CONSOLIDATED: MBA TERM 1 – DETAILED CURRICULUM

TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hrs/Term)				Credits Assigned			
		Lecture	Interactive	Practical	Total	Lecture	Interactive	Practical	Total
1MB501	Managerial Economics	28	14	-	42	2	1	-	3

ASSESSMENT SCHEME

Course Code	Course Name	Evaluation Scheme			Total Marks	Minimum Passing %	Total Credits
		ISE	MSE	ESE			
1MB501	Managerial Economics	20	30	50	**100**	40%	3

Course Description:

Managerial Economics applies economic concepts and analytical tools to real-world business decision-making. The course helps MBA students understand how demand, costs, pricing, competition, market conditions**, macroeconomic conditions and economic policies** influence managerial decisions.
The course focuses on developing economic reasoning, analytical thinking, and decision-making skills. Students will learn to apply concepts such as demand and supply, elasticity, production and cost analysis, market structures, pricing strategies, profit maximization, and risk and uncertainty to practical business situations.
Through cases, numerical exercises, discussions, and current business examples, the course connects economic theory with managerial practice and enables students to make informed and strategic business decisions.

Pre-requisites (prior conditions to register for the course, if any):

NA

Course Learning Outcomes:

After completing this course, the participants should be able to:

- **CLO1:** Explain key economic concepts and their relevance to managerial decision-making.
- **CLO2:** Analyze demand, supply, elasticity, and consumer behaviour to support business decisions.
- **CLO3:** Apply production, cost, revenue, and profit concepts to solve managerial problems.
- **CLO4:** Assess the impact of macroeconomic factors such as inflation, interest rates, economic growth, and government policies on business decisions.
- **CLO5:** Apply economic analysis to real-world business situations and recommend appropriate managerial strategies.

Pedagogy:

The course will use a **practical, application-oriented pedagogy** combining:

- **Interactive Lectures & Presentations** – Concepts explained through business examples.
- **Case Studies** – Application of economic concepts to real-world business situations.
- **Class Discussions & Debates** – Critical thinking on current economic and business issues.
- **Numerical & Problem-Solving Exercises** – Application of demand, cost, pricing, and profit concepts.
- **Current Business & Economic Events** – Connecting classroom concepts with market developments.
- **Group Projects & Presentations** – Collaborative analysis of real-world business problems.

Software/other requirements (if any):

MS-Excel, MS-PowerPoint

Module / Session Plan:

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
Module 1: **Introduction, Demand & Supply** Learning Objectives: Apply basic economic reasoning and analyze demand, supply, equilibrium and elasticity for managerial decisions.			
1 (L)	Introduction to Managerial Economics & Economic Decision-Making	D.N. Dwivedi — Managerial Economics, Introduction	Analyse a real-world business decision using opportunity cost, marginal analysis, cost-benefit analysis, and resource allocation.
2 (L)	Scarcity, Opportunity Cost & Marginal Analysis	R.L. Varshney & K.L. Maheshwari — Managerial Economics, Basic Concepts	Evaluate a business decision involving limited resources by identifying scarcity, calculating the opportunity cost, and comparing marginal benefit with marginal cost.
3 (I)	Demand Analysis	D.N. Dwivedi — Demand Analysis	Analyse changes in customer demand using demand determinants, demand curves, and price elasticity to support pricing decisions

4 (L)	Supply & Market Equilibrium	**Reading(s)/ Case(s):** R.L. Varshney & K.L. Maheshwari — Demand & Supply	Analyse how changes in production costs and supply affect market equilibrium price and quantity
5 (L)	Elasticity of Demand	**Reading(s)/ Case(s):** D.N. Dwivedi — *Managerial Economics*, relevant chapter on Elasticity of Demand	Calculate price and income elasticity of demand to assess customer sensitivity and make appropriate pricing decisions.
6 (I)	Business Applications	**Apple iPhone Pricing & Demand**	Examines how price, consumer preferences, income, and product availability influence demand and pricing decisions
Module 2: Consumer Behaviour & Consumer Choice Learning Objectives: Analyze consumer choice and evaluate the effects of preferences, income and prices on demand.			
7 (L)	Utility Analysis	**Reading(s)/ Case(s):** D.N. Dwivedi — Consumer Behaviour	Analyse consumer choices using total utility, marginal utility, and the principle of diminishing marginal utility
8 (L)	Consumer Equilibrium	**Reading(s)/ Case(s):** R.L. Varshney & K.L. Maheshwari — Consumer Behaviour	Determine the optimal combination of products a consumer should purchase to maximize utility within a given budget.
9 (I)	Indifference Curve & Budget Constraint	**Reading(s)/ Case(s):** H.L. Ahuja — Consumer Behaviour	Identify the consumer's optimal product combination using indifference curves and the budget constraint.
10 (L)	Income & Substitution Effects	**Reading(s)/ Case(s):** H.L. Ahuja — Consumer Behaviour	Analyse how a change in product price affects consumer choice by separating the income effect and substitution effect

11 (L)	Consumer Behaviour	**Reading(s)/ Case(s):** Mote, Paul & Gupta — *Managerial Economics: Concepts and Cases*, relevant chapter on Consumer Behaviour / Consumer Demand	Analyse consumer preferences and purchasing decisions to identify factors influencing product choice and buying behaviour.
12 (I)	Managerial Applications	**Netflix India: Consumer Choice & Pricing**	Analyse Netflix's subscription plans to understand how consumer preferences, willingness to pay, price sensitivity, and income influence pricing and product decisions.
Module 3: Production & Cost Analysis Learning Objectives: Analyze production, productivity and cost behaviour to support operational and resource-allocation decisions.			
13 (L)	Production Function	**Reading(s)/ Case(s):** D.N. Dwivedi — Production Analysis	Analyse how changes in labour and capital inputs affect output and identify the optimal input combination for production.
14 (L)	Law of Variable Proportions	**Reading(s)/ Case(s):** R.L. Varshney & K.L. Maheshwari — Production	Analyse how increasing one variable input while keeping other inputs fixed affects total, average, and marginal product
15 (L)	Isoquants & Input Choice	**Reading(s)/ Case(s):** Mote, Paul & Gupta — Production	Determine the least-cost combination of labour and capital required to produce a given level of output using isoquants and input prices.
16 (L)	Economies of Scale & Scope	**Reading(s)/ Case(s):** R.L. Varshney & K.L. Maheshwari — Production / Economies and Diseconomies of Scale	Analyse how increasing production scale reduces average cost and how sharing resources across multiple products creates economies of scope

17 (I)	Cost ,Revenue, Break-even and Managerial Decisions	**Reading(s)/ Case(s):** R.L. Varshney & K.L. Maheshwari - Theory of Profit and Revenue concepts	Calculate total cost, revenue and break-even point to evaluate profitability and support production, pricing, and output decisions
18 (I)	Break-even and Managerial Decisions, Applications	**Reading(s)/ Case(s):** Theory of Cost and Break-Even Analysis	Calculate the break-even point and use it to make managerial decisions on pricing, sales targets, cost control, and production levels.
Module 4: Market Structures & Pricing Learning Objectives: Evaluate firm behaviour, market power and pricing decisions under different market structures.			
19 (L)	Market Structures: Overview	**Reading(s)/ Case(s):** D.N. Dwivedi — Market Structures	Identify the market structure of a real-world industry and analyse how competition, entry barriers, and pricing influence firm decisions.
20 (L)	Perfect Competition	**Reading(s)/ Case(s):** H.L. Ahuja — Perfect Competition	Analyse how a perfectly competitive firm determines price and output, and evaluate its profit or loss using marginal cost and market price.
21 (I)	Monopoly & Market Power	**Reading(s)/ Case(s):** D.N. Dwivedi — Monopoly	Analyse how a monopolist uses market power to determine price and output, and evaluate its impact on consumer welfare and firm profitability.
22 (L)	Monopolistic Competition	**Reading(s)/ Case(s):** Mote, Paul & Gupta — Market Structures	Analyse how firms use product differentiation, branding, and pricing to compete and attract customers in a monopolistically competitive market

23 (L)	Profit Maximization	**Reading(s)/ Case(s):** D.N. Dwivedi — Profit Maximization	Determine the profit-maximizing output by comparing marginal revenue with marginal cost and analyse the impact of price and cost changes on profit.
24 (I)	Pricing & Managerial Decisions, Applications	**Reading(s)/ Case(s):** D.N. Dwivedi — Pricing Strategies and Practices	Analyse pricing alternatives using demand, cost, and competitor information to select the price that maximizes profitability and market performance
Module 5: Oligopoly, Game Theory & Strategic Behaviour Learning Objectives: Analyze strategic interactions and competitive decisions using oligopoly models and game-theoretic tools.			
25 (L)	Oligopoly & Strategic Interdependence	**Reading(s)/ Case(s):** D.N. Dwivedi — Oligopoly	Analyse how a firm's pricing and output decisions are influenced by the expected reactions of its competitors in an oligopolistic market
26 (L)	Introduction to Game Theory	**Reading(s)/ Case(s):** Mote, Paul & Gupta — Game Theory	Use a simple payoff matrix to evaluate competing firms' strategies and identify the best response and likely outcome
27 (L)	Dominant Strategy & Nash Equilibrium	**Reading(s)/ Case(s):** Mote, Paul & Gupta — *Managerial Economics: Concepts and Cases*, relevant chapter on Game Theory and Strategic Behaviour	Analyse a payoff matrix to identify each firm's dominant strategy and determine the Nash equilibrium
28 (I)	Prisoner's Dilemma & Repeated Games	**Reading(s)/ Case(s):** D.N. Dwivedi — Game Theory and Strategic Behaviour of Oligopoly Firms	Analyse how firms choose between cooperation and competition in repeated interactions and evaluate the impact on long-term payoffs

29 (L)	Strategic Entry, Commitment & Competitive Response	**Reading(s)/ Case(s):** H.L. Ahuja — Oligopoly	Evaluate how an incumbent firm can use pricing, capacity, or investment commitments to deter or respond to a new competitor's entry
30 (I)	Applications in real life	**Indian Telecom Price War: Jio, Airtel & Vodafone Idea**	Analyse competitors' pricing strategies using a payoff matrix to identify strategic responses, dominant strategies, and likely market outcomes.
Module 6 Macroeconomic Environment & Managerial Applications Learning Objectives: Analyze the impact of macroeconomic conditions and government policies on managerial and business decisions.			
31 (L)	Macroeconomic Environment, Economic Growth & Business Cycles	**Reading(s)/ Case(s):** D.N. Dwivedi — Managerial Economics, relevant chapters on Macroeconomics, Economic Growth and Business Cycles	Analyse how changes in economic growth and business cycles affect consumer demand, sales, investment, employment, and managerial decisions.
32 (L)	Inflation, Interest Rates & Business Decisions	**Reading(s)/ Case(s):** D.N. Dwivedi — *Managerial Economics*, relevant chapters on Inflation and Interest Rates	Analyse how inflation and changes in interest rates affect business costs, borrowing, investment, pricing, and profitability
33 (L)	Fiscal & Monetary Policy: Business Implications	**Reading(s)/ Case(s):** D.N. Dwivedi — Managerial Economics, relevant chapter on Fiscal Policy & Monetary Policy	Analyse how fiscal and monetary policy changes affect business investment, borrowing costs, consumer demand, and overall profitability.
34 (L)	Exchange Rates, Global Economic Environment & Business Decisions	**Reading(s)/ Case(s):** D.N. Dwivedi — *Managerial Economics*, relevant chapter on International Economics / Exchange Rates	Analyse how exchange-rate fluctuations and global economic conditions affect import costs, export competitiveness, pricing, and business decisions

35 (I)	Integrated Managerial Economics Case	**Reading(s)/ Case(s):** • Indian business case Group presentation	Group presentation final
36 (I)	Integrated Managerial Economics Case	**Reading(s)/ Case(s):** • Indian business case Group presentation	individual viva; course synthesis.
Industry Expert Interaction - Practitioner-Led Sessions:			
37-38	**Managing Costs, Productivity & Operational Efficiency**	**Operations Head / Plant Head / Supply Chain Director** from manufacturing, automotive or logistics	Students understand how managers optimize labour, capital, capacity, inventory and technology to reduce costs and improve productivity.
39-40	**Reading the Economy: How Macroeconomic Changes Affect Business**	**Chief Economist / CFO / Treasury Head / Economic Advisory Professional** from a bank, consulting firm or large corporation	Students learn how inflation, interest rates, GDP, exchange rates, commodity prices and government policy affect business forecasts, investment, costs and strategic decisions.
Examinations:			
41 (E)	**Mid-Semester Examination:** Common online/digital assessment for all students; MCQs + Descriptive, scenario-based questions, short caselets and concept checks.	Online assessment platform	Individual Assessment.
42 (E)	**End-Semester Examination:** Written examination assessing conceptual understanding, application, analysis and managerial decision-making through case/problem-based questions.	Written Offline Paper	Individual Written examination.

Case Studies:

Module	Case	Citation & Focus
Module 1	**India's Tomato Price Surge**	**Government of India, Economic Survey 2024–25, Chapter 4 – Agriculture and Food Management.** The Survey discusses tomato price pressures, supply constraints, perishability and seasonal production.
Module 2	**Netflix's Tiered Pricing in India**	Netflix India, **"Netflix launches Mobile Plan for India at INR 199/month," 24 July 2019.**
Module 3	**Toyota Production System**	Toyota Motor Corporation, **Development and Deployment of the Toyota Production System.** Toyota identifies Just-in-Time and jidoka as the two core concepts of TPS.
Module 4	**Jio's Entry into the Indian Telecom Market**	Competition Commission of India, **Market Study on the Telecom Sector in India.**
Module 5	**Indian Telecom Price Competition**	Competition Commission of India, **Market Study on the Telecom Sector in India**, which discusses the impact of Jio's pricing strategy and incumbent responses.
Module 6	**India and the Impact of Global Oil Prices**	International Monetary Fund, **India: 2024 Article IV Consultation**, IMF Staff Country Report No. 2025/054.

Industry Integration - Practitioner-Led Sessions (minimum two, as required):

Session	Topic	Suggested Practitioner Profile	Expected Learning Outcome
37-38	**Managing Costs, Productivity & Operational Efficiency**	**Operations Head / Plant Head / Supply Chain Director** from manufacturing, automotive or logistics	Students understand how managers optimize labour, capital, capacity, inventory and technology to reduce costs and improve productivity.

39-40	**Reading the Economy: How Macroeconomic Changes Affect Business**	**Chief Economist / CFO / Treasury Head / Economic Advisory Professional** from a bank, consulting firm or large corporation	Students learn how inflation, interest rates, GDP, exchange rates, commodity prices and government policy affect business forecasts, investment, costs and strategic decisions.

Text Book(s)

- Dwivedi, D. N. (2024). ***Managerial Economics*** (10th ed.). Vikas Publishing.
- Varshney, R. L., & Maheshwari, K. L. (2014). ***Managerial Economics*** (22nd rev. ed.). Sultan Chand & Sons. **The publisher currently lists this as the** 22nd Revised Edition **and 2014 publication.**
- Mote, V. L., Paul, S., & Gupta, G. S. (2017). ***Managerial Economics: Concepts and Cases***. McGraw Hill Education. **I could not verify a newer edition of this specific title; 2017 remains the latest version I could substantiate**.
- Ahuja, H. L. (2023). ***Principles of Microeconomics*** (22nd ed.). S. Chand Publishing**.**

References

- Sahuraja, R. R. (2015). *Managerial Economics* (2nd ed.).

Attendance Policy

Students are expected to attend, prepare assigned cases/readings before class, participate in discussions, and contribute to group application work in line with the institute's minimum attendance requirement. A minimum of **75% attendance is mandatory** for students to be eligible to appear for the End-Semester Examination. Students who do not meet the required attendance criteria **will not be permitted to appear for the End-Semester Examination**.

Mapping the Course to the Learning Objectives (LO's) of the Program:

LO Code	Course Learning Outcome	Program LO Name	Level to be Achieved ^			Assessment Tool*
			1	2	3	
LO1	CLO1, CLO2, CLO3, CLO4	Functional Knowledge		☑		1, 2, 4
LO2	CLO2, CLO3 CLO4, CLO5	Analytical & Critical Decision-making Ability			☑	2,3, 4
LO3	CLO5	Teamwork, Leadership & Strategic Mindset			☑	2, 3
LO4	CLO5	Persuasive Communication & Empathy		☑		3

LO5		Global Exposure & Cross-Cultural Management				
LO6		Ethical, Social & Ecological Awareness				

Course Evaluation Scheme:

Component	Description	Marks	Weightage
ISE	Continuous learning and application through quizzes, individual assignments, case-analysis memos, role-plays, and the group capstone project (see breakdown below).	20	20%
MSE	A common online/digital assessment for all students, based on Modules 1–3.	30	30%
ESE	A written end-semester examination on Modules 1–6, designed to assess conceptual understanding, application, analysis and managerial decision-making.	50	50%

Break-up of ISE (20 marks / 20% of total):

Sr. No.	Component	Individual / Group	Weightage (of ISE)
1	Quiz	Individual	5 marks
2	Individual Assignments/ Case Analysis Memos	Individual	5 marks
5	Group Capstone Project Report & Presentation/Viva	Group	10 marks

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hrs/Term)				Credits Assigned			
		Lecture	Interactive	Practical	Total	Lecture	Interactive	Practical	Total
1MB502	Accounting for Managers	28	14	-	42	2	1	-	3

ASSESSMENT SCHEME

Course Code	Course Name	Evaluation Scheme			Total Marks	Minimum Passing %	Total Credits
		ISE	MSE	ESE			
1MB502	Accounting for Managers	20	30	50	**100**	40%	3

Course Description:

Accounting for Managers equips students with the knowledge and skills to understand, interpret and use accounting information for managerial decision-making. The course covers financial statements, financial analysis, cost management, budgeting, CVP analysis and performance evaluation, with emphasis on practical business applications and case-based learning.
The course is designed to help students from diverse academic backgrounds connect accounting concepts with planning, control, profitability, resource allocation and strategic decision-making

Pre-requisites:

NA

Course Learning Outcomes:

After completion of this course, students will be able to:

CLO1: **Explain**[2] key financial and management accounting concepts, principles and their role in managerial planning and decision-making.

CLO2: **Prepare**[3] and **Interpret**[4] financial statements to assess the financial position and performance of a business.

CLO3: **Analyze**[4] financial and operational performance using ratio analysis, comparative analysis, cost analysis and relevant performance measures.

CLO4: **Apply**[3] costing, budgeting and cost-volume-profit techniques to support planning, control and resource allocation decisions.

CLO5: **Evaluate**[5] accounting information and managerial alternatives to make informed short-term and strategic business decisions

Pedagogy:

The course will use a **practical, application-oriented pedagogy** combining:

- Concept-based lectures for accounting fundamentals.
- Numerical exercises for developing analytical skills.
- Case studies based on real business situations.
- Annual report analysis of Indian companies.
- Class discussions and problem-solving for managerial decision-making.
- Group activities and presentations to develop interpretation and communication skills.
- Excel-based exercises for financial and cost analysis

Software/other requirements (if any):

MS-Excel, MS-PowerPoint

Module / Session Plan:

Session-wise outline (each session numbered chronologically without clubbing sessions) covering the topic, module, readings, text book if any, assignments (if any) and cases if any.

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise/ Application
Module 1: **Accounting Fundamentals & Financial Statements** Learning Objectives: Understand accounting concepts and prepare and interpret basic financial statements.			
1	Introduction to Accounting for Managers	**Reading(s)/ Case(s):** R. Narayanaswamy, Financial Accounting: A Managerial Perspective — Introduction	Class discussion: role of accounting information in managerial decisions
2	Accounting Concepts, Principles & Double Entry	**Reading(s)/ Case(s):** T.S. Grewal, Introduction to Accountancy — Basic concepts	Identify accounting concepts/principles applied in given sample transactions
3 (I)	Concepts & Double Entry Practice:- apply accounting principles and double-entry logic to classify and record simple transactions	Practice exercises/problem set based on Sessions 1–2	Hands-on: classify transactions and record them using double-entry (debit/credit)
4	Journal, Ledger & Trial Balance	**Reading(s)/ Case(s):** R. Narayanaswamy — Recording transactions	Solve a set of transactions: journalize, post to ledger
5 (I)	Recording Transactions Workshop :-journalize transactions, post to ledger accounts, and prepare a trial balance	Practice exercises/problem set based on Session 4	Hands-on: full recording cycle from journal to trial balance, individually or in groups
6	Preparation of Income Statement & Balance Sheet	**Reading(s)/ Case(s):** S.N. MaheshWari & S.K. Mahesh Wari, Financial Accounting — Financial statements	Prepare Income Statement & Balance Sheet from a given trial balance
Module 2: Financial Statement Analysis Learning Objectives: Analyze financial statements using ratio analysis, comparative analysis and common-size analysis.			
7	Understanding Financial Statements	**Reading(s)/ Case(s):** R. Narayanaswamy — Financial statement analysis	Class discussion: purpose, users, and limitations of financial statement analysis

8	Ratio Analysis — Liquidity & Solvency	**Reading(s)/ Case(s):** S.N. Maheshwari & S.K. Maheshwari — Ratio Analysis	Compute current ratio, quick ratio, debt-equity ratio & interest coverage from a sample balance sheet
9	Ratio Analysis — Profitability & Efficiency	**Reading(s)/ Case(s):** R. Narayanaswamy — Ratio Analysis	Compute gross/net profit margin, ROE, ROA & turnover ratios from sample financial statements
10 (I)	Ratio Analysis Workshop: - compute and interpret liquidity, solvency, profitability & efficiency ratios from a given set of financial statement	Practice exercises/problem set based on Sessions 10–11	Hands-on: full ratio analysis of a company's financial statements; group interpretation of what the ratios reveal about financial health
11	Comparative & Common-Size Analysis. Integrated Financial Statement Analysis	**Reading(s)/ Case(s):** S.N. Mahesh Wari & S.K. Mahesh Wari — Financial Statement Analysis. Indian company annual report/case	Prepare comparative & common-size statements from two years of financial data
12 (I)	Integrated Financial Statement Analysis Capstone — apply ratio analysis, comparative analysis and common-size analysis together on a real Indian company's annual report	**Reading(s)/ Case(s):** Indian company annual report/case	Read and identify key financial statement components from a real Indian company's annual report
Module 3: Cost & Management Accounting Learning Objectives: Classify, analyse and interpret costs for planning, control and managerial decision-making.			
13	Introduction to Cost Accounting. Cost Classification & Cost Behaviour	**Reading(s)/ Case(s):** M.N. Arora, Cost and Management Accounting — Introduction	Class discussion: cost accounting vs. financial accounting; role of cost data in managerial decisions. Classify given costs as fixed/variable/semi-variable and direct/indirect
14	Job Costing & Process Costing	**Reading(s)/ Case(s):** M.N. Arora — Job/process costing	Prepare a job cost sheet and compute cost per unit under process costing from given data
15 (I)	Job & Process Costing Workshop:- Apply job costing and process costing techniques to compute product/job costs	Practice exercises/problem set based on Session 14	Hands-on: solve job costing and process costing problems (including equivalent units) in groups
16	Overheads & Cost Allocation	**Reading(s)/ Case(s):** S.P. Jain & K.L. Narang, Cost Accounting — Overheads	Allocate and apportion overheads to cost centres using given basis/data
17	Activity-Based Costing	**Reading(s)/ Case(s):** M.N. Arora — ABC	Identify cost drivers and compute product costs under ABC for a given scenario
18 (I)	Overhead Allocation & ABC Case: Compare traditional overhead absorption with Activity-Based Costing	Case study/problem set based on Sessions 16-17	Group case: precompute product costs using ABC vs. traditional method; discuss impact on pricing/decision-making
Module 4: Marginal Costing, CVP & Budgeting Learning Objectives: Apply marginal costing, CVP analysis and budgeting techniques for planning and managerial control.			

19	Marginal Costing & Contribution	**Reading(s)/ Case(s):** M.N. Arora — Marginal Costing	Compute contribution and marginal cost statements for given products/scenarios
20	Cost-Volume-Profit Analysis	**Reading(s)/ Case(s):** M.N. Arora — CVP Analysis	Compute P/V ratio and apply CVP relationships to a given costing scenario
21	Break-even & Margin of Safety	**Reading(s)/ Case(s):** S.P.Jain & K.L.Narang- CVP	Calculate break-even point and margin of safety from given cost/price/volume data
22 (I)	Marginal Costing & CVP Workshop: Apply contribution, CVP, break-even and margin of safety concepts to decision scenarios	Practice exercises/problem set based on Sessions 23–25	Hands-on: solve special order/make-vs-drop decisions using contribution and break-even analysis, in groups
23	Budgeting & Budgetary Control	**Reading(s)/ Case(s):** M.N. Arora — Budgetary Control	Prepare a functional budget (e.g., sales/production budget) from given data.
24 (I)	Budgeting & Analysis Case: Prepare cash budget and functional area budget	Case study/problem set based on Sessions 23	Group case: Preparing the budgets and presentation of the same
Module 5: Decision-Making & Performance Management Learning Objectives: Use accounting information to make short-term decisions and evaluate business-unit performance.			
25	Relevant Costing & Decision-Making, Special Order & Product-Mix Decisions	**Reading(s)/ Case(s):** M.N. Arora — Relevant Costing	Identify relevant vs. irrelevant costs in given decision scenarios. Evaluate a special-order acceptance decision and an optimal product-mix under a resource constraint
26	Shutdown, Outsourcing & Further Processing	**Reading(s)/ Case(s):** S.P. Jain & K.L. Narang — Decision-making	Evaluate shutdown, make-or-buy, and sell-or-process-further decisions from given data
27 (I)	Short Term – Decision Making Workshop.	Practice Exercise Based on Session 25-26	Group case: recommend shutdown/outsourcing decisions with justification
28	Responsibility Accounting & Transfer Pricing	**Reading(s)/ Case(s):** M.N. Arora — Responsibility Accounting	Identify cost/profit/investment centres; compute transfer prices
29	Performance Measurement	**Reading(s)/ Case(s):** R. Narayanaswamy / management accounting material	Compute/interpret ROI, RI & other performance metrics
30	Performance Management Capstone	Case study based on Sessions 28–29	Group case: evaluate multi-division company; assess performance using ROI/RI
Module 6: Strategic Financial Analysis & Integrated Application Learning Objectives: Integrate accounting information to evaluate business performance, strategic decisions and managerial alternatives.			
31	Strategic Cost Management	**Reading(s)/ Case(s):** M.N. Arora — Strategic Cost Management	Class discussion: linking cost management decisions to competitive strategy and long-term value creation
32(I)	Target Costing	**Reading(s)/ Case(s):** Relevant Indian/Asian manufacturing case	Compute target cost from market price/desired margin; map costs across a product's life-cycle stages

33(I)	Life-Cycle Costing	**Reading(s)/ Case(s):** Relevant Indian/Asian manufacturing case	Map costs across a product's life-cycle stages
34	Balanced Scorecard & Non-Financial Measures	**Reading(s)/ Case(s):** Kaplan & Norton framework	Design a sample Balanced Scorecard (financial, customer, internal process, learning & growth) for a given organization
35	Accounting for Managerial Decisions — Integrated Case	**Reading(s)/ Case(s):** Indian company annual report	Analyze the annual report applying strategic cost management, target/life-cycle costing, and BSC concepts
36	Integrated Accounting Case & Presentation	**Reading(s)/ Case(s):** Indian business case	Group presentation: full course-integrated analysis and recommendations based on the business case
Industry Expert Interaction – Practitioner-Led Sessions:			
37-38	Industry Expert 1	Practitioner-selected materials	Live problem-solving with practitioner.
39-40	Industry Expert 2	Practitioner-selected materials	Live problem-solving with practitioner.
Examinations:			
41 €	Mid-Semester Examination: Common online/digital assessment for all students; MCQs + Descriptive, scenario-based questions, short caselets and concept checks.	Online assessment platform	Individual Assessment.
42 €	End-Semester Examination: Written examination assessing conceptual understanding, application, analysis and managerial decision-making through case/problem-based questions.	Written Offline Paper	Individual Written examination.

Mapping the Course to the Learning Objectives (LO's) of the Program:

LO Code	Course Learning Outcome	Program LO Name	Level to be Achieved ^			Assessment Tool*
			1	2	3	
LO1	CLO1	Functional Knowledge			☑	1, 2, 4
LO2	CLO3, CLO4, CLO5	Analytical & Critical Decision-making Ability			☑	2,3, 4
LO3	CLO2	Teamwork, Leadership & Strategic Mindset			☑	1, 3
LO4		Persuasive Communication & Empathy				

LO5		Global Exposure & Cross-Cultural Management				
LO6		Ethical, Social & Ecological Awareness				

Text Book:

- Narayanaswamy, R. (2025). *Financial Accounting: A Managerial Perspective* (7th ed.). PHI Learning.
- Arora, M. N. (2025). *Cost and Management Accounting: Theory, Problems and Solutions* (6th ed.). Himalaya Publishing House.
- Maheshwari, S. N., & Maheshwari, S. K. (2020). *Financial Accounting* (6th ed.). Vikas Publishing.
- Jain, S. P., & Narang, K. L. (2021). *Cost Accounting: Principles and Methods*. Kalyani Publishers.
- Grewal, T. S., Grewal, H. S., Grewal, G. S., & Khosla, R. K. (2026). *Double Entry Book Keeping: Financial Accounting*. Sultan Chand & Sons.

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Course Evaluation Scheme:

Component	Description	Marks	Weightage
ISE	Continuous learning and application through quizzes, individual assignments, case-analysis memos, role-plays, and the group capstone project (see breakdown below).	20	20%
MSE	A common pen paper assessment for all students, based on Modules 1–3.	30	30%
ESE	A written end-semester examination on Modules 1–6, designed to assess conceptual understanding, application, analysis and managerial decision-making.	50	50%

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hrs/Term)				Credits Assigned			
		Lecture	Interactive	Practical	Total	Lecture	Interactive	Practical	Total
1MB551	Marketing Management	-	42	-	42	-	3	-	3

ASSESSMENT SCHEME

Course Code	Course Name	Evaluation Scheme			Total Marks	Minimum Passing %	Total Credits
		ISE	MSE	ESE			
1MB551	Marketing Management	30	30	40	**100**	40%	3

Course Description:

Marketing Management is a foundational course that develops an understanding of how organizations analyze markets, understand customer needs, create and deliver customer value, and build sustainable competitive advantage. It covers the role of marketing in business, marketing environment, consumer behavior, market segmentation, targeting, positioning, and value proposition development.

The course further examines key marketing decisions related to products and brands, innovation, pricing, distribution and channels, and integrated marketing communications. It also introduces contemporary areas such as digital and social media marketing, omnichannel marketing, AI-enabled marketing, and marketing performance measurement, providing students with an integrated foundation for analyzing marketing problems and formulating effective marketing strategies.

Pre-requisites:

Basic familiarity with business, economics and quantitative reasoning is helpful.

Course Learning Outcomes:

After completion of this course, students will be able to:

- **CLO1:** **Explain**[2] core marketing concepts, the marketing orientation, customer value creation, marketing planning and the role of marketing in business strategy.
- **CLO2:** **Analyze**[4] consumer and market information to segment markets, select target customers, and formulate differentiated positioning and value propositions.
- **CLO3:** **Evaluate**[5] product, brand, pricing and channel decisions using appropriate managerial frameworks and quantitative/qualitative evidence
- **CLO4:** **Design**[6] integrated marketing communication and digital engagement strategies that connect customer journeys, channels, content and measurable outcomes.
- **CLO5:** **Develop**[6] and defend an integrated marketing plan for a real business problem, including objectives, STP, positioning, 4Ps, implementation priorities and performance metrics

Pedagogy:

Each module comprises six sessions: The first two focus on core theoretical concepts (L); the next two use engaging and interactive teaching to deepen and apply concepts (I); and the final two are dedicated to an anchor business case and its practical application (I).

• Core concept lectures for foundational frameworks and terminology.

• Interactive lectures using questioning, discussion, examples, short problem-solving, role plays, debates, brand audits and decision exercises.

• Two dedicated case-discussion sessions in every module, with one anchor case per module.

• Two industry-expert sessions focused on live marketing practice, tools, decisions and employer expectations.

• Continuous assessment through assignments, submissions, case analysis, presentations, role plays and other classroom activities.

• An integrated marketing application project culminating in a managerial recommendation and presentation.

Software/other requirements (if any):

MS Excel/Google Sheets, MS PowerPoint/Canva, access to web and digital advertising/social platforms for observation.

Module / Session Plan:

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
Module 1: Marketing Foundations, Value Creation & Marketing Planning **Learning Objectives:** **1. Explain the marketing concept and its strategic role.** **2. Analyse the marketing environment and customer value.** **3. Connect marketing actions to satisfaction, loyalty and business outcomes.**			
1 (I)	Marketing Management: meaning, scope and evolution; marketing orientation; marketing vs selling; role of marketing in value creation.	Kotler et al., 17e, Ch. 1	Concept check + identify marketing orientation of three companies.
2 (I)	Marketing strategy and planning: business strategy–marketing strategy linkage; situation analysis; objectives; strategy, tactics and control.	Kotler et al., 17e, Ch. 1–2	One-page marketing plan for a campus-facing business.
3 (I)	Customer value, satisfaction and loyalty; perceived value; retention; customer lifetime value; linking marketing actions to outcomes.	Kotler et al., 17e, Ch. 1–2; selected CLV reading	Interactive value-mapping + short CLV calculation.
4 (I)	Marketing environment and competitive context: 5C analysis; identifying opportunities and threats.	Selected marketing environment reading	5C challenge for a contemporary Indian brand.
5 (I)	Anchor Case – Starbucks: Delivering Customer Service. Should Starbucks invest substantially more in customer service?	Moon & Quelch, "Starbucks: Delivering	Pre-read + individual decision note + case discussion.

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
		Customer Service," HBS 504016	
6 (I)	Case synthesis: from customer insight to marketing objective and value proposition; defend the Starbucks recommendation.	Same case + student analyses	Boardroom-style recommendation + instructor synthesis.
Module 2: Consumer Behaviour, Segmentation, Targeting & Positioning **Learning Objectives:** **1. Use consumer behaviour concepts to interpret purchase decisions.** **2. Develop meaningful market segments and evaluate segment attractiveness.** **3. Select target customers and articulate a differentiated value proposition.**			
7 (I)	Consumer behaviour: needs, motives, perception, learning, attitudes, culture and social influences.	Kotler et al., 17e, Ch. 3	Consumer observation exercise.
8 (I)	Consumer decision process: problem recognition, information search, evaluation, purchase and post-purchase behaviour; involvement and buying roles.	Kotler et al., 17e, Ch. 3	Map a consumer decision journey.
9 (I)	Market segmentation: demographic, geographic, psychographic and behavioural bases; effective segment criteria.	Kotler et al., 17e, Ch. 6	Interactive segmentation workshop.
10 (I)	Targeting, differentiation and positioning: segment attractiveness, target-market selection, POP/POD and value proposition.	Kotler et al., 17e, Ch. 6–7; Keller framework	Construct and defend a positioning statement.
11 (I)	Anchor Case – The Fashion Channel: choose a segmentation strategy using consumer research, competitive context and financial implications.	Stahl, "The Fashion Channel," HBS Brief Case 2075	Pre-read + calculations + team recommendation.
12 (I)	Case synthesis: defend the selected segment and positioning; implications for the marketing mix.	Same case + student analyses	Positioning pitch + peer challenge.
Module 3: Product, Innovation & Brand Management **Learning Objectives:** **1. Evaluate product and portfolio decisions.** **2. Apply innovation and product-life-cycle concepts.** **3. Build positioning and brand-equity recommendations.**			
13 (I)	Product strategy: product levels, attributes and benefits, product lines, assortment, packaging, services and product life cycle.	Kotler et al., 17e, Ch. 8	Product anatomy exercise.
14 (I)	New-product development and innovation: opportunity identification, idea generation, concept testing, adoption and diffusion.	Kotler et al., 17e, Ch. 8; selected innovation reading	Design a concept-test questionnaire.
15 (I)	Brand management: identity, meaning, equity, positioning, architecture and extensions.	Kotler et al., 17e, Ch. 10; Keller framework	Interactive brand audit.
16 (I)	Brand/product decisions: differentiation, portfolio coherence, extension risk, revitalisation and communication consistency.	Selected brand-management readings	Compare two competing brands and identify sources of equity.

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
17 (I)	Anchor Case – Dove: Evolution of a Brand. Analyse positioning, brand meaning, masterbrand logic and communication choices.	Deighton, "Dove: Evolution of a Brand," HBS 508047	Pre-read + brand architecture analysis.
18 (I)	Case synthesis: should Dove continue with a purpose-led masterbrand? Evaluate alternatives and translate decision into brand actions.	Same case + student analyses	Boardroom debate + recommendation.
Module 4: Pricing & Value Capture **Learning Objectives:** **1. Understand price as a strategic value-capture decision.** **2. Use elasticity, willingness-to-pay and price architecture concepts.** **3. Evaluate competitive pricing choices using profitability logic.**			
19 (I)	Pricing as a strategic decision: objectives; value-, cost- and competition-based pricing; price–positioning fit.	Kotler et al., 17e, Ch. 11	Price waterfall + willingness-to-pay exercise.
20 (I)	Price sensitivity and economics: elasticity, reference prices, psychological pricing, contribution margin and break-even logic.	Kotler et al., 17e, Ch. 11	Numerical elasticity/contribution exercise.
21 (I)	Pricing architecture: discounts, bundles, versioning, freemium, subscription and dynamic pricing; ethics.	Kotler et al., 17e, Ch. 11; selected pricing reading	Compare pricing architectures of OTT, telecom and quick commerce.
22 (I)	Competitive pricing: price wars, cannibalisation, CLV, profitability and long-term value capture.	Selected pricing strategy reading	Pricing simulation and strategic response.
23 (I)	Anchor Case – Airtel: Pricing in the Cannibalisation Era and Transition to Data. Evaluate response to disruptive competition while protecting economics.	Sahay & Tiwari, IIMA MAR0496	Pre-read + scenario analysis + recommendation.
24 (I)	Case synthesis: defend the pricing strategy and examine implications for segmentation, positioning and competitive response.	Same case + student analyses	Executive pricing committee discussion.
Module 5: Channels, Retailing & Omnichannel Marketing **Learning Objectives:** **1. Design channel structures and route-to-market choices.** **2. Evaluate retail, e-commerce, D2C and quick-commerce models.** **3. Diagnose channel conflict and omnichannel execution issues.**			
25 (I)	Marketing channels: functions and flows; intermediaries; direct vs indirect channels; intensity and design trade-offs.	Kotler et al., 17e, Ch. 15	Map an FMCG channel architecture.
26 (I)	Retailing and route-to-market: general trade, modern trade, e-commerce, marketplaces, D2C and quick commerce.	Kotler et al., 17e, Ch. 16; contemporary India readings	Compare route-to-market choices.
27 (I)	Channel relationships and conflict: incentives, margins, power, negotiation and governance.	Selected channel-management reading	Manufacturer–distributor–marketplace role-play.

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
28 (I)	Omnichannel marketing: channel integration, customer experience, assortment, pricing consistency and fulfilment.	Selected omnichannel reading	Design an omnichannel customer journey.
29 (I)	Anchor Case – Kenstar: The Channel Dilemma. Resolve online/offline conflict and redesign channel, pricing and dealer incentives.	Chhabra, "Kenstar: The Channel Dilemma," Ivey W44017	Pre-read + stakeholder analysis + recommendation.
30 (I)	Case synthesis: negotiate a channel strategy and evaluate impact on customers, distributors, retailers and brand.	Same case + student analyses	Multi-stakeholder role-play + final decision.
Module 6: Marketing Communications, Digital Marketing & Performance **Learning Objectives:** **1. Design integrated marketing communications.** **2. Apply digital and social marketing concepts responsibly.** **3. Measure marketing effectiveness and integrate the full marketing plan.**			
31 (I)	Integrated Marketing Communications: objectives, customer journey, message strategy, promotion mix, media choices and IMC planning.	Belch, Belch & Purani, 12e; Kotler et al., Ch. 12	Build communication objective + message hierarchy.
32 (I)	Digital and social marketing: owned/paid/earned media, content, influencers, personalization, digital funnel and engagement.	Kotler et al., Ch. 13; Belch et al., 12e	Audit a brand's digital customer journey.
33 (I)	Contemporary communication: social platforms, creator/influencer marketing, AI-enabled content and personalization; ethics, privacy and brand safety.	Selected contemporary digital marketing readings	Campaign teardown + identify automation risks.
34 (I)	Marketing performance measurement: awareness, reach, engagement, conversion, CAC, retention, CLV, ROMI and experimentation.	Selected marketing analytics reading	Design a KPI dashboard.
35 (I)	Anchor Case – Coca-Cola Zero Sugar: The Value Cycle during a Relaunch. Evaluate value creation, communication and capture during the relaunch.	Singh, Puri & Sarin, Ivey 9B17A009	Pre-read + relaunch decision analysis.
36 (I)	Case synthesis and integrated marketing plan: objectives, STP, 4Ps, communication and measurement.	Same case + course frameworks	Capstone clinic + peer/instructor feedback.
Industry Expert Sessions: **Interactive Sessions from industry experts with practical learning** **Live problem-solving with practitioner.**			
37 (I)	Industry Expert 1 – Consumer & Brand Strategy: live consumer insight, segmentation, positioning, brand and campaign decisions.	Practitioner-selected materials	Live problem-solving with practitioner.
38 (I)	Industry Expert 1 – Application Workshop: from insight to marketing decision; tools, research methods, dashboards and entry-level capabilities.	Practitioner materials	Student pitch + practitioner feedback.
39 (I)	Industry Expert 2 – Sales, Distribution & Digital/Omnichannel: live channel strategy, distributor economics, e-commerce and quick-commerce.	Practitioner-selected materials	Channel/omnichannel dilemma workshop.

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
40 (I)	Industry Expert 2 – Application Workshop: customer experience, commercial objectives and channel economics.	Practitioner materials	Teams solve live problem + practitioner feedback.
Examinations:			
41 (E)	Mid-Semester Examination: Common online/digital assessment for all students; MCQs + Descriptive, scenario-based questions, short caselets and concept checks.	Online assessment platform	Individual Assessment.
42 (E)	End-Semester Examination: Written examination assessing conceptual understanding, application, analysis and managerial decision-making through case/problem-based questions.	Written Offline Paper	Individual Written examination.

Industry Integration: Two Expert Interactions

Sessions	Suggested Practitioner Profile	Focus	Expected Learning Outcome
37–38	Brand Manager/Category Manager/Consumer Insights/ Marketing Strategy Lead	Live consumer/brand problem; research inputs; STP, brand decisions, campaign planning, tools and entry-level capabilities.	Translate consumer/market insight into a defensible marketing decision and communicate it to a practitioner.
39–40	Sales & Distribution Head/ Channel Strategy Lead/ E-commerce or Quick-Commerce Category Lead	Live channel/omnichannel problem involving distributor economics, incentives, online/offline pricing, assortment, fulfilment or customer experience.	Diagnose channel/omnichannel trade-offs and recommend an implementable solution.

Case Studies:

- **Module 1** - Starbucks: Delivering Customer Service (HBS 504016): Customer value, satisfaction, loyalty and the financial trade-off of service investment.
- **Module 2** - The Fashion Channel (HBS Brief Case 2075): Segmentation alternatives, research interpretation, positioning and financial scenario analysis.
- **Module 3** - Dove: Evolution of a Brand (HBS 508047): Positioning, Masterbrand strategy, brand meaning and communication controversy.
- **Module 4** - Airtel: Pricing in the Cannibalisation Era and Transition to Data (IIMA MAR0496): Competitive pricing, cannibalisation, value capture and market leadership.
- **Module 5** - Kenstar: The Channel Dilemma (Ivey W44017): Online/offline conflict, pricing, dealer incentives and omnichannel route-to-market.
- **Module 6** - Coca-Cola Zero Sugar: The Value Cycle during a Relaunch (Ivey 9B17A009): Value creation, communication, capture, STP and relaunch strategy.

Mapping the Course to the Learning Objectives (LO's) of the Program:

LO Code	Course Learning Outcome	Program LO Name	Level To Be Achieved			Assessment Tool*
			1	2	3	
LO1	CLO1, CLO2, CLO3	Functional Knowledge			✓	1, 2, 4, 5
LO2	CLO2, CLO3, CLO4, CLO5	Analytical & Critical Decision-making Ability			✓	1, 2, 3, 4, 5
LO3	CLO4, CLO5	Teamwork, Leadership & Strategic Mindset		✓		3, 4, 5
LO4	CLO4, CLO5	Persuasive Communication & Empathy			✓	3, 4, 5
LO5	CLO2, CLO4	Global Exposure & Cross-Cultural Management	✓			2, 5
LO6	CLO1, CLO5	Ethical, Social & Ecological Awareness	✓			2, 3, 5

Text Book(s)

- Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G. (2025). Marketing Management (17th ed., Indian adaptation). Pearson India.
- Belch, G. E., Belch, M. A., & Purani, K. (2021). Advertising and Promotion: An Integrated Marketing Communications Perspective (12th ed.). McGraw Hill Education.
- Keller, K. L., & Swaminathan, V. (2020). Strategic Brand Management (5th ed.). Pearson.

References

- Selected Harvard Business School, Ivey Publishing and IIMA cases/readings listed in the session plan.

Attendance Policy:

Students are expected to attend, prepare assigned cases/readings before class, participate in discussions, and contribute to group application work in line with the institute's minimum attendance requirement. A minimum of **75% attendance is mandatory** for students to be eligible to appear for the End-Semester Examination. Students who do not meet the required attendance criteria **will not be permitted to appear for the End-Semester Examination**.

Course Evalution Scheme:

Sr. No.	Component	Nature	Marks	Weightage
1	ISE: In-Semester Evaluation	Assignments, submissions, case-study solving, role plays, presentations, class discussions, interactive activities and other continuous assessment.	30	30%
2	MSE: Mid-Semester Examination	Common online/digital assessment for all students on the same day; MCQs, application questions, caselets and scenarios. No paper-pen examination.	30	30%
3	ESE: End-Semester Examination	Written examination assessing conceptual understanding, application, analysis and managerial decision-making.	40	40%
	TOTAL		100	100%

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hrs/Term)				Credits Assigned			
		Lecture	Interactive	Practical	Total	Lecture	Interactive	Practical	Total
1MB552	Human Resource Management	-	42	-	42	-	3	-	3

ASSESSMENT SCHEME

Course Code	Course Name	Evaluation Scheme			Total Marks	Minimum Passing %	Total Credits
		ISE	MSE	ESE			
1MB552	Human Resource Management	30	30	40	**100**	40%	3

Course Description:

Human Resource Management introduces the core processes through which organizations attract, develop, motivate, and retain the people who create competitive advantage - approached simultaneously through an academic lens (the frameworks and evidence base of the discipline) and an industry lens (what a practicing HR generalist or line manager is actually expected to do). The course moves from strategic HR and workforce planning, through recruitment, selection, training, and performance management, to compensation design, employee relations, culture, and HR analytics, treating HR not as an administrative support function but as a lever for organizational performance.

The course is built around six real, extensively-taught business cases - one per module - supplemented by numerical and design exercises, two practitioner-led sessions, and a capstone HR-strategy project, so that students finish the course having designed, analyzed and defended actual HR artefacts (a job description, a compensation structure, a performance system, an HR strategy) rather than only having studied the subject.

The course is equally relevant to students planning HR careers and to those entering general management, consulting, or entrepreneurial roles were managing people well is a core determinant of success.

Pre-requisites (prior conditions to register for the course, if any):

NA

Course Learning Outcomes:

After completing this course, the participants should be able to:

CLO1: **Explain**[2] the strategic role of HRM, the HR value chain, and how people practices create sustainable competitive advantage.

CLO2: **Design**[6] a job analysis, workforce plan, and a valid, bias-aware recruitment and selection process, including the use of AI-based screening tools.

CLO3: **Evaluate**[5] training, development and performance management interventions using evidence-based HR frameworks (ADDIE, OKRs/MBO, 360-degree feedback).

CLO4: **Design**[6] compensation structures and incentive systems that balance internal equity, external competitiveness, statutory compliance and motivation.

CLO5: **Diagnose**[4] employee engagement, culture and industrial-relations issues, and propose interventions grounded in current Indian labour law and organisational-behaviour evidence.

CLO6: **Develop**[6] and defend an integrated HR strategy for a real organisation, using people analytics to justify recommendations.

Pedagogy:

The course uses a case-method and application-oriented pedagogy. Sessions will be conducted/supplemented by:

- Conceptual mini-lectures followed by design exercises rather than long theory-only sessions.
- Six anchor cases (one per module) - Southwest Airlines, GROW (AI-based recruitment), Google's Project Oxygen, Lincoln Electric, HCL Technologies, and Netflix - with pre-read preparation, cold calls, team analysis and decision recommendations.
- Numerical and design exercises: job evaluation, pay-structure design, incentive calculations, workforce-planning forecasts and HR metrics.
- Role-plays and simulations: a structured selection interview, a performance-appraisal conversation, and a grievance-handling negotiation.
- Two substantially practitioner-led industry sessions connected directly to course concepts (performance management/people analytics, and employee relations/culture).
- A group capstone project in which students design and defend an end-to-end HR strategy for a real or chosen organization.
- Selective use of contemporary Indian examples (labour codes, gig-economy platforms, IT-sector HR practices) to connect frameworks to current practice.

Software/other requirements (if any):

MS Excel/Google Sheets (compensation and people-analytics exercises), MS PowerPoint/Canva, a free-tier HRIS/people-analytics dashboard demo, access to job portals (LinkedIn, Naukri) for a live job-posting/sourcing exercise.

Module / Session Plan:

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application

Module 1: Foundations of HRM & Strategic Human Resource Management

Learning Objectives:

1. Explain the strategic role of HRM and the evolution from personnel administration to a strategic HR partner.

2. Analyse the environmental context of HRM in India (labour market, demographics, gig economy, statutory landscape).

3. Evaluate how HR practices can be a source of sustainable competitive advantage.

1 (I)	HRM as a strategic function: from personnel administration to strategic HR partner; the HR value chain.	Dessler & Varkkey, HRM (Indian ed.), Ch. 1; Ulrich, "HR Business Partner Model" (HBR excerpt)	Map the HR value chain for a company students are familiar with.
2 (I)	Environmental context of HRM in India: labour market structure, demographics, the gig economy, and the statutory landscape overview.	Dessler & Varkkey, Ch. 2; Aswathappa, Ch. 1–2	Short brief: how has one contemporary trend (gig work / AI / labour codes) changed HR's job?
3 (I)	HR strategy and business strategy alignment: HR architecture, best-fit vs. best-practice, the resource-based view applied to people.	Boxall & Purcell, "Strategy and Human Resource Management" (excerpt); Barney, RBV framework note	Best-fit vs. best-practice mini-debate using two contrasting Indian companies.
4 (I)	The HR ecosystem: HR business partner model, centres of excellence,	Ulrich, Human Resource Champions (excerpt);	Diagram the HR operating model of a company from a job description / org chart.
5 (I)	Shared services; the growing role of AI and technology in HR.	Selected HR-tech note	Analyse how shared services, AI, and HR technology can improve efficiency, reduce costs, and support data-driven HR decision-making.
6 (I)	Case discussion: Southwest Airlines - how did Southwest use HR practices as a lever for sustainable competitive advantage, and can competitors successfully imitate the approach?	O'Reilly, C. A. & Pfeffer, J. "Southwest Airlines: Using Human Resources for Competitive Advantage (A)." Stanford GSB Case HR-1A, 1995	Pre-read case; cold-call discussion; decision memo. Anchor case for Module 1.

Module 2: Workforce Planning, Job Analysis, Recruitment & Selection

Learning Objectives:

1. Forecast workforce demand and supply and build a basic workforce plan.

2. Conduct a job analysis and design a job description and specification.

3. Design a valid, bias-aware recruitment and selection process, including AI-based tools.

7 (I)	Human resource / workforce planning: demand-supply forecasting, HR budgeting, and the succession pipeline.	Dessler & Varkkey, Ch. 5	Build a simple 1-year workforce demand-supply forecast for a growing start-up.
8 (I)	Job analysis & design: job description, job specification, competency mapping, and job design approaches (enrichment, enlargement, rotation).	Dessler & Varkkey, Ch. 4; Armstrong's Handbook of HRM Practice, job design chapter	Write a complete job description + specification for a role of the student's choice.
9 (I)	Recruitment: sourcing strategies, employer branding, internal vs. external hiring, campus vs. lateral hiring economics.	Dessler & Varkkey, Ch. 5–6	Design a sourcing plan and employer-brand pitch for a hard-to-fill role.
10 (I)	Selection: structured vs. unstructured interviews, psychometric tests,	Dessler & Varkkey, Ch. 6–7	Role-play: conduct and critique a structured behavioural interview in pairs.
11 (I)	Assessment centres; reliability and validity of selection tools.	Dessler & Varkkey, Ch. 6–7	Evaluate an assessment centre and selection tools for their reliability, validity, and effectiveness in identifying the best candidates.
12 (I)	Case discussion: GROW - should organisations use AI-based tools to screen candidates, and what are the trade-offs of algorithmic hiring on fairness, validity and candidate experience?	Bernstein, E., McKinnon, P., & Yarabe, P. "GROW: Using Artificial Intelligence to Screen Human Intelligence." HBS Case 418-020, 2017 (rev. 2019)	Pre-read case; teams debate adopt/reject/modify recommendation. Anchor case for Module 2.

Module 3: Training, Development & Performance Management

Learning Objectives:

1. Design a training needs analysis and an instructional plan using the ADDIE model.

2. Compare goal-setting and feedback systems (MBO, OKRs, 360-degree feedback).

3. Evaluate the evidence on whether and how managers affect performance.

13 (I)	Training needs analysis and instructional design: the ADDIE model; on-the-job vs. off-the-job training methods.	Dessler & Varkkey, Ch. 8	Conduct a mini training-needs analysis for a sales team using a provided data set.
14 (I)	Learning & development in the digital age: e-learning, microlearning, coaching and mentoring; measuring training ROI (Kirkpatrick model).	Dessler & Varkkey, Ch. 8–9; Kirkpatrick evaluation framework note	Design a blended-learning plan and estimate Kirkpatrick Level 1–2 evaluation metrics.
15 (I)	Performance management: goal-setting (MBO, OKRs), 360-degree feedback,	Dessler & Varkkey, Ch. 9; Cappelli, P. "Performance Management: The Death of the Annual Review." HBR, 2016	Design an OKR-based goal cascade for a 3-person team.
16 (I)	Calibration, and the forced-ranking debate.	Dessler & Varkkey, Ch. 9; Cappelli, P. "Performance Management: The Death of the Annual Review." HBR, 2016	Conduct a mock talent-calibration exercise and evaluate the benefits and limitations of forced ranking in employee performance assessment.
17 (I)	Industry practitioner session: how a practising HR/people-analytics leader designs and runs performance-management and manager-effectiveness programmes; contemporary Indian tools, dashboards and calibration practices.	Practitioner deck; current company performance-review templates	Live practitioner Q&A; students draft one improvement to their own organisation's/internship's appraisal process.
18 (I)	Case discussion: Google's Project Oxygen - do managers matter, what does the data show, and how should Google extend the programme to senior leaders and teams?	Garvin, D. A., Wagonfeld, A. B., & Kind, L. "Google's Project Oxygen: Do Managers Matter?" HBS Case 313-110, 2013	Pre-read case; cold-call discussion; recommendation memo. Anchor case for Module 3.

Module 4: Compensation, Rewards & Benefits

Learning Objectives:

1. Design pay structures balancing internal equity and external competitiveness.

2. Evaluate incentive and variable-pay design choices.

3. Assess statutory and voluntary benefits within an Indian context.

19 (I)	Compensation strategy: internal equity, external competitiveness, and job evaluation methods (ranking, classification, point-factor).	Dessler & Varkkey, Ch. 11; Milkovich, Newman & Ratnam, Compensation (Indian ed.), Ch. 1–2	Job-evaluation exercise: rank five roles using a point-factor method.
20 (I)	Pay structures: broadbanding, pay grades, salary surveys; statutory wage components in India (basic, DA, HRA, PF, gratuity - overview).	Milkovich, Newman & Ratnam, Ch. 3–4	Build a simple pay structure (grades + ranges) from a provided salary-survey data set.
21 (I)	Incentives & variable pay: individual vs. team-based incentives, piece-rate systems, sales-incentive design and line-of-sight.	Milkovich, Newman & Ratnam, Ch. 10–11	Design a sales-incentive plan and model its cost under three performance scenarios in Excel.
22 (I)	Benefits & total rewards: statutory and voluntary benefits, flexible benefits (flexi-basket),	Dessler & Varkkey, Ch. 12	Build a one-page Total Rewards Statement for a mid-level employee.
23 (I)	ESOPs, and total-rewards statements.	Dessler & Varkkey, Ch. 12	Design an employee rewards package combining ESOPs and a total-rewards statement to evaluate employee value, motivation, and retention.
24 (I)	Case discussion: Lincoln Electric - what makes the piecework-and-bonus incentive system work, and can it be replicated in a different country/culture?	Berg, N. A. “Lincoln Electric Co.” HBS Case 376-028, 1975 (rev. 1983)	Pre-read case; teams evaluate transferability of the model to an Indian manufacturing context. Anchor case for Module 4.

Module 5: Employee Relations, Engagement & Organisational Culture

Learning Objectives:

1. Measure and diagnose employee engagement.

2. Analyse organisational culture and culture-change approaches.

3. Apply Indian labour-law essentials to employee-relations situations.

25 (I)	Employee engagement: drivers of engagement, measurement (eNPS, engagement surveys), and linking engagement to business outcomes.	Dessler & Varkkey, Ch. 10; selected engagement-survey methodology note	Design a 10-question engagement survey and a simple eNPS calculation.
26 (I)	Organisational culture: culture models (Schein's three levels), culture-strategy fit, and approaches to culture change.	Schein, E. "Organizational Culture." American Psychologist (excerpt); Aswathappa, culture chapter	Diagnose the stated vs. actual culture of a chosen organisation using Schein's framework.
27 (I)	Industrial relations & labour law essentials: Industrial Relations Code 2020 overview, grievance handling, disciplinary procedure, collective bargaining basics.	Industrial Relations Code, 2020 (overview note); Dessler & Varkkey, Ch. 14	Draft a grievance-handling process flow for a mid-sized company.
28 (I)	Industry practitioner session: how an HR leader manages employee relations, grievance handling and culture-building in a live Indian organisation;	Practitioner deck; current grievance/ER case examples	Live channel for Q&A; students diagnose a real (anonymised) employee-relations dilemma brought by the practitioner.
29 (I)	What has changed post-Labour Codes; what employers expect from HR generalists entering the function.	*India's Labour Codes – Key Provisions and HR Implications* — Ministry of Labour & Employment resources on the Code on Wages, Industrial Relations Code, Code on Social Security, and Occupational Safety, Health & Working Conditions Code. Ministry of Labour & Employment – Labour Codes	Analyse the key changes introduced by the Labour Codes and identify the compliance, business, and workforce skills expected from an entry-level HR generalist.
30 (I)	Case discussion: HCL Technologies (A) - was "Employee First, Customer Second" the right transformation strategy, and how did inverting the organisational pyramid rebuild trust and engagement?	Hill, L. A. & DeLong, T. J. "HCL Technologies (A)." HBS Case 408-004	Pre-read case; teams evaluate the transformation levers and their applicability elsewhere. Anchor case for Module 5.

Module 6: HR Analytics, Diversity & Contemporary Strategic HR Topics

Learning Objectives:

1. Apply basic HR analytics to a people problem.

2. Evaluate the business case for diversity, equity and inclusion.

3. Assess how the future of work is reshaping HR practice, and integrate course learning into a defensible HR strategy.

31 (I)	HR analytics & people metrics: attrition prediction, workforce dashboards, and HR as an evidence-based function.	Selected HR-analytics reading; sample people-analytics dashboard	Analyse a provided attrition data set in Excel and identify two leading indicators.
32 (I)	Diversity, equity & inclusion: the business case for DEI, unconscious bias, and inclusive hiring and retention practices.	Selected DEI reading (HBR); Aswathappa, diversity chapter	Audit a job posting and interview process for potential bias; propose fixes.
33 (I)	The future of work: the gig economy, hybrid/remote work policies,.	Selected future-of-work reading (McKinsey/HBR)	Position paper: how should HR at a chosen company respond to one future-of-work trend?
34 (I)	The impact of AI and automation on jobs and HR practice	*AI and the Future of Work* — International Labour Organization (ILO) resources on how AI and automation are transforming jobs, skills, employment, and workplace practices. ILO – Artificial Intelligence and Digitalization	Analyse how AI and automation may change job roles and HR practices, and recommend strategies for reskilling, workforce planning, recruitment, and employee development.
35 (I)	Case discussion: Netflix - is the "freedom and responsibility" culture (talent density, keeper test, top-of-market pay, context not control) still an asset, or has it become a liability?	Gulati, R., Higgins, M., & Ciechanover, A. "Netflix: A Creative Approach to Culture and Agility." HBS Case 420-055, 2020	Pre-read case; culture-and-compensation-philosophy debate. Anchor case for Module 6.
36 (I)	Capstone presentations and viva: integrated HR strategy for a real/chosen organisation - defend workforce plan, recruitment approach, performance and reward design, and engagement strategy.	Student project reports and presentations	Final group presentation + individual viva; course synthesis.

Industry Expert Interaction - Practitioner-Led Sessions:

37-38	Industry Expert 1	Practitioner-selected materials	Live problem-solving with practitioner.
39-40	Industry Expert 2	Practitioner-selected materials	Live problem-solving with practitioner.
Examinations:			
41 (E)	Mid-Semester Examination: Common online/digital assessment for all students; MCQs + Descriptive, scenario-based questions, short caselets and concept checks.	Online assessment platform	Individual Assessment.
42 (E)	End-Semester Examination: Written examination assessing conceptual understanding, application, analysis and managerial decision-making through case/problem-based questions.	Written Offline Paper	Individual Written examination.

Case Studies:

Module	Case	Citation & Focus
Module 1	**Southwest Airlines: Using Human Resources for Competitive Advantage (A)**	O'Reilly, C. A. & Pfeffer, J., Stanford GSB Case HR-1A, 1995: strategic HRM, HR as a source of sustainable competitive advantage, imitability of HR practices.
Module 2	**GROW: Using Artificial Intelligence to Screen Human Intelligence**	Bernstein, E., McKinnon, P., & Yarabe, P., HBS Case 418-020, 2017 (rev. 2019): AI-based recruitment, algorithmic hiring, fairness and validity trade-offs.
Module 3	**Google's Project Oxygen: Do Managers Matter?**	Garvin, D. A., Wagonfeld, A. B., & Kind, L., HBS Case 313-110, 2013: people analytics, manager effectiveness, performance management.
Module 4	**Lincoln Electric Co.**	Berg, N. A., HBS Case 376-028, 1975 (rev. 1983): incentive-based compensation, piecework, culture and motivation, cross-cultural transferability.

Module 5	**HCL Technologies (A)**	Hill, L. A. & DeLong, T. J., HBS Case 408-004: employee engagement, "Employee First, Customer Second," organisational-pyramid inversion, trust-building.
Module 6	**Netflix: A Creative Approach to Culture and Agility**	Gulati, R., Higgins, M., & Ciechanover, A., HBS Case 420-055, 2020: culture as strategy, talent density, compensation philosophy, culture under stress.

Industry Integration - Practitioner-Led Sessions (minimum two, as required):

Session	Topic	Suggested Practitioner Profile	Expected Learning Outcome
37-38	**Performance Management & People Analytics in Practice**	HR / People Analytics leader (Head of HR, Head of People Analytics, or CHRO) from a mid-to-large Indian company that runs a formal performance-management and people-analytics function - e.g., an IT services, BFSI, or e-commerce firm.	Students connect the Project Oxygen framework to a live organisation: how goals are set, how feedback and calibration actually work, what data the organisation tracks, and what capabilities employers expect from someone entering a performance-management/analytics role.
39-40	**Employee Relations, Grievance Handling & Culture-Building in Practice**	HR generalist/ER specialist or CHRO with direct experience managing grievance handling, disciplinary processes and culture-building, ideally with exposure to the post-2020 Labour Codes.	Students see how employee-relations frameworks translate into real grievance and disciplinary situations, understand what has changed under the new Labour Codes, and diagnose a real (anonymised) ER dilemma with practitioner guidance.

Application / Capstone Project Component:

Project / problem statement: In groups of 4–5, students select a real organisation (their own workplace/internship, a family business, or a company they can access via secondary research and 1–2 practitioner interviews) and design an integrated HR strategy covering: (a) a workforce plan and one full recruitment & selection process for a real/realistic role, (b) a performance-management design for that role/team, (c) a compensation and incentive structure benchmarked against comparable roles, and (d) an employee-engagement and culture diagnosis with at least one concrete intervention.

Individual or Group	Group (4–5 students); the final viva includes individual questioning to assess each member's contribution and understanding.

Expected Student Output	A written HR-strategy report (12–15 pages) plus a 15-minute group presentation and defence (viva), covering workforce planning, recruitment & selection design, performance management, compensation design, and an engagement/culture intervention for the chosen organisation.
Evaluation Criteria	Diagnostic quality and use of real data/evidence; internal consistency of the HR strategy across sub-components; rigor of the compensation/incentive design; feasibility and specificity of the engagement intervention; quality of the presentation and individual viva performance.
Timeline	Organisation & problem selection by Session 8; interim workforce plan + recruitment design due at Session 18; full report and presentation at Session 30.
Weightage	10 marks out of 30 ISE marks (see Evaluation Criteria below), i.e. 13.3% of total course marks.

Text Book(s)

- Dessler, G., & Varkkey, B. (2020). Human Resource Management (16th ed., Indian adaptation). Pearson India. ISBN 9789353943599.
- Aswathappa, K. (2017). Human Resource Management: Text and Cases (8th ed.). McGraw Hill Education.

References

- Armstrong, M., & Taylor, S. (2023). Armstrong's Handbook of Human Resource Management Practice (16th ed.). Kogan Page.
- Milkovich, G. T., Newman, J. M., & Ratnam, C. S. V. (2011). Compensation (10th ed., Indian adaptation). Tata McGraw Hill.
- Ulrich, D. (1996). Human Resource Champions: The Next Agenda for Adding Value and Delivering Results. Harvard Business School Press.
- Pfeffer, J. (1998). The Human Equation: Building Profits by Putting People First. Harvard Business School Press.
- Cappelli, P. (2016). "Performance Management: The Death of the Annual Review." Harvard Business Review.
- Industrial Relations Code, 2020; Code on Wages, 2019 (Government of India - for statutory/labour-law sessions).
- Selected Harvard Business School and Stanford GSB cases/readings listed in the session plan.

Attendance Policy:

Students are expected to attend, prepare assigned cases/readings before class, participate in discussions, and contribute to group application work in line with the institute's minimum attendance requirement. A minimum of **75% attendance is mandatory** for students to be eligible to appear for the End-Semester Examination. Students who do not meet the required attendance criteria **will not be permitted to appear for the End-Semester Examination**.

Mapping the Course to the Learning Objectives (LO's) of the Program:

Please indicate the LO's that this course is likely to achieve from the list of the following six Program-level Learning Objectives. You need to mention 1, 2 or 3 against the selected LO's, depending on the level of the LO the course achieves.

LO Code	Course Learning Outcome	Program LO Name	Level To Be Achieved			Assessment Tool*
			1	2	3	
LO1	CLO1, CLO2, CLO3	Functional Knowledge			✓	1, 2, 4, 5
LO2	CLO2, CLO3, CLO4, CLO6	Analytical & Critical Decision-making Ability			✓	1, 2, 3, 4, 5
LO3	CLO5, CLO6	Teamwork, Leadership & Strategic Mindset		✓		3, 4, 5
LO4	CLO5, CLO6	Persuasive Communication & Empathy			✓	3, 4, 5
LO5	CLO2, CLO4	Global Exposure & Cross-Cultural Management	✓			2, 5
LO6	CLO2, CLO5	Ethical, Social & Ecological Awareness		✓		2, 3, 5

Course Evaluation Scheme:

The end-term (ESE) examination assesses students' understanding of HRM frameworks and their application to realistic managerial situations across all six modules. The mid-term (MSE) is a common online/digital assessment covering Modules 1–3. Internal Sessional Evaluation (ISE) reinforces continuous application through quizzes, an individual assignment, case analyses, and the group capstone project, and is broken down below.

Component	Description	Marks	Weightage
ISE	Continuous learning and application through quizzes, individual assignments, case-analysis memos, role-plays, and the group capstone project (see breakdown below).	30	30%

MSE	A common online/digital assessment for all students, based on Modules 1–3.	30	30%
ESE	A written end-semester examination on Modules 1–6, designed to assess conceptual understanding, application, analysis and managerial decision-making.	40	40%

Break-up of ISE (30 marks / 30% of total):

Sr. No.	Component	Individual / Group	Weightage (of ISE)
1	Quizzes (2)	Individual	5 marks
2	Individual Assignments (Job Design + Recruitment Plan; Compensation & Incentive Design)	Individual	5 marks
3	Case Analysis Memos (best 4 of 6)	Individual	5 marks
4	Class Participation & Role-Plays	Individual	5 marks
5	Group Capstone Project Report & Presentation/Viva	Group	10 marks

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hrs/Term)				Credits Assigned			
		Lecture	Interactive	Practical	Total	Lecture	Interactive	Practical	Total
1MB553	Business Productivity Tool	-	-	56	56	-	-	2	2

ASSESSMENT SCHEME

Course Code	Course Name	Evaluation Scheme			Total Marks	Minimum Passing %	Total Credits
		ISE	MSE	ESE			
1MB553	Business Productivity Tool	30	30	40	**100**	40%	2

Course Description:

Business Productivity Tools is a fully practical course that develops the digital fluency expected of an MBA graduate for analysing information, communicating professionally, managing work, using artificial intelligence responsibly, automating repetitive processes, and presenting data-driven insights. The course covers spreadsheets and data tools, professional communication and presentation tools, generative AI assistants and AI-assisted coding, task and project management platforms, workflow automation, and business intelligence using Microsoft Power BI.

The course is designed as a transferable productivity toolkit for the rest of the MBA programme. Students repeatedly work with realistic business situations—such as sales reporting, budgeting, marketing analysis, project tracking, research, meeting follow-ups, workflow automation and management dashboards—and produce working outputs rather than only learning software features. Tool selection is taught from a managerial perspective: students learn what to use, when to use it, how to combine tools, how to verify outputs, and how to communicate the resulting business insight.

Pre-requisites:

1. Basic computer literacy and familiarity with operating a computer, managing files and folders, and using a web browser.
2. Basic familiarity with spreadsheets and common office applications is desirable but not mandatory.
3. Students should have access to a personal laptop capable of running the required web-based and desktop productivity tools.
4. No prior programming, data analytics, or AI experience is required; the course introduces these capabilities progressively.

Course Learning Outcomes:

After completion of this course, students will be able to:

CLO1: **Apply**[3] spreadsheet and data tools to structure, clean, analyse and model business data and produce decision-useful summaries and dashboards.

CLO2: **Create**[6] professional business communication and presentation artefacts using email, collaborative workspaces and presentation/design tools.

CLO3: **Apply**[3] generative AI, prompt-engineering and AI-assisted coding tools to business tasks while verifying outputs and following responsible-use practices**.**

CLO4: **Build**[6] practical task and project-management workflows using Notion and Trello to plan, assign, track and review work.

CLO5: **Design**[6], test and troubleshoot no-code/low-code workflows using Zapier, Make and Power Automate to automate recurring business processes

CLO6: **Develop**[6] interactive Power BI reports and dashboards by connecting, modelling and visualising business data to communicate actionable insights

Pedagogy:

- All 56 sessions are conducted in a computer laboratory. The default pattern is a short concept/demo (approximately 10–15 minutes) followed by guided build-along practice, individual application and a short output check.
- Students work with realistic business datasets, emails, documents, project briefs and workflow problems. The emphasis is on transfer: the same skill should be usable in Marketing, Accounting, Finance, HR, Operations, Research Methods and other MBA courses.
- Every module ends with an applied challenge/deliverable that contributes to ISE. Students are expected to save and submit working files, not screenshots alone.
- AI tools are taught as assistants rather than authorities. Verification, source checking, privacy, confidentiality, hallucination/error detection and human review are embedded in the exercises.
- Tool exposure is broad, but depth is prioritised on the capabilities most useful to an MBA graduate. Students are not expected to become software specialists; they are expected to become competent business users who can select, combine and supervise digital tools

Tools and Module Architecture:

Category	Tools	Module	Sessions
Spreadsheets & data	MS Excel, Google Sheets, Power Query	Module 1	9
Communication & collaboration	MS Outlook/Gmail, Google Workspace, MS 365	Module 2	9
Presentation & design	MS PowerPoint, Canva, Google Slides	Module 2	9
Generative AI assistants	ChatGPT, Claude, Gemini, Microsoft Copilot	Module 3	9
AI coding assistants ("vibe coding")	Claude Code, Cursor, GitHub Copilot, Replit	Module 3	9
Task/project management	Notion, Trello	Module 4	9

Category	Tools	Module	Sessions
Automation & workflow	Zapier, Make, Power Automate	Module 5	9
Data Analytics & Visualisation	Power BI	Module 6	9

Module / Session Plan:

Session	Topic & Objective	Hands-on Exercise / Output	Study Material / Documentation
Module 1 – Spreadsheets & Data Tools (Sessions 1–9).			
1	Excel for managers: workbook structure, tables, formatting, named ranges, relative/absolute references, shortcuts and error awareness.	Build a clean business workbook from a raw sales sheet; apply structured tables and basic controls.	Excel fundamentals / Microsoft Support
2	Business formulas: IF, IFS, AND, OR, SUMIFS, COUNTIFS, AVERAGEIFS, text and date functions.	Solve pricing, incentive, eligibility and sales-target cases using formula-driven logic.	Excel function documentation
3	Lookup and reference techniques: XLOOKUP, INDEX-MATCH, approximate/exact matching and error handling.	Merge product, customer and price-master data; create a dynamic pricing/commission model.	XLOOKUP / lookup documentation
4	Data quality: duplicates, blanks, inconsistent labels, text-to-columns, data validation, conditional formatting and controlled input.	Clean a deliberately messy customer/sales dataset and create validation rules for future entries.	Excel data-cleaning and validation documentation
5	Power Query: importing, transforming, combining and refreshing data; repeatable data-preparation workflow.	Import multiple monthly sales files, standardise fields, append them and create a refreshable clean table.	Microsoft Power Query documentation
6	PivotTables and PivotCharts: dimensions, measures, grouping, filters, slicers and business questions.	Create regional/product/customer sales analysis and convert findings into a management summary.	Microsoft PivotTable/PivotChart documentation
7	Managerial modelling: What-If Analysis, Goal Seek, Scenario Manager, sensitivity thinking and basic Solver awareness.	Build a contribution/break-even model; test price, volume and cost scenarios and identify the best feasible decision.	Microsoft What-If Analysis documentation
8	Spreadsheet dashboards: KPI selection, chart choice, layout, conditional formatting, controls and executive readability.	Build a one-page sales/finance dashboard with 5–7 KPIs and a clear decision message.	Dashboard design note + Excel documentation
9	Integrated Spreadsheet Challenge: raw data → cleaning → analysis → model → dashboard.	Individual timed business problem. Submit working workbook and give a 2-minute explanation of the decision	Module 1 practical assessment

Session	Topic & Objective	Hands-on Exercise / Output	Study Material / Documentation
		supported by the analysis. ISE-1.	
Module 2 – Communication, Collaboration & Presentation (Sessions 10–18)			
10	Professional email: subject lines, structure, tone, concise requests, escalation, difficult messages, attachments and follow-up etiquette.	Rewrite weak emails and create a manager-ready request, escalation and follow-up sequence in Outlook/Gmail.	Microsoft / Google email guidance
11	Email productivity and information management: folders/labels, search, flags, filters, templates, calendar integration and meeting hygiene.	Turn a simulated overloaded inbox into an organised action system; schedule meetings and draft follow-ups.	Outlook/Gmail productivity guidance
12	Collaborative documents: Google Docs / MS 365, comments, suggestions, version history, sharing permissions and document hygiene.	Co-edit a management memo with a partner; use comments and suggestions; resolve changes and publish a final version.	Google Workspace Learning Center / Microsoft 365
13	Business documents: executive memo, meeting minutes, action tracker, one-page brief and collaborative review workflow.	Convert raw meeting notes into a one-page executive brief with decisions, owners, deadlines and next steps.	Document collaboration guide
14	Presentation fundamentals: audience, objective, message hierarchy, slide architecture, visual hierarchy and one-idea-per-slide.	Redesign a cluttered business slide into a concise management slide.	PowerPoint / Google Slides / Canva guidance
15	Data storytelling in PowerPoint: charts, annotations, headlines, comparisons, evidence and executive recommendations.	Turn an Excel analysis into a 5-slide management story: situation → evidence → insight → recommendation → action.	PowerPoint presentation guidance
16	Canva and Google Slides: templates, visual consistency, layouts, icons/images, collaboration and export discipline.	Create two versions of the same business communication—executive and customer-facing—using different design choices.	Canva / Google Slides guidance
17	Business pitch and executive presentation: narrative, opening, recommendation, evidence, Q&A and delivery support tools.	Prepare and deliver a 5-minute pitch; peer-review against clarity, evidence, visual quality and persuasion criteria.	Presentation rubric
18	Integrated Communication Challenge: email + executive memo + presentation from one business brief.	Individual practical task: receive a business scenario, prepare a professional email, one-page brief and 4–5 slide deck within the session. ISE-2.	Module 2 practical assessment
Module 3 – Generative AI Assistants & AI-Assisted Coding (Sessions 19–27)			
19	Generative AI landscape: ChatGPT, Claude, Gemini and Microsoft Copilot; strengths,	Run the same business task through two AI assistants;	Official AI product documentation

Session	Topic & Objective	Hands-on Exercise / Output	Study Material / Documentation
	limitations, context, files, privacy and responsible use.	compare accuracy, reasoning quality, format and verification needs.	
20	AI for business research: question decomposition, source discovery, synthesis, research briefs and fact verification.	Create a market/industry research brief from a supplied source pack; identify unsupported claims and verify them.	OpenAI / Anthropic / Google / Microsoft guidance
21	AI for business writing: emails, reports, summaries, meeting notes, rewriting, tone and audience adaptation.	Turn raw notes into an executive memo, then critique and improve the AI output against a quality rubric.	AI writing workflow guide
22	AI for analysis: spreadsheet/CSV upload, data interrogation, charts, hypothesis generation and limitations of AI analysis.	Upload a business dataset to an AI assistant, ask analytical questions, then independently reproduce key calculations in Excel.	OpenAI data-analysis guidance / equivalent vendor documentation
23	AI in Microsoft 365 and Google Workspace: Copilot/Gemini-assisted work, document summarisation, spreadsheet support and workflow implications.	Complete the same productivity task using an AI assistant plus a workspace tool; compare time saved and output quality.	Microsoft Copilot / Google Workspace with Gemini
24	Prompt engineering: role, task, context, constraints, examples, output format, evaluation criteria and iterative refinement.	Transform weak prompts into robust business prompts; test them on a common case and record the improvement.	Anthropic Prompting Best Practices
25	Advanced prompting and workflow design: decomposition, prompt chaining, structured outputs, critique/revision loops and reusable prompt templates.	Build a multi-step prompt workflow for competitor analysis, customer feedback analysis or HR screening; test on multiple inputs.	Anthropic / OpenAI prompting guidance
26	Vibe coding for managers: what AI-assisted coding can and cannot do; choosing a small business problem; specifications, files, testing and debugging.	Use Replit, Cursor, Claude Code or GitHub Copilot to create a small calculator, tracker or form from a natural-language specification.	Official AI coding-assistant documentation
27	AI-assisted build challenge: build, test, debug, document and explain a simple business tool.	Individual practical build: produce a working tool, demonstrate at least two test cases, identify one limitation and document the prompt/specification used. ISE-3.	Module 3 practical assessment
Module 4: Task & Project Management (Sessions 28–36)			
28	Productivity systems for managers: capture, prioritisation, deadlines, dependencies, ownership, status and review cycles.	Convert a messy list of MBA/team responsibilities into a prioritised task system.	Notion / Trello introductory guidance

Session	Topic & Objective	Hands-on Exercise / Output	Study Material / Documentation
29	Trello fundamentals: boards, lists, cards, labels, members, due dates, checklists, attachments and comments.	Build a Kanban board for a college event, marketing campaign or consulting project.	Trello official documentation
30	Trello advanced workflow: custom fields, card templates, filters, views, permissions and board hygiene.	Design a reusable project board with standard card templates, labels, owners and due-date logic.	Trello official documentation
31	Notion foundations: pages, workspaces, databases, properties and templates.	Build a personal MBA command centre containing courses, assignments, resources and deadlines.	Notion Help Center
32	Notion databases and views: table, board, calendar, timeline, filters, sorts, groups, relations and rollups.	Build a project/task database with multiple views for manager, team member and deadline monitoring.	Notion database/view documentation
33	Project planning: scope, deliverables, WBS, milestones, dependencies, resource/owner allocation and risk log.	Convert a business project brief into a structured project plan in Notion or Trello.	Project planning worksheet
34	Team execution: meeting agendas, action items, decision logs, status reviews, handoffs and accountability.	Run a simulated project meeting; update the workspace live and produce an action/decision log.	Notion/Trello collaboration guidance
35	Managerial dashboards and project control: status reporting, overdue work, bottlenecks, workload and escalation.	Create a weekly project-control view and a one-page status report for senior management.	Notion/Trello views and reporting
36	Integrated Project Management Challenge.	Individual/paired build: given a project brief, create the workspace, task structure, owners, milestones, views and weekly status mechanism. ISE-4.	Module 4 practical assessment
Module 5 – Automation & Workflow (Sessions 37–45)			
37	Automation mindset: identify repetitive work; process mapping; trigger → conditions → actions → output; exception handling and human-in-the-loop.	Map three repetitive MBA/business processes and calculate rough frequency, effort and automation potential.	Zapier / Make / Power Automate concepts
38	Zapier foundations: apps, triggers, actions, connections and testing.	Create a simple workflow such as form/email → spreadsheet → notification.	Zapier official help
39	Zapier intermediate: multi-step workflows, filters, paths, formatting and error handling.	Build a multi-step lead/event/task workflow with a conditional branch and test cases.	Zapier official help

Session	Topic & Objective	Hands-on Exercise / Output	Study Material / Documentation
40	Make: scenarios, modules, routes, filters, data mapping and execution history.	Build a scenario that moves information between two or more applications and transforms the data before the final action.	Make official help
41	Power Automate: automated, instant and scheduled cloud flows; triggers, actions and connectors.	Create a flow that reacts to a business event and sends/updates a notification or record.	Microsoft Power Automate documentation
42	Automation with Microsoft 365: Outlook, Excel/SharePoint/Teams-style business workflows; approvals and reminders.	Build an approval/reminder workflow for a purchase, leave, event or project request.	Microsoft Power Automate documentation
43	AI-assisted automation: using AI to draft workflow logic, classify text, summarise inputs or generate actions—plus human review.	Create an AI-assisted workflow that classifies incoming requests or summarises feedback before routing it.	Vendor AI/automation documentation
44	Automation quality: testing, logging, failure handling, permissions, privacy, security and maintainability.	Debug a deliberately broken automation; identify the failure point, repair it and document a test plan.	Power Automate / Zapier / Make troubleshooting guidance
45	End-to-End Automation Challenge.	Individual practical task: design and implement a working automation from a business problem statement, demonstrate trigger/action logic and submit a short process map. ISE-5.	Module 5 practical assessment
Module 6 – Power BI: Data Analytics & Visualisation (Sessions 46–54)			
46	Power BI orientation: Desktop vs Service, reports vs dashboards, data sources, workspace concepts and the analytics workflow.	Import a business dataset into Power BI and identify the questions the report should answer.	Microsoft Power BI documentation
47	Data ingestion and Power Query in Power BI: types, profiling, cleaning, transformations and refresh logic.	Clean and transform a multi-table business dataset in Power Query and load it for analysis.	Microsoft Learn – Power BI / Power Query
48	Data modelling: tables, relationships, cardinality, star-schema thinking and date tables.	Create a simple sales model with fact and dimension tables; diagnose an incorrect relationship.	Microsoft Learn – Power BI data modelling
49	DAX foundations: calculated columns vs measures, SUM, COUNT, DISTINCTCOUNT, CALCULATE and filter context.	Create core management KPIs such as revenue, orders, average order value and margin.	Microsoft Learn – DAX / Power BI
50	DAX for business analysis: time intelligence, targets vs actuals, variance, contribution and ranking.	Build month-over-month/year-to-date/target-variance	Microsoft Learn – DAX

Session	Topic & Objective	Hands-on Exercise / Output	Study Material / Documentation
		measures and explain the business meaning of each.	
51	Visual analytics: bar/column/line charts, cards, tables, matrices, maps, decomposition and appropriate chart selection.	Rebuild a poor report using a purposeful visual hierarchy and choose visuals based on the business question.	Microsoft Power BI visualisation guidance
52	Interactive reports: slicers, filters, drill-down, drill-through, tooltips, bookmarks and navigation.	Create an interactive management report that allows users to move from executive KPI → region → product/customer detail.	Microsoft Power BI report documentation
53	Dashboard and report storytelling: KPI selection, layout, accessibility, annotation, executive narrative and sharing considerations.	Create a one-page executive dashboard and a short management insight note explaining three decisions it supports.	Microsoft Learn – Create Dashboards in Power BI
54	Integrated Power BI Business Challenge.	Individual practical task: receive a business dataset and management questions; build a usable report/dashboard, derive at least five insights and present two recommendations. ISE-6.	Module 6 practical assessment
Examinations:			
55 (E)	Mid-Semester Examination: Practical Evaluation	Lab Examination for various tools covered in Module 1-3	Individual Assessment
56 (E)	End-Semester Examination: Practical Evaluation	Lab Examination for various tools covered in Module 1-6	Individual Assessment

Mapping the Course to the Learning Objectives (LO's) of the Program:

Program LO	Relevant CLOs	Level	Primary Assessment Evidence
LO1 – Functional Knowledge	CLO1, CLO2, CLO3, CLO4, CLO5, CLO6	3 – Mastery	ISE, MSE, ESE
LO2 – Analytical & Critical Decision-making Ability	CLO1, CLO3, CLO5, CLO6	3 – Mastery	ISE, MSE, ESE
LO3 – Teamwork, Leadership & Strategic Mindset	CLO2, CLO4, CLO5	2 – Reinforcement	ISE, ESE
LO4 – Persuasive Communication & Empathy	CLO2, CLO3, CLO6	2 – Reinforcement	ISE, MSE, ESE

Program LO	Relevant CLOs	Level	Primary Assessment Evidence
LO5 – Global Exposure & Cross-Cultural Management	CLO3	1 – Introduction	ISE, MSE
LO6 – Ethical, Social & Ecological Awareness	CLO3, CLO5	2 – Reinforcement	ISE, MSE, ESE

Textbooks / References / Official Learning Resources

- Microsoft Learn / Support – Excel, Power Query, PivotTables, What-If Analysis and Power BI documentation.
- Google Workspace Learning Center – Gmail, Docs, Drive, Sheets, Slides and collaboration training.
- Microsoft 365 / Copilot Help & Learning – productivity and AI-assisted workflows.
- OpenAI Help Center – ChatGPT file/data analysis and responsible use guidance.
- Anthropic Documentation – Prompt Engineering / Prompting Best Practices.
- GitHub Docs – GitHub Copilot quickstart and coding assistance.
- Cursor Documentation – Agent modes and AI-assisted development workflows.
- Replit Documentation – Build with Agent; planning, context, review and testing.
- Notion Help Center – databases, views, filters, relations, formulas and project/task workflows.
- Atlassian Trello Support – boards, cards, collaboration and automation.
- Zapier Help – Zaps, triggers, actions, filters and multi-step workflows.
- Make Help – scenarios, modules, routes, filters and data mapping.
- Microsoft Learn – Power Automate cloud flows, triggers, actions and testing.

Attendance Policy:

A minimum of **75% attendance is mandatory** for students to be eligible to appear for the End-Semester Examination. Students who do not meet the required attendance criteria **will not be permitted to appear for the End-Semester Examination**.

Course Evalution Scheme:

Both MSE and ESE are computer-based practical examinations. Students receive a business problem statement, data/files and an expected output; marks are awarded primarily for the working result, correctness, tool choice, process and interpretation—not for memorising menu paths

Sr. No.	Component	Marks	Nature	Proposed evidence
1	ISE	30	Continuous practical assessment	Six module challenges (5 marks each), completed during the term; working files + short explanation. Additional class exercises may be used for formative feedback.

Sr. No.	Component	Marks	Nature	Proposed evidence
2	MSE	30	Computer-based practical examination	Integrated problem using Modules 1–3: spreadsheet/data task + professional communication output + GenAI/prompt task; individual, supervised lab assessment.
3	ESE	40	Computer-based practical examination	Integrated business productivity case using later-course capabilities: project-management/workflow task + automation and/or Power BI task, with individual submission and short interpretation.
	Total	100		

ISE Plan- 30 Marks:

Sr. No.	Assessment	Mode	Marks
1	Module 1 – Spreadsheet & Data Challenge	Individual	5
2	Module 2 – Communication & Presentation Challenge	Individual	5
3	Module 3 – GenAI & AI-Assisted Coding Challenge	Individual	5
4	Module 4 – Task & Project Management Challenge	Individual / Pair with individual questioning	5
5	Module 5 – Automation Challenge	Individual	5
6	Module 6 – Power BI Business Challenge	Individual	5
Total			30

MSE Plan- 30 Marks:

Task	Capability	Indicative Marks
A	Excel/Sheets: clean a dataset, use formulas/lookups, analyse with PivotTable and produce a management summary	12
B	Communication: convert findings into a professional email/one-page brief or short presentation output	6
C	GenAI: use an approved AI assistant to solve a specified business task; submit prompt + output + verification/correction note	8
D	Prompt quality / responsible use / file organisation	4
Total		30

Note: *The paper should use a common dataset/problem pack and require students to produce files rather than answer theory questions.*

ESE Plan- 40 Marks:

Task	Capability	Indicative Marks
A	Task/project management: build a usable Notion/Trello workspace from a project brief	8

Task	Capability	Indicative Marks
B	Automation: create/test a Zapier, Make or Power Automate workflow with a trigger, conditions and actions	10
C	Power BI: load/clean/model data and create an interactive report/dashboard	16
D	Business interpretation: submit concise insights, recommendations and quality-control notes	6
Total		40

Note: *The ESE should test integration rather than isolated button knowledge. A realistic case may ask students to organise a project, automate a recurring process and build a management dashboard from a provided dataset.*

Practical Examination Principles:

- All MSE/ESE tasks should be individual and supervised in the computer laboratory.
- Problem statements should be application-oriented and different enough from classroom exercises to test transfer.
- Students may be allowed the software/help resources specified by the examination committee; the question paper should explicitly state whether internet access and AI tools are permitted for each task.
- If AI use is permitted, students should submit the prompt(s), identify the tool used, verify important outputs and disclose material AI assistance.
- Marks should reward working outputs, correctness, business interpretation, tool selection, reproducibility and professional presentation.
- Examination datasets should be prepared so that students cannot succeed by copying a memorised click sequence; they must understand the business requirement and choose an appropriate workflow.

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TEACHING SCHEME

Course code	Course name	Teaching Scheme (Hrs/week)				Credits Assigned			
		Lecture	Interactive	Practical	Total	Lecture	Interactive	Practical	Total
1MB554	Corporate Readiness I	-	14	28	42	-	1	1	2

ASSESSMENT SCHEME

Course Code	Course Name	Evaluation Scheme			Total Marks	Minimum Passing %	Total Credits
		ISE	MSE	ESE			
1MB554	Corporate Readiness I	30	30	40	**100**	40%	2

Course Description:

Corporate Readiness Program I equips first-year MBA students with the career, professional, analytical, and industry-readiness skills required to succeed in the summer internship process and beyond. Unlike the other Term 1 courses, this is a skill-and-practicum course built around five domains: career foundation and personal branding, professional communication, analytical/quantitative skills, sector and career awareness, and integrated placement readiness.

The course is deliberately practitioner-heavy: a personalised 1:1 career-coaching session, six industry-sector workshops, and a panel-evaluated mock interview mean every student engages directly with practitioners multiple times across the term, not just twice. Every session ends with the student producing or performing something - a roadmap, a resume, a mock GD performance, a dashboard, a mock interview - rather than only studying the subject.

By the end of the course, every student should be able to walk into the placement process with a complete, tested professional toolkit: a role-aligned resume, an optimised LinkedIn profile, practiced GD/presentation/interview performance, working quantitative and Excel skills, and an informed view of which industry sectors and roles fit them best..

Pre-requisites:

NA

Course Learning Outcomes:

After completion of this course, students will be able to:

CLO1	**Develop**[1] clarity on career direction through a personalised career roadmap built via self-assessment and 1:1 domain-expert coaching.
CLO2	**Demonstrate**[3] effective verbal, non-verbal, storytelling, public-speaking, group-discussion and presentation skills in professional settings.

CLO3	**Build**[6] a role-aligned resume and an optimised LinkedIn profile as a professional personal brand.
CLO4	**Apply**[3] quantitative, logical-reasoning and data-interpretation techniques to aptitude and business problem-solving situations.
CLO5	**Apply**[3] Excel and data-visualisation tools to convert business data into actionable insight.
CLO6	**Analyze**[4] at least six major industry sectors to identify target roles, required skills, and recruiter expectations aligned to personal career goals.
CLO7	**Demonstrate**[5] placement-readiness through a mock interview, a consolidated career-readiness portfolio, and a defensible personal action plan.

Pedagogy:

This is an experiential, practicum-first course. Sessions are conducted/supplemented by:

- Interactive workshops for career development, communication, personal branding, and analytical skills.
- 1:1 career coaching through a personalised domain-expert interaction (Session 2).
- Applied practice: resume building, GDs, presentations, aptitude, logical reasoning, Excel and data visualisation exercises, each ending in a produced/performed output.
- Industry exposure through six sector-specific workshops led by practitioners from each sector.
- Simulations and mock assessments: two rounds of mock GD and two rounds of mock interviews, each with individual, recorded feedback.
- A progressively-built Career Readiness Portfolio (roadmap, resume, LinkedIn, sector-fit note, interview reflection) that is scoped early and finalised as the course capstone

Software/other requirements (if any):

TCC Saarthi platform (resume builder, aptitude/GD/interview question banks, AI-based evaluation where applicable, progress tracking); MS Excel; MS PowerPoint/Canva; a student-owned LinkedIn account; a recording setup (Zoom recording or equivalent) for mock GD/interview playback and feedback.

Module / Session Plan:

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
Domain 1: Career Foundation & Personal Branding **Learning Objectives:** **1. Build clarity on career interests, strengths, target sectors, functions and roles.** **2. Produce a role-aligned resume and an optimised LinkedIn profile**			
1	Program Orientation: understanding the MBA placement/internship ecosystem, the placement journey and key milestones; building a first-cut personal career roadmap.	TCC Saarthi platform orientation guide; self-assessment/strengths-inventory tool	Complete a self-assessment questionnaire; identify 2–3 target sectors/functions.

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
2	Career Roadmap with Domain Expert (1:1): mapping individual aspirations, strengths and target roles; identifying skill/knowledge gaps.	1:1 coaching brief template	Finalise a written, actionable career-preparation roadmap with the assigned domain expert. Practitioner-led session (1 of 8).
3	Resume Building Workshop I: Resume structure, role alignment, achievement-oriented bullet points, common mistakes.	Before/after resume sample bank; TCC resume template	Draft a first version of a role-aligned resume.
4-5	2 Hour Live Resume Building: All students create own resumes with supervised mentoring from experts	TCC resume template, WCE MBA: Standard Guidelines for Resume	Students should complete first draft of their resume
6	Resume Building Workshop II: Resume clinic - Structured peer and mentor review and iteration.	Resume review checklist	Peer-review two resumes using the checklist; revise own resume to a near-final version.
7-8	Resume Building Workshop III: One-to-one Resume vetting, refining and drafting Master Resume & domain wise resumes	Domain specific Resume Guidelines	Build one master resume and 5 domain-specific resumes
8	LinkedIn Optimisation Workshop: building a professional profile, headlines, summaries; networking with recruiters and alumni.	LinkedIn profile checklist	Build/optimise a complete LinkedIn profile
Domain 2: Professional Communication & Presentation Skills **Learning Objectives:** **1. Demonstrate structured verbal, non-verbal and storytelling communication.** **2. Perform effectively in group discussions and professional presentations.**			
9	Effective Communication I: Verbal & non-verbal communication fundamentals, professional communication techniques.	Selected communication-skills reading	Record and self-review a 2-minute self-introduction.
10	Effective Communication II: storytelling frameworks (e.g., STAR), structuring responses; public speaking and executive presence.	STAR framework note	Structure and deliver a 3-minute personal story using the STAR framework.
11	GD Fundamentals & Mock GD Preparation I: GD structure and evaluation criteria; Articulation and active listening.	GD evaluation rubric; sample GD topic bank	Practice structured argument-building on 2 sample GD topics in small groups.
12	GD Fundamentals & Mock GD Preparation II: building arguments, handling disagreement; strategies for effective participation and leadership in GDs.	GD leadership-techniques note	Practice a timed mini-GD (groups of 4) with peer feedback.
13-14	Mock Group Discussion - Round 1: live GD simulations in groups of 8, evaluated on communication, content, logical thinking, participation and teamwork.	GD evaluation rubric (recap)	Live mock GD; individual scoring and feedback. Practitioner/TCC-mentor evaluated (2 of 8).
15-16	Mock Group Discussion - Round 2: Second simulation with a fresh topic/group, applying prior feedback.	N/A (practicum)	Live mock GD; individual scoring and feedback; personal improvement-area note.

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
17	Advanced Presentation Skills & Tools I: structuring impactful presentations; business storytelling and audience engagement.	Presentation-structure template; data-storytelling note	Structure a 5-slide outline for a business presentation topic.
18	Advanced Presentation Skills & Tools II: delivery, executive presence, handling Q&A; presentation tools.	Canva/PowerPoint quick-reference guide	Deliver the 5-slide presentation; peer and mentor feedback on delivery and Q&A handling.
Domain 3: Analytical, Quantitative & Data Skills **Learning Objectives:** **1. Apply quantitative and data-interpretation techniques to business problems.** **2. Apply logical-reasoning frameworks to structured problem-solving.** **3. Apply Excel and data-visualisation tools to generate business insight**			
19-20	Quantitative Aptitude & Data Interpretation - Part 1: percentages, ratios, averages, profit & loss, business arithmetic.	R.S. Aggarwal, Quantitative Aptitude for Competitive Examinations (relevant chapters)	Timed practice set (20 questions) on business arithmetic.
21-22	Quantitative Aptitude & Data Interpretation - Part 2: Tables, Charts, Graphs, Case-based DI; applying quant concepts to business situations.	DI case-based practice set	Solve 3 case-based DI sets under timed conditions; review speed and accuracy.
23-24	Logical Reasoning & Problem Solving - Part 1: Series, Arrangements, Sequencing, Coding-decoding, Puzzles.	R.S. Aggarwal, A Modern Approach to Verbal & Non-Verbal Reasoning (relevant chapters)	Timed practice set (20 questions) on core logical-reasoning topics.
25-26	Logical Reasoning & Problem Solving - Part 2: Critical thinking, structured problem-solving, application to business scenarios.	Business-scenario reasoning case set	Solve 2 applied business-reasoning cases; group discussion of approaches.
27	Advanced Excel & Data Visualisation I: Excel as a business/analytical tool - formulas, functions, data management.	Microsoft Excel documentation (functions & formulas reference)	Clean and structure a provided business data set.
28	Advanced Excel & Data Visualisation II: PivotTables and business data analysis.	Microsoft PivotTable guide	Build a PivotTable-based summary from the cleaned data set.
29	Advanced Excel & Data Visualisation III: Charts, dashboards, converting data into actionable business insight.	Dashboard-design principles note	Build a one-page data-visualisation dashboard and write a 3-bullet insight summary.
Domain 4: Sector & Career Awareness **Learning Objectives:** **1. Understand the ecosystem, roles and skill requirements across six major recruiting sectors.** **2. Map personal skills and interests against sector-specific opportunities.**			
30	Sectoral Workshop: GCC & Startups - ecosystem, key functions/roles, skill requirements, career pathways.	Practitioner deck; sector overview note	Map 3 target roles in this sector to personal skill gaps. Practitioner-led session (3 of 8).

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
31	Sectoral Workshop: IT, Technology, Product, SaaS & Analytics - ecosystem, product/analytics/consulting/business roles.	Practitioner deck; sector overview note	Same role-mapping exercise applied to this sector. Practitioner-led session (4 of 8).
32	Sectoral Workshop: BFSI & FinTech - ecosystem, functional roles, evolving trends, recruiter expectations.	Practitioner deck; sector overview note	Same role-mapping exercise. Practitioner-led session (5 of 8).
33	Sectoral Workshop: Logistics, Operations & Supply Chain Management - ecosystem, ops/procurement/planning/SCM roles.	Practitioner deck; sector overview note	Same role-mapping exercise. Practitioner-led session (6 of 8).
34	Sectoral Workshop: FMCG, FMCD, E-commerce & Quick Commerce - ecosystem, sales/marketing/category/brand roles.	Practitioner deck; sector overview note	Same role-mapping exercise. Practitioner-led session (7 of 8).
35	Sectoral Workshop: Healthcare & Pharma - ecosystem, business/sales/marketing/operations/management roles.	Practitioner deck; sector overview note	Consolidate a 1-page Sector-Fit Note across all six sectors, ranking top 2 preferred sectors. Practitioner-led session (8 of 8).
Domain 5: Internship & Placement Readiness (Capstone) **Learning Objectives:** **1. Consolidate all prior modules into a complete, tested placement-readiness portfolio.** **2. Perform effectively in a panel-evaluated mock interview.**			
36-37	Placement Readiness - Aptitude & Profile Consolidation: consolidating resume, LinkedIn and aptitude prep; a readiness self-audit.	N/A	Complete a readiness self-audit across resume/LinkedIn/aptitude/GD/interview dimensions.
38	Interview Preparation: Structure, common and behavioural questions, company/role research approach.	Common & behavioural interview question bank	Prepare STAR-based answers for 5 common behavioural questions.
39-40	Mock Interviews - Round 1: individual mock interviews with recorded, structured feedback.	Interview evaluation rubric	Live mock interview (recorded); individual feedback.
41-42	Mock Interviews - Round 2 & Course Wrap-Up: final mock interview applying prior feedback.	N/A (practicum)	Final mock interview; submit the consolidated Career Readiness Portfolio (resume + LinkedIn + roadmap + sector-fit note + interview self-reflection). Capstone deliverable - evaluated with a practitioner panel where possible.
Industry Expert Sessions: **Interactive Sessions from industry experts with practical learning** **Live problem-solving with practitioner.**			
2	**Career Roadmap (1:1 Domain Expert Coaching)**	A sector/functional domain expert (HR leader, hiring manager, or senior professional) matched to the student's stated interest area.	Each student leaves with a validated, individually-tailored career roadmap and a clear-eyed view of their own skill gaps.

Session	Topic & Objective	Study Material (Text Book Chapter / Readings / Cases)	Exercise / Application
13–16	**Mock Group Discussion Evaluation**	HR/TA professional or trained TCC assessor experienced in campus GD evaluation.	Students receive real evaluator-style feedback on GD performance, closer to an actual placement GD than peer-only feedback.
30	**Sectoral Workshop: GCC & Startups**	HR/Talent or business leader from a Global Capability Centre or a startup.	Students understand real hiring patterns, roles and expectations in GCCs/startups.
31	**Sectoral Workshop: IT, Technology, Product, SaaS & Analytics**	Product manager, analytics lead, or IT/SaaS HR professional.	Students understand product/analytics/consulting career paths and current hiring trends in tech.
32	**Sectoral Workshop: BFSI & FinTech**	BFSI/FinTech HR or business leader.	Students understand roles, evolving trends and recruiter expectations in BFSI/FinTech.
33	**Sectoral Workshop: Logistics, Operations & Supply Chain Management**	Operations/supply-chain leader or HR professional from a logistics/manufacturing firm.	Students understand ops/SCM career pathways and required competencies.
34	**Sectoral Workshop: FMCG, FMCD, E-commerce & Quick Commerce**	Sales/marketing/category leader from an FMCG or e-commerce company.	Students understand sales/marketing/category career paths and quick-commerce-specific trends.
39–42	**Mock Interview**	HR/TA professional or hiring manager experienced in campus interviews.	Students experience a realistic, panel-evaluated interview and receive actionable, industry-standard feedback ahead of real placements.

Application / Capstone Project Component:

Project / problem statement: Every student builds a Career Readiness Portfolio across the course - a personal career roadmap, a role-aligned resume, an optimised LinkedIn profile, a sector-fit note (ranking preferred sectors from the six covered), and a post-mock-interview self-reflection - culminating in a final, panel-evaluated mock interview in Session 39-42.

Individual or Group	Individual throughout - this is a personal-readiness portfolio, though GD rounds (Sessions 13–16) and some practice exercises are done in groups.
Expected Student Output	A consolidated Career Readiness Portfolio (career roadmap, final resume, LinkedIn profile link, sector-fit note, interview self-reflection) plus a live, recorded final mock interview.

Evaluation Criteria	Quality and specificity of the career roadmap; professional quality of the resume/LinkedIn profile; GD and presentation performance; quality of the Excel/data- Visualisation dashboard; structure, confidence and content of interview responses.
Timeline	Roadmap finalised by Session 2; Resume & LinkedIn built by Session 8 and formally reviewed at the MSE checkpoint; mock GD performance scored at the MSE checkpoint; presentation and dashboard scored in ISE; final mock interview at Session 39-42.
Weightage	Distributed across ISE (career roadmap, presentation, Excel dashboard — 30 marks / 30%), MSE (resume review, mock GD — 30 marks / 30%), and ESE (final mock interview — 40 marks / 40%). See Course Evaluation Scheme below

Assignments & Continuous Application:

- Career Roadmap Report (Domain 1, after Session 2).
- Resume + LinkedIn Profile (Domain 1, Finalised by Session 8).
- Mock GD Performance - 2 rounds, best score counted (Domain 2, Sessions 13–16).
- Presentation Performance (Domain 2, Session 18).
- Quantitative Aptitude & Logical Reasoning practice sets (Domain 3).
- Excel/Data-Visualisation Dashboard (Domain 3, Session 29).
- Final Mock Interview (Domain 5, Session 39-42).

Mapping the Course to the Learning Objectives (LO's) of the Program:

LO Code	Course Learning Outcome	Program LO Name	Level To Be Achieved			Assessment Tool*
			1	2	3	
LO1	CLO4, CLO5	Functional Knowledge		✓		ISE-3
LO2	CLO4, CLO5, CLO6	Analytical & Critical Decision-making Ability			✓	ISE-3, ESE-1
LO3	CLO2, CLO7	Teamwork, Leadership & Strategic Mindset			✓	MSE-2
LO4	CLO1, CLO2, CLO3, CLO7	Persuasive Communication & Empathy			✓	ISE-2, MSE-2, ESE-1

LO Code	Course Learning Outcome	Program LO Name	Level To Be Achieved			Assessment Tool*
			1	2	3	
LO5	CLO6	Global Exposure & Cross-Cultural Management	✓			Formative (Sector-Fit Note)
LO6	CLO1, CLO6	Ethical, Social & Ecological Awareness	✓			ISE-1

Text Book(s)

- Aggarwal, R.S. Quantitative Aptitude for Competitive Examinations. S. Chand Publishing.
- Aggarwal, R.S. A Modern Approach to Verbal & Non-Verbal Reasoning. S. Chand Publishing.

Attendance Policy:

Students are expected to attend, prepare assigned cases/readings before class, participate in discussions, and contribute to group application work in line with the institute's minimum attendance requirement. A minimum of **75% attendance is mandatory** for students to be eligible to appear for the End-Semester Examination. Students who do not meet the required attendance criteria **will not be permitted to appear for the End-Semester Examination**.

Course Evalution Scheme:

The Analytical & Data Skills domain (Domain 3) lends itself to a timed, objective test, so the MSE is a Quantitative Aptitude & Logical Reasoning test rather than a subject mid-term. The remaining domains are skill- and practicum-based, so ISE and ESE are built around portfolio deliverables and panel-evaluated performance rather than written examinations.

Component	Description	Marks	Weightage
ISE	Continuous application through the career roadmap, resume/LinkedIn portfolio, presentation performance (see breakdown below).	30	30%
MSE	Resume assessment, Mock GD performance.	30	30%
ESE	Mock interview performance	40	40%

Break-up of ISE (30 marks / 30% of total):

Sr. No.	Component	Individual / Group	Weightage
1	Career Roadmap Document (1:1 output)	Individual	10 marks
4	Presentation Performance	Individual	10 marks
5	Excel / Data-Visualisation Dashboard	Individual	10 marks

Break-up of MSE (30 marks / 30% of total):

Sr. No.	Component	Individual / Group	Weightage
2	Resume Review Report	Individual	15 marks
3	Mock GD Performance (best of 2 rounds)	Individual	15 marks

Break-up of ESE (40 marks / 40% of total):

Sr. No.	Component	Individual / Group	Weightage
1	Final Mock Interview	Individual	40 marks

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