, and influence networks across industries.

CO3-Analyse leadership challenges in conflict, negotiation, and cross-functional collaboration using ethical and emotionally intelligent leadership practices.

CO4 -Design a personal leadership brand and executive networking strategy aligned with long-term career, board-level influence, and organizational leadership goals.

**Course Content:**

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| **Unit 1**<br><br>**Executive Leadership Communication and Presence** |
| Leadership communication in corporate environments, Executive presence: gravitas, credibility, and confidence, Business storytelling and persuasive leadership narratives, Boardroom communication and CXO-level interactions, Leading through influence without formal authority, Communicating vision during uncertainty and change, Ethical communication and trust-building, Cross-cultural leadership communication. |
| **Unit 2**<br><br>**Networking as strategic leadership capability** |
| Building internal and external influence networks, Social capital and career acceleration, Relationship mapping and stakeholder ecosystem analysis, LinkedIn thought leadership and executive visibility, Mentorship, sponsorship, and peer leadership circles, Strategic alliances and ecosystem partnerships, Networking for fundraising, consulting, |

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| entrepreneurship, and board opportunities. |
| **Unit 3**<br><br>**Conflict, Negotiation and Leadership Influence** |
| Conflict management in executive roles**,** Difficult conversations and feedback systems, Negotiation frameworks for leaders, Managing power dynamics and politics, Influence tactics in matrix organizations, Leading diverse and cross-functional teams, Emotional intelligence in leadership relationships, Trust repair and reputation management. |
| **Unit 4**<br><br>**Personal Leadership Brand and Executive Career Capital** |
| Executive personal branding strategy, Leadership identity and authentic influence, Reputation management in digital and physical spaces, Strategic self-positioning for leadership roles, Personal board of advisors and leadership sponsors, Building long-term professional legacy, Networking for global leadership opportunities, Career capital and leadership transition roadmap. |

**Suggested Readings**


- Goleman, Daniel, Emotional Intelligence: Why It Can Matter More Than IQ, Bantam Books.
- Carnegie, Dale, How to Win Friends and Influence People, Simon & Schuster.
- Cialdini, Robert B., Influence: The Psychology of Persuasion, Harper Business.
- Grant, Adam, Give and Take: Why Helping Others Drives Our Success, Penguin Books.
- Patterson, Kerry, Grenny, Joseph, McMillan, Ron & Switzler, Al, Crucial Conversations: Tools for Talking When Stakes Are High, McGraw-Hill.


**Assessment**

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| | | |
|---|---|---|
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| 4 | Assessment 4: Group Assignment/Role Play/ Group Simulation | 15 |
| | Internal Assessment **(IA) (1+2+3+4)** | 50 (50%) |
| | End-Term Examination (**EE**) | 50 (50%) |
| **Total Marks (IA+EE)** | | **100** |

**CO-PO Matrix :-**

| **COs \ POs\ PSO** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 1 | 3 | 1 | 1 | 3 | 2 | 2 | 3 | 2 |
| **CO2** | 1 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 2 |
| **CO3** | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 2 | 3 | 2 |
| **CO4** | 2 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 2 |

| | |
|---|---|
| Name of Subject: Application of AI in Business | Maximum Theory Marks:100<br>(PE+PI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -3 | Core Course |

**Course Description:**
This course is designed to provide hands-on exposure to the application of Artificial Intelligence (AI) in business decision-making and operations. It focuses on practical implementation using AI tools and platforms across various business domains such as marketing, finance, human resources, and operations. The course enables working professionals to leverage AI for improving efficiency, innovation, and strategic decision-making without requiring extensive programming knowledge.

**Learning Outcomes**: - After completing the course, students will be able:
**CO1:** Apply AI tools and techniques to solve real-world business problems.
**CO2:** Analyze and interpret business data using AI-enabled platforms.
**CO3:** Develop AI-based solutions such as chatbots, dashboards, and predictive models.
**CO4:** Evaluate the feasibility, impact, and ethical considerations of AI adoption in organizations.

**Course Content:**

**Unit 1**

Introduction to AI in business: overview and applications in managerial decision-making, Familiarization with AI tools and platforms (ChatGPT, Power BI, Google AutoML, etc.), Basics of prompt engineering for business applications.
**Practical Exercises:**

- AI-assisted report writing and business communication
- Automating routine managerial tasks
- Generating business insights using generative AI tools
- Explore ChatGPT for business queries
- Create summaries of long documents
- Create prompts for marketing, HR, finance use cases

**Unit 2**

Data handling and AI-based analytics: Data preparation using Excel/Google Sheets. Data visualization using AI-enabled tools such as Power BI/Tableau. Introduction to predictive analytics using AutoML platforms.
**Practical Exercises:**

- Import dataset in Excel/Sheets, Handle missing values and duplicates and Format data for analysis
- Build dashboards in Power BI/Tableau
- Sales forecasting using AI tools
- Use AutoML tools and build a sales prediction model

**Unit 3**

Application of AI across business functions:
Marketing: personalization and recommendation systems
Finance: forecasting and fraud detection
HR: recruitment analytics and employee engagement
Operations: demand forecasting and process optimization
**Practical Exercises:**

- Customer segmentation using clustering techniques

| |
|---|
| • Sentiment analysis from customer reviews<br>• Developing a chatbot for customer service<br>• Resume screening using AI tools<br>• Product recommendation prototype |
| **Unit 4** |
| AI implementation in organizations: identifying business problems suitable for AI solutions, Cost-benefit and feasibility analysis, Ethical and legal considerations in AI (bias, privacy, transparency).<br>**Capstone Project:**<br>• Identification of real business problem (preferably from participant's organization)<br>• Application of AI tools to develop a solution<br>• Presentation and demonstration of outcomes |

**Suggested Readings**


- Coveyduc, J. L., & Anderson, J. L. (2020). *Artificial intelligence for business: A roadmap for getting started with AI*. Wiley.
- Hemachandran, K., & Rodriguez, R. V. (2023). *Artificial intelligence for business*. Productivity Press. https://doi.org/10.4324/9781003358411
- Akerkar, R. (2019). *Artificial intelligence for business*. Springer International Publishing. https://www.springerprofessional.de/en/artificial-intelligence-for-business/16028726
- Russell, S. J., & Norvig, P. (2020). *Artificial intelligence: A modern approach*. Pearson Education.
- Crawford, K. (2021). *Atlas of AI: Power, politics, and the planetary costs of artificial intelligence.* Yale University Press.
- Olson, P. (2024). *Supremacy: AI, ChatGPT, and the race that will change the world*. St. Martin's Press.
- Agrawal, A., Gans, J., & Goldfarb, A. (2018). *Prediction machines: The simple economics of artificial intelligence*. Harvard Business Review Press.
- Marr, B. (2019). *Artificial intelligence in practice: How 50 successful companies used AI and machine learning to solve problems*. Wiley


**Assessment**

**Instructions for External Examiner:** The practical examination shall be divided in three sections as follows:

| | | |
|---|---|---|
| **Section A: Practical Task** | The examiner will assign a case-based or dataset-driven problem related to business applications of AI. | 0 marks |
| **Section B: Capstone Project Evaluation** | Students will present their capstone project developed during the course.<br>The project should demonstrate application of AI to a real or simulated business problem. | ) marks |
| **Section C: Viva Voce** | The examiner will assess conceptual and practical understanding through oral questions. | ) marks |

| | | |
|---|---|---|
| | Total Marks | 50 marks |

**Instructions for Internal Examiner:** The internal assessment should be spread evenly throughout the semester and must include at least 4 independent components including a mid-term exam. Below are the suggested components for 50 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| S. No. | Course Assessment Components | Marks/Weightage (%) |
|---|---|---|
| 1 | Assessment 1: Class Participation **(CP) &** Practical engagement | 10 |
| 2 | Assessment 2: Mid Term Exam **(MTE) -** Practical Test / Case-Based) | 10 |
| 3 | Assessment 3: Assignments / Practical Exercises | 15 |
| 4 | Assessment 4: Mini Project / Case Analysis | 15 |
| | Practical Internal Assessment **(PI) (1+2+3+4)** | 50 (50%) |
| | End-Term Practical Examination (**PE**) | 50 (50%) |
| **Total Marks (PI+PE)** | | **100** |

**CO-PO Matrix :-**

| COs \ POs\ PSO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PSO1 | PSO2 | PSO3 | PSO4 |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 3 | 3 |
| **CO2** | 2 | 3 | 2 | 3 | 2 | 3 | 3 | 2 | 2 | 3 |
| **CO3** | 2 | 3 | 1 | 3 | 2 | 2 | 3 | 2 | 3 | 3 |
| **CO4** | 2 | 2 | 1 | 2 | 3 | 1 | 3 | 3 | 2 | 3 |

**Semester 2**

| | |
|---|---|
| Name of Subject: Decision Sciences | Maximum Theory Marks:100<br>(TE+TI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -4 | Core Course |

**Course Description:**

This course equips practicing managers with the quantitative literacy and analytical skills required to make evidence-based business decisions. It focuses on transforming data into insights by applying tools such as probability distributions, optimization, and simulation to evaluate performance and risk. Managers will learn how to use linear programming, decision trees, and forecasting models to inform operations, resource allocation, and strategic financial choices.

**Learning Outcomes**: After completing the course, students will be able:

CO1: Interpret and evaluate complex data sets for managerial decision-making.

CO2: Use key statistical tools, optimization models, and decision-tree analysis to assess business performance and risk.

CO3: Analyse resource allocation and supply chain decisions from a value-creation perspective.

CO4: Apply quantitative analysis to real business cases, including demand forecasting and strategic operational decisions.

**Course Content:**

| Unit 1 |
|---|
| Foundations of Decision Making: Role and scope of decision sciences for managers. Probability theory and applications: Bayes' Theorem in business. Discrete and Continuous distributions (Normal, Binomial, Poisson). Decision making under uncertainty: Maximax, Maximin, and Regret criteria. Decision Trees and Expected Monetary Value (EMV). |
| **Unit 2** |
| Optimization and Linear Programming: Introduction to resource optimization. Formulating Linear Programming Problems (LPP). Graphical and Simplex methods. Sensitivity analysis for managers. Specialized models: Transportation and Assignment problems for supply chain efficiency. Practical modeling using Excel Solver. |
| **Unit 3** |
| Predictive Analytics and Forecasting: Time-series analysis: Moving averages, Exponential smoothing, and Trend projection. Regression analysis: Simple and Multiple regression for demand estimation. Causal modeling and error measurement (MAPE, RMSE). Introduction to simulation techniques (Monte Carlo) for risk assessment. |
| **Unit 4** |
| Operational Decision Models: Inventory management models: EOQ and JIT. Queuing theory and service level optimization. Project management: PERT/CPM. Game theory: Nash Equilibrium. Multi-criteria decision making (AHP). |

**Suggested Readings:**


• Vohra, N. D. Quantitative Techniques in Management. Tata McGraw Hill.

• Anderson, D. R. et al. An Introduction to Management Science. Cengage Learning.

• Taha, H. A. Operations Research: An Introduction. Pearson India.

• Levin, R. I., & Rubin, D. S. Statistics for Management. Pearson.

• Hillier, F. S., & Lieberman, G. J. Introduction to Operations Research. McGraw Hill.


Assessment:

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

| | | |
|---|---|---|
| Section A | Five (5) short answer type questions from whole of the<br><br>syllabus carrying two marks each, This section will be compulsory | 5*2=10 marks |

| | | |
|---|---|---|
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions<br><br>selecting one question of 14 marks from each unit. | 10*4= 40 marks |
| | Total Marks | 50 marks |

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 4 independent components including a mid-term exam. Below are the suggested components for 50 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| S. No. | Course Assessment Components | Marks/Weightage (%) |
|---|---|---|
| 1 | Assessment 1 : Class Participation (CP) & Case Analysis | 10 |
| 2 | Assessment 2 : Mid Term Exam (MTE) | 10 |
| 3 | Assessment 3 : Individual Assignment/ Worksheet assessment | 15 |
| 4 | Assessment 4: Group Assignment/Role Play/ Group Simulation | 15 |
| | Internal Assessment (IA) (1+2+3+4) | 50 (50%) |
| | End-Term Examination (EE) | 50 (50%) |
| Total Marks (IA+EE) | | 100 |

**CO-PO Matrix :-**

| **COs \ POs\ PSO** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 3 | 2 | 3 | 2 | 3 | 3 | 2 | 3 | 3 |
| **CO2** | 2 | 3 | 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 |
| **CO3** | 2 | 3 | 1 | 2 | 2 | 2 | 3 | 2 | 2 | 3 |
| **CO4** | 2 | 3 | 1 | 3 | 1 | 3 | 3 | 3 | 1 | 3 |

| | |
|---|---|
| Name of Subject: Strategic Management | Maximum Theory Marks:100<br>(TE+TI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -4 | Core Course |

**Course Description:**

This course equips practicing managers with the strategic literacy and analytical skills required to make sound long-term business decisions. It focuses on understanding and interpreting the competitive landscape, applying tools such as SWOT, PESTEL, and Value Chain analysis to evaluate organizational performance and positioning. Managers will also learn how corporate-level strategy, business-level positioning, and digital transformation inform growth, diversification, and other strategic choices.

**Learning Outcomes: -**

After completing the course, students will be able:

CO1: Interpret and evaluate corporate strategic environments for managerial decision-making.

CO2: Use key strategic frameworks, competitive analysis, and industry-level tools to assess performance and risk.

CO3: Analyse growth, diversification, and internationalization decisions from a value-creation perspective.

CO4: Apply strategic analysis to real business cases, including forecasting, digital disruption, and strategic leadership.

**Course Content:**

| |
|---|
| Unit 1 |
| Introduction to corporate strategy; an overview of formulation and implementation of strategy including various models of strategy formulation and implementation; strategic leadership; determinants of competitive advantage; vision and mission including various approaches to business model; strategic coherence; stakeholders and strategy; and personal goals and aspirations of top management. |
| Unit 2 |
| Internal and external environment of strategy; environmental analysis including various tools of analysis; corporate resources, capabilities and core competencies; dynamic capabilities; value chain; competitor analysis; key success factors; drivers of change; competitive rivalry and competitive dynamics; challenges to sustainable competitive advantage; advantages and disadvantages of first movers, second movers and fast followers; and defensive strategies for incumbents caught off guard. |
| Unit 3 |

| |
|---|
| Diversification (related and unrelated); integration (vertical and horizontal); strategies for entering new businesses; strategic alternatives including models for development of strategic alternatives; strategy and industry life cycle; strategy and technology; international strategy and competitive advantage; understanding alliances and cooperative strategies; and mergers, acquisitions and strategy. |
| Unit 4 |
| Execution of strategy; executing functional, business and corporate strategy; implementing dynamic strategies; organization structure and strategy; evaluation of strategy; external and internal causes of organisational failure; corporate social responsibility; corporate governance and strategy including differing corporate governance practices; and role of executive compensation in implementation of strategy. |

Suggested Readings


1. Johnson, G., Scholes, K., Whittington, R., & Regnér, P. (Latest Edition). Exploring Corporate Strategy. Pearson.
2. Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (Latest Edition). Strategic Management: Concepts and Cases. Cengage Learning.
3. Thompson, A.A., Peteraf, M.A., Gamble, J.E., & Strickland, A.J. (Latest Edition). Crafting and Executing Strategy. McGraw-Hill.
4. Grant, R.M. (Latest Edition). Contemporary Strategy Analysis. Wiley.
5. Porter, M.E. (Various works on competitive strategy).
6. Teece, D.J. (Latest works on dynamic capabilities).
7. Kaplan, R.S. & Norton, D.P. (Latest Edition). The Balanced Scorecard. Harvard Business Press.
8. Schilling, M.A. (Latest Edition). Strategic Management of Technological Innovation. McGraw-Hill.


**Assessment:**

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

| | | |
|---|---|---|
| Section A | Five (5) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 5*2=10 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 | 10*4= 40 marks |

| | | |
|---|---|---|
| | marks from each unit. | |
| | Total Marks | 50 marks |

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 4 independent components including a mid-term exam. Below are the suggested components for 50 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| S. No. | Course Assessment Components | Marks/Weightage (%) |
|---|---|---|
| 1 | Assessment 1 : Class Participation (CP) & Case Analysis | 10 |
| 2 | Assessment 2 : Mid Term Exam (MTE) | 10 |
| 3 | Assessment 3 : Individual Assignment/ Worksheet assessment | 15 |
| 4 | Assessment 4: Group Assignment/Role Play/ Group Simulation | 15 |
| | Internal Assessment (IA) (1+2+3+4) | 50 (50%) |
| | End-Term Examination (EE) | 50 (50%) |
| Total Marks (IA+EE) | | 100 |

**CO-PO Matrix :-**

| **COs \ POs\ PSO** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 3 | 2 | 1 | 1 | 2 | 3 | 3 | 2 | 3 |
| **CO2** | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 2 | 3 |
| **CO3** | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| **CO4** | 2 | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 3 |

| | |
|---|---|
| Name of Subject: Production and Operations Management | Maximum Theory Marks:100<br><br>(TE+TI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -4 | Core Course |

**Course Description:**

This course equips practicing managers with the operational literacy and analytical skills required to manage the transformation process of inputs into finished goods and services. It focuses on understanding and interpreting operational workflows, applying tools such as capacity planning, inventory management, and quality control to evaluate performance and efficiency. Managers will also learn how supply chain dynamics, facility layout, and lean manufacturing inform productivity and strategic operational choices.

**Learning Outcomes:** After completing the course, students will be able:

CO1: Interpret and evaluate production systems and operational strategies for managerial decision-making.

CO2: Use key operational metrics, forecasting tools, and quality management techniques to assess performance and risk.

CO3: Analyse supply chain, logistics, and inventory decisions from a value-creation perspective.

CO4: Apply operations analysis to real business cases, including process improvement and project management.

**Course Content:**

**Unit 1**

Introduction to Production and Operations Management: Types of production systems: Practical selection based on industry needs, Product and service design for delivering customer value and efficiency. Role and scope of operations in real business applications beyond manufacturing, Operations strategy and competitiveness. Process selection and facility location analysis: Decision-making based on cost, demand, and logistics. Reading and interpreting operational performance reports.

**Unit 2**

Planning and Capacity Management: Introduction to capacity planning. Facility layout: Practical design of layouts for efficiency and workflow optimization. Work study: Applications of Method study and Work measurement. Aggregate production planning: Balancing demand and production at a strategic level. Master Production Scheduling (MPS).

Practical analysis of plant layouts using digital simulation: Using tools to evaluate and improve real-world layout performance

**Unit 3**

Inventory and Supply Chain Management: Cost concepts for operations: holding, ordering, and shortage costs and their application in optimizing inventory decisions. Economic Order Quantity (EOQ) and ABC analysis for inventory optimization and prioritization. Materials Requirement Planning (MRP) and JIT systems. Supply chain strategy and bullwhip effect for Managing, coordination and demand variability across the supply chain. Logistics and distribution management.

**Unit 4**

Quality and Project Management: Concepts of TQM, Six Sigma, and ISO standards. Statistical Quality Control (SQC): Control charts and Acceptance sampling for monitoring and maintaining quality. Project management: PERT/CPM for Planning and controlling project timelines and activities. Maintenance management and reliability. Lean operations and waste reduction.

**Suggested Readings:**


• Chary, S. N. Production and Operations Management. Tata McGraw Hill.

• Heizer, J., Render, B., & Rajashekhar, J. Operations Management. Pearson India.

• Stevenson, W. J. Operations Management. McGraw Hill.

• Bedi, K. Production and Operations Management. Oxford University Press.

• Chase, R. B. et al. Operations and Supply Chain Management. Tata McGraw Hill.


**Assessment:**

**Instructions for External Examiner:** The question paper shall be divided in two sections as follows:

| | | |
|---|---|---|
| **Section A** | Five (5) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 5*2=10 marks |
| **Section B** | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 | 10*4= 40 marks |

| | | |
|---|---|---|
| | marks from each unit. | |
| | Total Marks | 50 marks |

**Instructions for Internal Examiner:** The internal assessment should be spread evenly throughout the semester and must include at least 4 independent components including a mid-term exam. Below are the suggested components for 50 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| **S. No.** | **Course Assessment Components** | **Marks/Weightage (%)** |
|---|---|---|
| 1 | Assessment 1 : Class Participation **(CP) &** Case Analysis | 10 |
| 2 | Assessment 2 : Mid Term Exam **(MTE)** | 10 |
| 3 | Assessment 3 : Individual Assignment/ Worksheet assessment | 15 |
| 4 | Assessment 4: Group Assignment/Role Play/ Group Simulation | 15 |
| | Internal Assessment **(IA) (1+2+3+4)** | 50 (50%) |
| | End-Term Examination (**EE**) | 50 (50%) |
| **Total Marks (IA+EE)** | | **100** |

**CO-PO Matrix :-**

| **COs \ POs\ PSO** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 2 | 2 | 2 | 2 | 1 | 3 | 2 | 2 | 2 |
| **CO2** | 2 | 3 | 1 | 3 | 2 | 2 | 3 | 2 | 2 | 2 |
| **CO3** | 2 | 3 | 1 | 2 | 1 | 2 | 3 | 2 | 2 | 2 |
| **CO4** | 2 | 3 | 2 | 2 | 1 | 3 | 3 | 2 | 2 | 2 |

| | |
|---|---|
| Name of Subject: Global Marketing Management | Maximum Theory Marks:100<br>(TE+TI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -4 | Core Course |

**Course Description:**
This course equips practicing managers with the strategic knowledge and skills required to navigate the complexities of marketing in a global marketplace. It focuses on understanding the challenges involved in marketing across borders and how environmental differences—cultural, economic, political, legal, and technological—force firms to adapt their marketing strategies and the marketing mix. Managers will also learn how to balance global standardization with local adaptation, analyze international market opportunities and risks, manage cross-cultural consumer behavior, and develop effective global branding, pricing, distribution, and promotion strategies in dynamic global environments.

**Learning Outcomes**: - After completing the course, students will be able:
**CO1:** Develop a strong understanding of key concepts and vocabulary of marketing in the global business environment.
**CO2:** Analyze different international markets and cultures as potential marketing opportunities.
**CO3:** Evaluate various modes and options for operating in international markets.
**CO4:** Apply relevant theoretical frameworks and models to support strategic marketing decision-making in a global context.
**CO5:** Understand and appreciate the influence of socio-cultural, legal, and political factors on the elements of the marketing mix.

**Course Content:**

| **Unit 1** |
|---|
| Introduction to globalization and marketing across borders; drivers and dimensions of globalization; global trade dynamics; role of multinational corporations; evolving international trade environment; and key trade theories relevant to marketing decisions. |
| **Unit 2** |
| Analysis of the global market environment; political systems, political risks, and dumping practices; legal environment, tariff and non-tariff barriers, and multiplicity of regulations; cultural dynamics and its influence on consumer behaviour; socio-cultural factors affecting the marketing mix. |
| **Unit 3** |
| Assessing global market opportunities; global marketing research-quantitative and qualitative approaches, challenges in data collection, data reliability issues, and marketing information systems; foreign market entry strategies and selection of market regions. Product strategy; product levels, product life cycle management, brand strategy, international branding decisions, brand architecture, new product development for global markets, and interplay between product and culture. |
| **Unit 4** |
| International pricing strategies: pricing models, psychological pricing, price leadership, and non-price factors influencing pricing decisions. Global distribution: distribution patterns, alternative channel intermediaries, factors affecting channel choices, and export logistics. Global promotion: designing and managing sales force in international markets, global |

| |
|---|
| advertising strategies, creative challenges, advertising appeals, message strategy, and measuring advertising effectiveness. |

**Suggested Readings**


1. Cateora PR and Graham JL (2009). *International Marketing*. Boston: McGraw Hill/ Irwin.

2. Czinkota M. R. and Ronkainen (2010). *International Marketing*. Cin OH: South-Western Cengage Learning.

3. Hollis, N (2008). *The Global Brands*. NY: Palgrave Macmillan.

4. Johansson, J.K. (2009). *Global Marketing*. NY: McGraw Hill.

5. Keegan W.J. and Green M.C. (2005). *Global Marketing*. Upper Saddle River: Prentice Hall.

6. Onkvisit S and Shaw JJ (2009). *International marketing: Strategy and Theory*. NY: Rutledge.

7. Rajagopal (2007). *International Marketing*. New Delhi: Vikas publishing.

8. Keegan, W.J. and Green, M.C. (Latest Edition). Global Marketing. Pearson.

9. Schlegelmilch, B.B. (2022). *Global Marketing Strategy: An Executive Digest*. Springer


**Assessment**

**Instructions for External Examiner:** The question paper shall be divided in two sections as follows:

| | | |
|---|---|---|
| **Section A** | Five (5) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 5*2=10 marks |
| **Section B** | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 10*4= 40 marks |
| | Total Marks | 50 marks |

**Instructions for Internal Examiner:** The internal assessment should be spread evenly throughout the semester and must include at least 4 independent components including a mid-term exam. Below are the suggested components for 50 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| S. No. | Course Assessment Components | Marks/Weightage (%) |
|---|---|---|
| 1 | Assessment 1 : Class Participation **(CP) &** Case Analysis | 10 |
| 2 | Assessment 2 : Mid Term Exam **(MTE)** | 10 |

| | | |
|---|---|---|
| 3 | Assessment 3 : Individual Assignment/ Worksheet assessment | 15 |
| 4 | Assessment 4: Group Assignment/Role Play/ Group Simulation | 15 |
| | Internal Assessment **(IA) (1+2+3+4)** | 50 (50%) |
| | End-Term Examination (**EE**) | 50 (50%) |
| **Total Marks (IA+EE)** | | **100** |

**CO-PO Matrix :-**

| **COs \ POs\ PSO** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | 2 | 2 | 3 | 2 | 3 | 3 | 2 | 3 |
| **CO2** | 2 | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 2 | 3 |
| **CO3** | 2 | 3 | 1 | 2 | 2 | 3 | 3 | 3 | 2 | 3 |
| **CO4** | 2 | 3 | 2 | 1 | 1 | 2 | 3 | 3 | 2 | 3 |
| **CO5** | 2 | 2 | 1 | 2 | 3 | 2 | 3 | 3 | 2 | 3 |

| | |
|---|---|
| Name of Subject: Business Analytics | Maximum Theory Marks:100<br>(PE+PI =50+50) |
| Course ID: | Time Allowed: 2 Hours |
| Credits -3 | Core Course |

**Course Description:**

This course provides a practitioner's approach to Business Analytics, focusing on how to transform raw data into actionable insights. It bridges the gap between data science and business strategy, enabling working professionals to use descriptive, predictive, and prescriptive analytics to drive organizational value. The curriculum emphasizes hands-on mastery of tools over theoretical mathematics. It emphasizes practical applications using Excel, Power BI, and AI-enabled analytics tools across business functions.

**Learning Outcomes**: - After completing the course, students will be able:

**CO1:** Apply data analytics tools to solve business problems

**CO2:** Analyze and visualize business data effectively

**CO3:** Build and interpret predictive models for decision making.

**CO4:** Design interactive executive dashboards to communicate complex data insights effectively.

**Course Content:**

| **Unit 1** |
|---|
| Introduction to Business Analytics Tools , Overview of business analytics, data types, Excel basics, introduction to Power BI<br>**Practical Exercise:**<br>• Data cleaning in Excel<br>• Advanced data cleaning using Excel Power Query.<br>• Detecting outliers and anomalies in financial datasets.<br>• Basic dashboards and Business reporting |
| **Unit 2** |
| Data Visualization and Dashboarding, Data storytelling, KPIs, Power BI/Tableau dashboards<br>**Practical Exercise:** |

- Connecting to diverse data sources in Power BI/Tableau.
- Designing an executive summary dashboard for a "Quarterly Business Review."
- Using DAX or Calculated Fields for custom business KPIs
- Build interactive dashboards
- Sales and performance reports

**Unit 3**

Predictive Analytics: Linear and Logistic Regression in business; Time-series forecasting; Customer Segmentation (Clustering); Decision Trees for risk assessment.

**Practical Exercise:**

- Marketing: Building a Customer Churn prediction model using AutoML.
- Finance: Forecasting next-quarter revenue using exponential smoothing.
- Operations: Using Excel Solver for supply chain optimization.
- HR: Use Excel Solver to optimize shift scheduling or staff allocation, ensuring department coverage while minimizing overtime costs.

**Unit 4**

Business Applications: Marketing, finance, HR analytics, Privacy and Ethics in Data (GDPR/Data Governance); Feasibility of Analytics projects (ROI analysis).

**Capstone Project:** Define a data-centric problem within your current organization.

- Execution: Apply the full analytics lifecycle (Clean -> Analyze -> Visualize).
- Outcome: Present a 5-minute data story to a "Board of Directors."

**Suggested Readings**


- Davenport, T. H. (2017). *Competing on Analytics: The New Science of Winning*. Harvard Business Review Press.
- Knaflic, C. N. (2015). *Storytelling with Data: A Data Visualization Guide for Business Professionals*. Wiley.
- Abbot, D. (2014). *Applied Predictive Analytics*. Wiley.
- Winston, W. L. (2019). *Microsoft Excel Data Analysis and Business Modeling*. Microsoft Press.


**Assessment**

**Instructions for External Examiner:** The practical examination shall be divided in three sections as follows:

| | | |
|---|---|---|
| **Section A: Practical Task** | The examiner will assign a case-based or dataset-driven problem using a provided dataset in Power BI or Excel. | 20 marks |
| **Section B: Capstone Project Evaluation** | Students will present their capstone project developed for a real-world problem during the course. | 20 marks |
| **Section C: Viva Voce** | The examiner will assess conceptual and practical understanding through oral questions. | 10 marks |
| | Total Marks | 50 marks |

**Instructions for Internal Examiner:** The internal assessment should be spread evenly throughout the semester and must include at least 4 independent components including a mid-term exam. Below are the suggested components for 50 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| **S. No.** | **Course Assessment Components** | **Marks/Weightage (%)** |
|---|---|---|
| 1 | Assessment 1: Class Participation **(CP) &** Practical engagement | 10 |
| 2 | Assessment 2: Mid Term Exam **(MTE) -** Practical Test / Case-Based) | 10 |
| 3 | Assessment 3: Assignments / Practical Exercises | 15 |
| 4 | Assessment 4: Mini Project / Case Analysis | 15 |
| | Practical Internal Assessment **(PI) (1+2+3+4)** | 50 (50%) |
| | End-Term Practical Examination (**PE**) | 50 (50%) |
| **Total Marks (PI+PE)** | | **100** |

**CO-PO Matrix :-**

| **COs \ POs\ PSO** | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PO6** | **PSO1** | **PSO2** | **PSO3** | **PSO4** |
|---|---|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 3 | 3 | 3 | 3 | 1 | 3 | 2 | 3 | 3 |
| **CO2** | 2 | 3 | 2 | 3 | 2 | 1 | 3 | 2 | 2 | 3 |
| **CO3** | 2 | 3 | 3 | 3 | 1 | 1 | 3 | 2 | 3 | 3 |
| **CO4** | 2 | 2 | 1 | 3 | 3 | 2 | 3 | 2 | 3 | 3 |