TERI School of Advanced Studies (Deemed to be University)

10, INSTITUTIONAL AREA, VASANT KUNJ, NEW DELHI

CIRCULATORY MINUTES

65th MEETING OF ACADEMIC COUNCIL

Meeting No. : 65 (Sixty Five)

Date: 21 August 2026

TERI School of Advanced Studies (Deemed to be University)
CIRCULATORY MINUTES FOR THE 65th MEETING OF THE ACADEMIC COUNCIL

ITEMS AT A GLANCE

Item No.	Particulars

Confirmation of Minutes

Item No. 65.1. Agenda Items

65.1.1 To consider and approve revised Programme Project Report of Two-year Online MBA in Sustainability Management programme by the Department of Management Studies.

65.1.2 To consider and approve revised course outlines of Two-year Online MBA in Sustainability Management programme by the Department of Management Studies.

65.1.3 To consider and approve the intake/sanctioned strength per programme.

TERI School of Advanced Studies (Deemed to be University)

MINUTES FOR THE 65th MEETING OF THE ACADEMIC COUNCIL

Item No. 65.1 Agenda items

65.1.1 To consider and approve revised Programme Project Report of Two-year Online MBA in Sustainability Management programme by the Department of Management Studies.

MBA (SM) has been approved in the 62nd Academic Council Meeting to be offered in online. In continuation, and subsequent to the comments received from the Visiting Expert Committee, UGC, it is proposed to consider and approve the revised Programme Project Report of Two-year Online MBA in Sustainability Management programme by the Department of Management Studies from the session 2026-27. The programme project report is placed as **Enclosure 1**.

The Academic Council discussed and approved the agenda.

65.1.2 To consider and approve the revised course outlines of Two-year Online MBA in Sustainability Management programme by the Department of Management Studies.

The Academic Council is requested to approve the revised course outlines of Two-year Online MBA in Sustainability Management programme by the Department of Management Studies as per the Programme Project Report duly incorporating the comments. Detailed course outlines are provided in **Enclosure 2.**

The Academic Council discussed and approved the agenda.

65.1.3 To consider and approve the intake/sanctioned strength per programme.

TERI School of Advanced Studies offers programmes at UG and PG level with due consideration from the regulatory bodies (UGC/AICTE). For all the programmes under offer from AICTE the intake/sanctioned strength is defined by means of EoA. The sanctioned strength/intake for all programmes are as placed as **Enclosure 3**.

The Academic Council discussed and approved the agenda.

Enclosure 1

Programme Project Report

MBA Sustainability Management (Online)

I. Programmes' Mission & Objectives:

1. Mission Statement:

To develop a comprehensive understanding of sustainability management, ESG principles, climate change, responsible business practices, environmental governance, and sustainable development at local, national, and global levels, while promoting strategic thinking, analytical competence, ethical leadership, and decision-making capabilities to enable learners to lead organizations towards inclusive, resilient, and sustainable value creation.

2. Objectives:

- To develop comprehensive knowledge of sustainability management, ESG principles, climate change, responsible business practices, environmental governance, and sustainable development.
- To develop strategic and analytical capabilities for integrating sustainability considerations into business strategy, operations, supply chains, finance, risk management, and organizational decision-making.
- To develop ethical and responsible leadership capabilities for managing organizational transformation, stakeholder interests, climate risks, and emerging sustainability challenges.
- To enable learners to apply sustainability concepts, frameworks, and tools to real-world organizational challenges and create inclusive, resilient, and sustainable value across business, government, consulting, and development sectors.

II. Relevance of the programme with University Mission:

1. HEI's Vision:

To accelerate the transition towards a more sustainable world through the creation of knowledge and human capacity. To be a globally recognized deemed University in the sphere of sustainability studies.

2. HEI Mission:

To create new knowledge through research and contribute to the discourse on sustainability issues at national and global levels.

To design and deliver academic programmes, training and research on sustainability issues relevant to all streams of life and across age groups, assimilating the latest science and evidence.

3. Relevance of the programme:

The programme *MBA in Sustainability Management (Online)* is closely aligned with the TERI School of Advanced Studies (Deemed to be University) mission of providing quality, accessible, industry-relevant, and socially responsible higher education that contributes to sustainable development and nation-building. The programme integrates contemporary management education with sustainability, ESG, climate change, responsible business, circular economy, sustainable finance, and environmental governance, thereby preparing working professionals to address emerging business and societal challenges. Its online mode of delivery expands access to advanced management education for professionals across geographical locations, enabling them to pursue higher education while continuing their careers. Through case-based learning, industry-oriented projects, applied research, experiential learning, and technology-enabled pedagogy, the programme seeks to develop responsible and ethical business leaders capable of integrating sustainability into organizational strategy and decision-making. In this manner, the programme contributes to the University's commitment to academic excellence, lifelong learning, innovation, responsible leadership, and inclusive and sustainable development.

III. Nature of prospective target group of learners:

This programme is exclusively designed for working professionals and experienced practitioners. The target learner group has been carefully defined to ensure the programme's industry-integrated, executive-level curriculum achieves maximum relevance and impact.

1. *Working Executives and Senior Professionals:*
    - Mid-level to senior managers, directors, and C-suite executives from any industry sector seeking to integrate sustainability into their strategic leadership roles.
    - Professionals with minimum 3 years of work experience who wish to transition into or advance within sustainability, ESG, and climate-related functions.
2. *Sustainability and ESG Practitioners:*
    - ESG coordinators, environmental managers, sustainability consultants, and CSR professionals seeking advanced academic credentials to complement their field experience.
    - Professionals currently working on BRSR, GRI, CDP, or other sustainability reporting frameworks who wish to deepen their strategic understanding.
3. *Finance and Investment Professionals:*
    - Banking, insurance, and asset management professionals engaged in green finance, ESG investing, climate risk assessment, and sustainable portfolio management.
    - Professionals seeking to build competencies in carbon markets, green bonds, and impact investing.
4. *Government Officials and Policy Professionals:*
    - Officers working in ministries, regulatory bodies, and public sector organizations on climate, environmental, and sustainability policy.
    - Policy makers involved in implementing India's NDC commitments, SDG framework, or national sustainability initiatives.

5. *Social Entrepreneurs and Development Sector Leaders:*
    - Leaders and programme directors of NGOs, social enterprises, and development organizations working on climate resilience, community sustainability, and impact.
    - Aspiring social entrepreneurs seeking to build sustainable business models with measurable impact.
6. *Consultants and Independent Practitioners:*
    - Management consultants, environmental auditors, and sustainability advisors who wish to strengthen their advisory practice with a MBA credential.
    - Professionals transitioning from mainstream management consulting into sustainability advisory roles.
7. *Lifelong Learners and Career Changers*
    - Experienced professionals from any sector who are motivated by the global sustainability imperative and wish to pivot their career trajectory.
    - Adults who seek structured, rigorous academic qualification to formalize their expertise and open new career pathways.

IV. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence:

The MBA in Sustainability Management (Online) is appropriately designed for delivery through the Online mode, as the programme combines conceptual knowledge, analytical skills, managerial competencies, technology-enabled learning, and application-oriented learning that can be effectively developed through digital pedagogies. The programme is specifically designed for working professionals seeking to integrate sustainability principles into business strategy, operations, finance, supply chains, risk management, governance, and organizational decision-making. Online delivery enables learners from diverse geographical and professional backgrounds to access structured learning resources, expert instruction, case-based learning, simulations, collaborative activities, industry interactions, and digital tools while continuing their professional responsibilities.

The programme is designed to develop knowledge and understanding of sustainability management, ESG, climate change, responsible business, sustainable finance, circular economy, sustainable supply chains, environmental governance, and emerging sustainability challenges. In addition, learners develop professional and occupational competencies in areas such as ESG assessment and reporting, sustainability performance measurement, climate risk assessment, carbon accounting, sustainable business strategy, stakeholder management, sustainability consulting, and responsible decision-making. The programme also incorporates generic and transferable competencies including critical thinking, analytical reasoning, problem-solving, communication, collaboration, ethical leadership, digital literacy, and strategic decision-making.

The programme's learning outcomes are aligned with the academic, professional, and occupational requirements of the rapidly evolving sustainability and ESG domain. Through a combination of synchronous and asynchronous learning, case studies, simulations, applied assignments, industry-oriented projects, discussions, data-driven exercises, and a capstone project, learners are provided opportunities to apply theoretical concepts to real-world organizational and sustainability challenges. The Online mode therefore provides an appropriate and flexible learning environment for developing the competencies required to lead sustainability transformation across corporate, consulting, government, financial, and development sectors.

1. Programme Specific Outcomes:

Upon successful completion of the MBA in Sustainability Management, graduates will be able to:

- Integrate ESG principles, climate risk considerations, and circular economy thinking into business strategy and organizational decision-making.
- Apply competencies in ESG reporting and disclosure frameworks, including GRI, SASB/ISSB, TCFD, and BRSR, along with green finance, carbon accounting, and sustainability governance practices.
- Apply sustainability knowledge and analytical skills to real-world organizational challenges through case-based, project-based, and industry-oriented learning and consulting assignments.
- Demonstrate the professional, strategic, and leadership competencies required to contribute effectively to sustainability-related roles across corporate, consulting, government, NGO, and development sectors.

2. Development of Specific Skills and Competencies through Online Mode:

The Online mode is particularly appropriate for the development of the above PSOs as sustainability management is a dynamic and interdisciplinary field requiring continuous engagement with evolving sustainability standards, regulations, technologies, business practices, and global developments. Digital learning platforms enable learners to access current sustainability frameworks, ESG reports, industry databases, case materials, simulations, analytical tools, and other learning resources irrespective of geographical location.

The programme will employ a combination of synchronous and asynchronous lectures, interactive discussions, case studies, simulations, problem-solving exercises, collaborative activities, industry interactions, applied assignments, projects, and capstone-based learning. These pedagogical approaches enable learners to develop conceptual understanding while applying sustainability frameworks and analytical tools to practical business situations.

Case-based and simulation-based learning will enable learners to examine complex ESG, climate, circular economy, sustainable finance, and responsible business challenges and evaluate alternative managerial responses. Project-based and consulting-oriented learning will provide opportunities to apply sustainability concepts to real organizational problems, while the capstone project will enable learners to

integrate knowledge and skills acquired across the programme to address a substantive sustainability management challenge.

3. Development of Generic and Transferable Competencies:

In addition to domain-specific sustainability competencies, the programme develops generic and transferable skills required for effective managerial and professional practice. These include critical and systems thinking, analytical reasoning, problem-solving, digital literacy, communication, teamwork, stakeholder engagement, ethical judgement, leadership, innovation, and lifelong learning.

The Online learning environment further enables working professionals to develop self-directed learning, digital collaboration, information evaluation, professional communication, and time-management capabilities. These competencies are particularly relevant to sustainability professionals who must work across organizational functions and engage with diverse internal and external stakeholders.

4. Alignment with Academic, Professional and Occupational Requirements:

The programme's curriculum and learning outcomes are aligned with the evolving academic, professional, and occupational requirements of sustainability management and the broader ESG ecosystem. The programme integrates management education with contemporary areas such as ESG reporting and disclosure, climate risk, green finance, circular economy, sustainable supply chains, carbon accounting, environmental governance, and responsible business practices.

The combination of academic knowledge, professional skills, applied learning, digital tools, and industry-oriented experiences prepares learners to apply sustainability principles in diverse organizational contexts. The programme is therefore appropriately suited to the Online mode and enables working professionals to acquire the knowledge, specific skills, professional competencies, and transferable capabilities required to contribute to and lead sustainability initiatives across corporate, consulting, government, NGO, financial, and development sectors.

V. Instructional Design:

The MBA in Sustainability Management (Online) is structured as a two-year, four-semester progrmme, delivered in a modular online format. The curriculum has been carefully designed to ensure AICTE and UGC compliance while maintaining the academic rigour and practical relevance expected of an MBA programme.

The medium of instruction shall be English.

The programme comprises 88 credits and 2,640 notional learning hours, based on the institutional credit framework of 1 credit = 30 notional learning hours.

1. Programme Credit Framework:

Programme Parameter	**Details**
Programme Name	MBA in Sustainability Management (Online)
Degree Awarded	Master of Business Administration (MBA)
Programme Duration	2 Years (4 Semesters)
Mode of Delivery	Online (Modular Delivery)
Total Credits	88 Credits (AICTE Compliant; Minimum: 80 Credits)
Total Learning Hours	2640 Hours
Course Structure	29 courses across 4 semesters.
Minimum Semesters to Complete	4 Semesters (2 Years)
Maximum Duration	N+2 Years (4 Years)
Credit Equivalence	1 Credit = 30 Notional Hours

2. Semester-wise Credit and Learning-Hour Distribution:

Semester	**Credits**	**Learning Hours**	**Duration**
Semester 1 – Foundation Core Modules	20	600	24 Weeks
Semester 2 – Advanced Core Modules	20	600	24 Weeks
Semester 3 – Specialization & Electives	24	720	24 Weeks
Semester 4 – Capstone & Industry Immersion	24	720	19 Weeks
TOTAL	88	**2640**	**91 Weeks**

Note: One credit represents 30 notional learning hours. Notional learning hours include guided learning, self-learning, preparation, participation in learning activities, assignments, projects, and assessment-related learner effort, as applicable.

3. Curriculum Design

The curriculum is organized progressively across four semesters.

- Semester I – Foundation Core Modules establishes the foundations of management and sustainability through courses covering management principles, sustainability economics, sustainability concepts, business research methodology, managerial accounting for sustainability, ESG reporting, marketing management, sustainable supply chains, and sustainable branding.
- Semester II – Advanced Core Modules develops advanced managerial and sustainability competencies through courses in corporate finance for sustainability, green finance and sustainable

investing, Life Cycle Assessment and Life-Cycle Costing, project management, management information systems, AI and ML for business sustainability, organizational change management, organizational behaviour, and business ethics, compliance and responsible leadership.

- Semester III – Specialization and Electives enables learners to develop specialized competencies through elective tracks covering circular economy, environmental footprinting, zero waste and industrial symbiosis, sustainable innovation, energy transition, climate risk, impact investing, ESG ratings and disclosure, climate finance, sustainability analytics, environmental law, compliance, and governance.
- Semester IV – Capstone and Industry Immersion focuses on experiential and application-oriented learning through industry consulting projects, solution development, capstone report writing and presentation, expert seminars, mentorship, and viva voce.

4. Course-wise Credit Mapping:

The Course & Curriculum Design, and Credit Structure with Credit Hours is as below:

Course No.	Course Title	Type	Credits
SEMESTER 1 – Foundation Core Modules (20 Credits | 24 Weeks)			
MBS 101	Management Principles and Practices	Core	2
MBS 102	Sustainability Economics & Green Markets	Core	2
MBS 103	Principal Concepts of Sustainability	Core	2
MBS 104	Business Research Methodology	Core	2
MBS 105	Managerial Accounting for Sustainability	Core	2
MBS 106	ESG Reporting	Core	2
MBS 107	Marketing Management	Core	2
MBS 108	Sustainable Supply Chain Management	Core	2
MBS 109	Sustainable Branding	Core	2
MOOC Course	Suggestive Course Bucket • Quantitative and Mixed Methods Research for Management (Swayam) • Applied Business Statistics (Swayam) • Python for Data Science (Swayam)	Core	2
SEMESTER 2 – Advanced Core Modules (20 Credits | 24 Weeks)			
MBS 201	Corporate Finance for Sustainability	Core	2
MBS 202	Green Finance and Sustainable Investing	Core	2
MBS 203	Life Cycle Assessment & Life-Cycle Costing	Core	2
MBS 204	Project Management	Core	2
MBS 205	Management Information Systems	Core	2
MBS 206	AI & ML for Business Sustainability	Core	2
MBS 207	Organization Change Management	Core	2
MBS 208	Organisational Behaviour	Core	2

MBS 209	Business Ethics, Compliance and Responsible Leadership	Core	2
MOOC Course	Suggestive Course Bucket • Sustainable Business Management: Strategies to Build Green Enterprises (Swayam) • Strategy and the Sustainable Enterprise (Swayam) • Social Entrepreneurship and Sustainability (Swayam)	Core	2
SEMESTER 3 – Specialization & Electives (24 Credits | 24 Weeks)			
MBS 301	Circular Economy Strategy and Business Models	Elective (Track A)	3
MBS 302	Environmental Footprinting	Elective (Track A)	3
MBS 303	Zero Waste Management and Industrial Symbiosis	Elective (Track A)	3
MBS 304	Sustainable Innovation and Entrepreneurship	Elective (Track A)	3
MBS 311	Energy Transition and Renewable Systems	Elective (Track B)	3
MBS 312	Climate Risk & Scenario Analysis	Elective (Track B)	3
MBS 313	Social Entrepreneurship and Impact Investing	Elective (Track B)	3
MBS 314	Diversity, Equity and Inclusion	Elective (Track B)	3
MBS 321	ESG Ratings, Frameworks and Disclosure	Elective (Track C)	3
MBS 322	Climate Finance and Carbon Markets	Elective (Track C)	3
MBS 323	Sustainable Analytics and Business Intelligence	Elective (Track C)	3
MBS 324	Environmental Law, Compliance and Governance	Elective (Track C)	3
SEMESTER 4 – Capstone & Industry Immersion (24 Credits | 19 Weeks)			
MBS 401	Industry Consulting Project - Problem Scoping & Analysis	Core	6
MBS 402	Industry Consulting Project - Solution Development & Implementation	Core	6
MBS 403	Capstone Report Writing and Presentation	Core	6
MBS 404	Industry Seminars, Expert Mentorship and Viva Voce	Core	6
TOTAL CREDITS			**88**

5. Evaluation of the courses

The MBA in Sustainability Management (Online) will follow 30% Continuous/Internal Assessment and 70% End-Semester/End-Term Examination, with a minimum of 40% marks required separately in each component to pass a course. For the designated SWAYAM/MOOC course, absolute SWAYAM assessment/examination marks will be considered, while Semester IV projects will be evaluated through project deliverables, presentation/viva voce, and industry/mentor evaluation as per the respective course syllabi.

6. Duration

The MBA in Sustainability Management (Online) is a two-year programme comprising four semesters. The minimum period for completion is two years. The maximum period for completion will be as prescribed by the applicable UGC regulations and University rules.

7. **Instruction Delivery Mechanisms**

The MBA in Sustainability Management (Online) employs a blended synchronous-asynchronous online delivery mechanism designed to maximize engagement, flexibility, and learning outcomes for working executives. Courses shall be delivered in a supervised, self-directed learning mode, structured through an AICTE-approved Learning Management System (LMS).

7.1 Synchronous Delivery

- Live Interactive Sessions: 8-9 hours per week per module via Zoom or Microsoft Teams.
- Facilitated discussions, case analysis, Q&A, and real-time problem solving with faculty and industry experts.
- Industry guest lectures and expert panel discussions scheduled during live sessions.

7.2 Asynchronous Delivery

- Recorded lectures made available on the LMS for flexible, anytime access (1.5-2 hours per week equivalent per module).
- Self-paced reading assignments, e-books, case studies, simulation exercises, and reflection journals.
- Discussion forums and collaborative wikis for peer interaction and knowledge building.
- Recorded sessions indexed and searchable within the LMS library.

7.3 Personal Contact Programs (PCP)

Personal Contact Programs shall be organized at regular intervals combining:

- Virtual Classroom sessions using licensed online platforms for intensive interactive engagement.

- Orientation through Campus Immersion at the beginning of each semester will be conducted.

7.4 Industry-Integrated Learning

- Mentorship from practicing sustainability professionals and C-suite executives.
- Real-world case studies, stakeholder simulations, and field-based data collection.

8. Instruction Media

Programme instruction shall be delivered using institutional LMS resource to ensure comprehensive and engaging learning experiences:

8.1 Primary Instruction Media

- Self Learning Material (SLM) in eBook / digital format hosted on the LMS.
- Pre-recorded video lectures developed by faculty and industry subject matter experts.
- Interactive digital modules including simulations, infographics, and case-based scenarios.

8.2 Communication and Collaboration Tools

- Video Conferencing: Zoom / Microsoft Teams for all live interactive sessions.
- Recording & Library: All live sessions archived on the LMS for asynchronous viewing.
- Collaboration: Google Workspace (Docs, Sheets, Slides, Meet) for collaborative project work.
- Peer Learning: Slack groups, LMS discussion forums, and wikis for peer interaction and instructor support.

8.3 Assessment Integrity Tools

- Proctored examination software (Mercer Metal) for secure online examinations.
- Plagiarism detection via Turnitin / SafeAssign for all written submissions.
- LMS analytics dashboard for tracking student engagement, progress, and participation.

9. Student Support Service

TERI School of Advanced Studies is committed to providing comprehensive student support services to ensure that online learners receive the same quality of support as on-campus students. The following student support services shall be provided across the duration of the programme:

9.1 Requirement of faculty and supporting staff:

For MBA in Sustainability Management (Online), TERI School of Advanced Studies has dedicated faculty and supporting staff as per the requirements of the UGC. More supporting staffs will be deputed at the University as per need of the course curriculum.

9.2 Academic Support

- **Academic Advising:** Each student shall be assigned an academic advisor (programme coordinator/course coordinator/mentor) to assist with course selection, semester planning, academic difficulties, and navigation of academic policies.
- **Tutoring Services:** Virtual tutoring support for all core courses shall be available through the LMS. Faculty office hours (virtual) shall be maintained by each course instructor on a weekly basis.
- **Writing and Research Assistance:** Students shall have access to online writing support and research guidance, particularly to support case analysis reports, applied project submissions, and the final Capstone Consulting Report.

9.3 Technical Support

- **LMS Technical Support:** 24/7 technical helpdesk for issues related to LMS access, video conferencing, tool access, and digital submissions.
- **Technology Orientation:** All incoming students shall participate in a mandatory online orientation covering LMS navigation, collaboration tools, proctoring software, and digital resource access.
- **Online Help Desk & FAQ:** A comprehensive online help desk with FAQs, video tutorials, and live chat shall be maintained throughout the programme.

9.4 Career and Professional Development Support

- **Career Services:** Dedicated career counselling, industry networking support, and resume and LinkedIn profile enhancement workshops for programme participants.
- **Industry Mentorship:** Each Semester 4 student shall be assigned an industry mentor for guidance on the Capstone Consulting Project and career development.
- **Alumni Network:** Graduates shall be inducted into the TERI SAS alumni network providing access to industry connections, webinars, and professional development opportunities.

9.5 Orientation Programs

- Comprehensive virtual orientation session conducted at the start of the programme and at the commencement of each academic year.
- Introductory modules on sustainability concepts, programme expectations, and professional competency development provided during orientation.

10. Pedagogical Tools

The MBA in Sustainability Management (Online) employs a rich and diverse set of pedagogical approaches to ensure deep learning, practical skill development, and executive competency building. Each module employs a blended learning design:

10.1 Module-Level Pedagogical Design

- **Live Interactive Sessions: 8**-9 hours per week per module of synchronous facilitated discussions, Q&A sessions, case analysis, and stakeholder simulation exercises.
- **Recorded Lectures:** Asynchronous content access providing 1.5-2 hours per week of structured concept delivery by faculty and practitioners.
- **Peer Learning:** LMS discussion forums, group assignments, peer feedback mechanisms, and collaborative wiki-based knowledge building.
- **Practical Workshops:** Hands-on training sessions on sustainability analytics tools, carbon accounting platforms, ESG reporting software, Tableau data visualization, and financial modelling.
- **Industry Engagements:** Regular guest lectures from C-suite sustainability practitioners, ESG analysts, green finance experts, climate risk officers, and policy professionals.
- **Self-Directed Study:** Assigned readings, curated online resources, reflection journals, and independent research assignments.
- **Capstone Consulting Project:** Semester 4 real-world industry consulting engagement culminating in a comprehensive consulting report, implementation roadmap, and viva voce defence.

VI. Procedure for admissions, curriculum transaction & evaluation:

1. Admission Procedure

The admission process for the MBA in Sustainability Management (Online) will follow a structured process beginning with online application, followed by screening of the submitted documents for eligibility and completion of the selection process. Candidates will submit their applications during the notified admission cycle along with the prescribed academic and professional documents. The submitted documents will be screened to verify the candidate's eligibility, including the minimum academic qualification and professional experience requirements. Eligible candidates will then be considered for selection on the basis of merit and interview. Selected candidates will be offered admission to the programme and will be required to complete the prescribed admission and fee-payment formalities.

Admission Details:

- **Programme Fee:** INR 13,35,000/- for the complete programme.
- **Application:** Online application.
- **Admission Cycles:** June/December.
- **Eligibility:** Graduation with a minimum of 50% marks and a minimum of three years of professional experience.
- **Documents Required:** Graduation marksheet, proof of three years of professional experience, Statement of Purpose (SoP), and in-service certificate, wherever applicable.
- **Document Screening:** Submitted documents will be screened to verify eligibility and fulfilment of the prescribed admission requirements.
- **Selection Process:** Merit + Interview.
- **Programme Commencement:** July/January.

2. Fee Refund and Late Fee Policy

In case of withdrawal from the programme, the programme fee will be refunded in accordance with the applicable UGC fee refund guidelines and the University's approved policy.

The following late payment charges will apply after the prescribed fee payment deadline:

Period of Delay	Late Fee
Within 10 days	INR 2,000/-
11–20 days	INR 4,000/-
21–30 days	INR 8,000/-

If the prescribed fee remains unpaid for 30 days after the last date of payment, the learner may be struck off from the programme in accordance with University rules.

3. Curriculum Transaction

The curriculum will be delivered through the Online mode using the University's Learning Management System and approved virtual platforms (Like Zoom and Microsoft Teams). Curriculum transactions will include:

- Synchronous live online lectures and interactive sessions.
- Recorded lectures and digital self-learning materials.

- Case studies, simulations and problem-solving activities.
- Online quizzes, assignments and discussions.
- Industry and expert interaction.
- Project-based and experiential learning.
- Industry consulting projects and capstone activities.
- Digital tools and software for sustainability analysis, data analytics and managerial decision-making, wherever applicable.

The course-wise curriculum, learning outcomes, instructional methodology, learning resources, credits, learning hours, and assessment pattern are provided in the detailed course syllabi.

4. Evaluation Scheme

The evaluation of the MBA in Sustainability Management (Online) will comprise continuous/internal assessment and proctored end-semester examination.

Assessment Type	Weightage	Format & Frequency
Continuous Evaluation (Internal)	30% (30 marks)	Online quizzes, assignments, case studies and other course-based activities. Where 8 quizzes are conducted, the best 4 quiz scores will be considered.
Proctored Examination	70% (70 marks)	Proctored online examination of approximately 1.5–2 hours.
Total	100% (100 marks)	

To pass a course, the student must obtain a minimum of 40% marks separately in the Continuous/Internal Assessment and the Proctored Examination.

4.1. Evaluation of SWAYAM/MOOC Course

For the designated SWAYAM/MOOC course, the absolute marks obtained by the learner in the SWAYAM course will be considered as the marks for the course. The marks obtained in the SWAYAM assessment/examination will be incorporated into the University's academic record along with the corresponding credits, as per the applicable academic and credit-transfer provisions.

4.2 Evaluation of Semester IV Projects and Capstone

The Semester IV Industry Consulting Projects and Capstone components will be evaluated through the following broad parameters:

- **Project Report/Deliverable:** Quality of problem identification, analysis, application of sustainability concepts/tools, findings, and recommendations.
- **Presentation and Viva Voce:** Quality of presentation, conceptual understanding, communication of findings, and ability to respond to questions.
- **Industry/Mentor Evaluation:** Relevance, feasibility, professional approach, stakeholder engagement, and applicability of the proposed solution.

The detailed evaluation criteria and weightage for each Semester IV course will be specified in the respective course syllabi.

4.3 Grade Improvement Policy

1. Those students who have obtained a grade F or are unable to meet the requirements for promotion to the next semester are eligible for improvement exam.
2. The grades that are obtained in the improvement exam will be considered final.
3. The exam would be held within one month of the declaration of results.

- Students may apply for the exam within one week of declaration of results.
- Results are to be declared within two weeks of conduct of improvement exams

4.4 Rules of Backlog

Students are allowed to carry the backlog of courses prescribed for Semester-I, Semester-II and Semester-III respectively to the next semester.

VII. Requirement of the laboratory support and Library Resources:

1. Laboratory and Computer-Based Support

The MBA in Sustainability Management (Online) does not require conventional physical laboratory facilities. However, learners will be provided access to appropriate computer-based and digital tools required for courses involving sustainability analytics, Life Cycle Assessment, carbon accounting, financial modelling, data analysis, AI/ML, and other applied sustainability applications. Relevant software, online platforms, simulations, databases, and digital tools will be used through the Online learning environment wherever required by the curriculum.

2. Access to Library Resources at the University / Department

All enrolled students of the MBA in Sustainability Management (Online) programme will have full access to the library resources and services of TERI School of Advanced Studies (TERI SAS). Library services will be comprehensively extended to Online learners through remote digital access, LMS integration,

online information-literacy support, dedicated library services, and direct assistance from library professionals.

2.1 Remote Digital Access

- Students will have remote access to the TERI SAS digital library, including e-books, e-journals, research databases, institutional repositories, and other subscribed digital resources from any location with internet connectivity.
- Access to subscribed resources will be provided through secure user authentication/login, integrated with or linked to the University's digital learning environment/LMS.
- Students will be able to access scholarly and professional resources required for coursework, assignments, research projects, and the capstone project without requiring physical presence on campus.

2.2 Integration with Learning Management System

- Library resources, course-specific reading lists, recommended readings, and relevant reference materials will be integrated with the Learning Management System (LMS) for individual courses/modules wherever appropriate.
- Faculty members will curate and provide course-specific reading lists accessible through the course environment to facilitate seamless access to relevant academic and professional resources.
- Links to relevant databases, journals, reports, e-books, and other digital resources may be embedded within the respective course modules.

2.3 Online Workshops and Webinars

- Virtual library orientation and information-literacy workshops will be conducted at the beginning of the programme/semester to familiarize Online learners with available library resources and services.
- Online workshops will cover database access and search strategies, literature searching, systematic literature review, citation management, academic writing, and use of research resources.
- Learners may also be provided guidance on citation management tools such as Mendeley and Zotero, as relevant to their academic and research requirements.

2.4 Dedicated Online Library Portal

- A dedicated online library portal will provide students with access to digital collections, resource guides, library services, and research tools.
- The portal will provide search and discovery facilities for identifying relevant academic and professional resources.

- Subject-specific resources relevant to sustainability management, ESG, climate change, environmental management, sustainable finance, management, business, and public policy will be made accessible to learners.
- The portal will also provide access to relevant research databases, e-journals, e-books, institutional resources, and other subscribed digital collections available through TERI SAS.

2.5 Librarian Support

- Dedicated library support will be available to Online learners through email, chat, and virtual appointments.
- Students will be able to seek personalized assistance for database navigation, literature searches, identification of scholarly resources, referencing, citation management, and use of digital library services.
- Library professionals will provide guidance to learners undertaking assignments, research projects, industry consulting projects, and capstone work.

2.6 Information Literacy and Responsible Use of Information

- Online tutorials and digital guides on evaluating information sources, academic integrity, plagiarism awareness, responsible use of information, citation practices, and effective literature searching will be made available through the LMS/library portal.
- Students will be encouraged and trained to critically evaluate academic, professional, industry, regulatory, and digital sources before using them in academic and professional work.
- Students will be trained in the use of sustainability-specific databases and research platforms as part of relevant courses and research activities.

VIII. Cost estimate of the programme and the provisions:

The estimated cost of the MBA in Sustainability Management (Online) has been assessed to cover the requirements of programme development, delivery, and maintenance. The provision includes curriculum and digital content development, faculty and academic support, Learning Management System (LMS) and technology infrastructure, online teaching and assessment, library and digital learning resources, student support services, industry and project-based learning, technical support, periodic updating of course content, and continuous maintenance and quality improvement of the programme.

The estimated cost towards programme development, delivery, and maintenance of the MBA in Sustainability Management (Online) is INR 37,32,000. A financial provision of INR 40,00,000 has been made to meet the programme development, delivery, and maintenance requirements and to ensure effective and continuous delivery of the programme.

IX. Quality assurance mechanism and expected programme outcomes:

The quality of the MBA in Sustainability Management (Online) programme shall be assured through a comprehensive and multi-layered quality management framework, aligned with UGC Online Programme Regulations and AICTE norms for management programmes.

1. Institutional Quality Assurance Mechanisms

- **IQAC Oversight:** The University's Internal Quality Assurance Cell (IQAC) shall provide systematic quality oversight covering curriculum review, faculty development, and student outcome monitoring.
- **CIQA for Online Programmes:** The Centre for Internal Quality Assurance (CIQA) established for Open and Distance Learning and Online programmes shall specifically monitor quality of online programme delivery, learning materials, faculty support, and student outcomes as per UGC ODL/Online Regulations.
- **360-Degree Feedback:** A comprehensive 360-degree feedback system shall collect structured feedback from students, faculty, industry mentors, and alumni at the end of every module and semester. Insights shall be analyzed and integrated into programme improvement cycles.
- **Academic Audit:** An annual academic and administrative audit shall be conducted by the IQAC to review curriculum relevance, delivery quality, assessment standards, and student support adequacy.

2. Programme-Specific Quality Mechanisms

- **Course Review Committee:** Each course shall have two designated academic and industry reviewers who periodically review syllabus relevance, assessment quality, and learning outcome alignment.
- **Learning Outcome Mapping:** Every course and module shall be explicitly mapped to Programme Specific Outcomes (PSOs) and AICTE graduate attributes to ensure curriculum coherence.
- **Industry Advisory Board:** A standing Industry Advisory Board comprising corporate sustainability leaders, ESG practitioners, and policy professionals shall provide periodic consultation on curriculum relevance, emerging skills requirements, and industry alignment.
- **Course Benchmarking:** Courses shall be repeatedly benchmarked against leading national and international MBA and sustainability programmes to maintain standards comparable to top-tier offerings.
- **Assessment Moderation:** Regular moderation of assessments, grading rubrics, and examination standards shall be conducted to ensure fairness, consistency, and rigour across all cohorts.

- **Capstone Quality Review:** All Capstone Consulting Projects shall be jointly evaluated by faculty assessors and industry mentors to ensure professional standards and real-world impact.

3. Student Feedback and Continuous Improvement

- End-of-module surveys to assess teaching quality, content relevance, and module delivery.
- End-of-semester comprehensive programme evaluation covering curriculum, support services, and infrastructure.
- Post-graduation alumni surveys conducted at 6 months and 12 months post-completion to measure career outcomes and programme impact.
- Suggestions and improvements from feedback systematically incorporated into subsequent programme cycles.

4. Expected Programme Outcomes

Per batch of 60 students, the following outcomes are targeted:

- 100% graduation rate with successful Capstone Consulting Project delivery and viva voce completion.
- 80-90% of graduates placed in senior or mid-level sustainability, ESG, or related roles within 6 months of programme completion.
- Average salary increment of 25-35% post-MBA for graduates transitioning into sustainability leadership roles.
- 40-50% of graduates pursuing further research or specialized sustainability certifications such as CFA, GRI, SASB, or TCFD.
- 30-40% of Capstone Consulting Projects resulting in actual organizational implementation with measurable sustainability impact.
- Strong alumni network spanning corporate, government, NGO, and consulting sectors, contributing to placement support and programme credibility.

5. Institutional Benefits and Positioning

- Positions TERI SAS as the leading institution for executive sustainability management education in India.
- Strengthens industry partnerships through consulting engagements and curriculum co-design.
- Generates thought leadership and research outputs through capstone projects, case studies, and alumni research contributions.

- Builds a diverse, engaged alumni network for recruitment, collaboration, and institutional advocacy.
- Enhances institutional visibility in the ESG, sustainability, and green economy education domain nationally and internationally.

Enclosure 2

Course title: Business ethics, compliance and responsible leadership			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management Studies			
Course coordinator: Dr Moumita Acharyya		**Course instructor:** Dr Moumita Acharyya	
Course Editor: Dr. Manini Sayali (Faculty, Department of Management Studies, TERI School of Advanced Studies)			
Course reviewers: 1. Dr. Vidhi Chadha, Associate Professor, Faculty of Law, University of Delhi 2. Dr. Vishnu, Professor, NLU, Raipur			
Contact details: moumita.acharyya@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	
Course description: The course *Business Ethics, Compliance and Responsible Leadership* provides a comprehensive understanding of ethical principles, governance mechanisms, regulatory compliance, and leadership responsibilities in modern organizations. It begins with the foundations of business ethics, including key ethical theories and decision-making frameworks, along with behavioral aspects such as cognitive biases and ethical dilemmas. The course then examines corporate governance structures, the role of boards and stakeholders, and the development of an ethical organizational culture supported by codes of conduct and leadership values. It further explores compliance management systems, legal and regulatory frameworks, risk management, anti-corruption measures, and whistleblowing mechanisms. Building on this, the course addresses responsible leadership in the context of sustainability, focusing on CSR, ESG, climate ethics, and inclusive leadership practices. Finally, it covers contemporary issues such as ethics in technology, data privacy and functional areas of business, global ethical challenges, and crisis management, with a strong emphasis on application through case studies, simulations, and experiential learning.			
Course objectives: This course aims to develop a deep understanding of ethical principles, compliance frameworks, and responsible leadership practices in contemporary business environments. It enables students to critically evaluate ethical dilemmas, design robust compliance systems, and lead organizations in a socially responsible and sustainable manner. The course also emphasizes integrating governance, risk management, and ethical decision-making into strategic business practices.			
Learning outcomes: Upon successful completion of the course, students will be able to: 1. Analyze and apply ethical theories and frameworks to real-world business situations. 2. Evaluate corporate governance structures and their role in promoting ethical conduct. 3. Design and assess compliance systems aligned with regulatory and organizational requirements. 4. Demonstrate responsible leadership by integrating sustainability, CSR, and ESG considerations. 5. Critically assess emerging ethical challenges in technology, globalization, and functional business domains.			

6. Develop practical solutions to ethical dilemmas through case analysis, simulations, and role-based decision-making.

Course contents

Unit No.	Unit Title	Topics	Week Duration
Unit 1	Ethical Foundations and Decision-Making	• Nature, scope, and evolution of business ethics - Ethical theories: Utilitarianism, Deontology, Virtue ethics, Justice & Fairness - Ethical decision-making models (Rest, Kohlberg) - Cognitive biases and ethical blindness - Corporate ethical failures (case studies)	Week 1-2
Unit 2	Corporate Governance and Ethical Culture	• Principles of corporate governance - Role of board, independent directors, committees - Organizational culture and ethical leadership ("tone at the top") - Codes of ethics and conduct - Stakeholder vs shareholder approach	Week 3-4
Unit 3	Compliance, Risk and Regulatory Frameworks	• Compliance management systems - Legal frameworks (Companies Act, SEBI, global regulations) - Enterprise Risk Management (ERM) - Anti-corruption laws (FCPA, UK Bribery Act) - Whistleblowing and fraud prevention	Week 5-6
Unit 4	Responsible Leadership and Sustainability	• Responsible and ethical leadership styles - CSR and ESG frameworks - Sustainable business models and circular economy - Climate ethics and carbon accountability - Diversity, equity, and inclusion (DEI)	Week 7
Unit 5	Contemporary Issues and Applied Ethics	• Ethics in technology (AI, data privacy, cybersecurity) - Functional ethics: marketing, finance, HR, operations - Global and cross-cultural ethical challenges - Crisis and ethical decision-making - Capstone case studies and simulations	Week 8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

1. Core Textbooks

- **Ferrell, O.C., Fraedrich, J., & Ferrell, L. (2022). 13th Edition.**
  Business Ethics: Ethical Decision Making & Cases, Cengage Learning.
  → A leading MBA textbook focusing on ethical decision-making, stakeholder management, and real-world business cases. (SelfPublishing.com)
- **Boatright, John R. (2020). 8th Edition.**
  Ethics and the Conduct of Business, Pearson.
  → Provides philosophical foundations of business ethics including utilitarianism, rights, justice, and corporate responsibility. (SelfPublishing.com)
- **Crane, Andrew & Matten, Dirk (2022). 6th Edition.**
  Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press.
  → Focuses on global ethics, CSR, sustainability, and stakeholder theory. (SelfPublishing.com)
- **Shaw, William H. & Miller, Dale (2025). 10th Edition.**
  Business Ethics, Cengage Learning.
  → Covers ethical theories, corporate responsibility, and practical ethical problem-solving in business. (Cengage Asia)

2. Supplementary & Foundational Texts

- **Rachels, James & Rachels, Stuart (2023). 10th Edition.**
  The Elements of Moral Philosophy, McGraw-Hill.
  → Explains core ethical theories such as utilitarianism, Kantian ethics, and virtue ethics in a structured way. (Wikipedia)
- **Treviño, Linda K. & Nelson, Katherine A. (2021). 8th Edition.**
  Managing Business Ethics: Straight Talk About How to Do It Right, Wiley.
- **Jackall, Robert (1988, Anniversary Edition later).**
  Moral Mazes: The World of Corporate Managers, Oxford University Press.
  → A classic sociological study of ethical behavior inside corporations. (Wikipedia)
- **Weiss, Joseph W. (2021). 7th Edition.**
  Business Ethics: A Stakeholder and Issues Management Approach, Berrett-Koehler. (Rider University Guides)

3. Key Academic Journals & Research Sources

- **Journal of Business Ethics (Springer, 1982–present)**
  → One of the most authoritative journals in the field, publishing interdisciplinary research on ethical issues in business. (Wikipedia)
- **Journal of Business Ethics Education (2004–present)**
  → Focuses on pedagogy, case studies, and teaching innovations in ethics education. (Wikipedia)

4. Online Articles & Knowledge Platforms (with Links)

- **Harvard Business Review (HBR) – Business Ethics**
  🔗 https://hbr.org/topic/subject/business-ethics
  → Articles on ethical leadership, governance failures, culture, and decision-making
- **Markkula Center for Applied Ethics**
  🔗 https://www.scu.edu/ethics
  → Ethical decision-making frameworks, ESG insights, case materials
- **OECD Corporate Governance Principles**
  🔗 https://www.oecd.org/corporate/
  → Global standards for governance, transparency, and accountability
- **SEBI (Securities and Exchange Board of India)**
  🔗 https://www.sebi.gov.in
  → Indian regulatory framework for governance and compliance
- **Ministry of Corporate Affairs (India)**
  🔗 https://www.mca.gov.in
  → Companies Act, CSR rules, and compliance guidelines
- **UN Global Compact**
  🔗 https://www.unglobalcompact.org
  → Sustainability, ESG principles, and corporate responsibility frameworks
- **Global Reporting Initiative (GRI)**
  🔗 https://www.globalreporting.org
  → ESG and sustainability reporting standards

5. Suggested Readings (Advanced & Contemporary)

- **Mackey, John & Sisodia, Raj (2014).**
  Conscious Capitalism, Harvard Business Review Press
- **Zuboff, Shoshana (2019).**
  The Age of Surveillance Capitalism, PublicAffairs
- **O'Neil, Cathy (2016).**
  Weapons of Math Destruction, Crown Publishing
- **Pandikattu, Kuruvilla (2023).**
  Business Ethics: Textbook of Concepts and Cases – includes multiple applied case studies and ethical frameworks (Wikipedia)

6. Case Studies (For Classroom Application)
Global Cases

- Enron Scandal – Corporate governance failure
- Volkswagen Emissions Scandal – Ethical misconduct and compliance failure
- Wells Fargo Fake Accounts – Organizational culture and ethical breakdown

Indian Context

- Satyam Scandal – Corporate governance failure
- IL&FS Crisis – Risk management and compliance failure
- Nirav Modi Fraud – Banking fraud and regulatory gaps
- Tata Group CSR Initiatives – Responsible leadership and sustainability

Contemporary / Technology Cases

- Facebook Data Privacy Issues – Digital ethics and data misuse
- AI Bias in Algorithms – Ethics in artificial intelligence
- Uber Cultural Crisis – Leadership and ethical culture

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: AI & ML for Business Sustainability			
Course code:	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Anand Jaiswal		**Course instructor:** Dr. Anand Jaiswal	
Course editor: Dr. Manisha Bhardwaj (Visiting Faculty, TERI School of Advanced Studies)			
Course reviewers: 1. Dr. Cherian Samuel, Associate Professor, IIT BHU, India 2. Dr. Vinaytosh Mishra, Associate Dean, GMU, UAE			
Contact details: anand.jaiswal@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

This course equips executives with applied knowledge of Artificial Intelligence (AI) and Machine Learning (ML) to address sustainability challenges in business. It integrates ESG strategy, climate analytics, predictive modeling, and AI-driven decision systems to enable data-driven sustainable transformation. The course emphasizes managerial application rather than coding depth.

Course objectives:

- To develop managerial understanding of AI and ML tools relevant to sustainability and ESG strategy.
- To enable executives to evaluate and implement AI-driven sustainability solutions across operations, supply chains, finance, and risk.
- To integrate AI capabilities with decarbonization, circular economy, and climate risk management strategies.
- To build strategic thinking for AI governance, ethics, and responsible innovation in sustainability contexts.

Learning outcomes:

By the end of the course, learners will be able to:

- Evaluate AI and ML applications for improving environmental, social, and governance (ESG) performance.
- Critically assess sustainability datasets, predictive models, and AI-driven decision frameworks.
- Design AI-enabled sustainability strategies for operations, energy systems, and supply chains.
- Develop an AI-based sustainability transformation roadmap for their organization.

Course contents

Unit No.	Unit Title	Topics	Week Duration

Unit 1	Foundations of AI, ML & Sustainability Strategy	• AI vs ML vs Deep Learning (Managerial Perspective), Supervised/Unsupervised/Reinforcement Learning (Conceptual), Data Types (Structured, Unstructured, ESG Data), Big Data Architecture for Sustainability, • ESG Metrics & KPIs, Carbon Accounting Basics (Scope 1/2/3), Net-Zero Frameworks, Sustainability Reporting Standards (GRI, TCFD, ISSB), AI Use Cases in Climate & Energy, Industry 4.0 & Green Transformation, Data Ethics & Responsible AI, Sustainability Data Challenges, Digital Transformation & Sustainability Linkages	Week 1
Unit 2	Data Analytics & Predictive Modeling for Sustainability	• Data Collection for ESG (IoT Sensors, Satellite Data, ERP Systems), Data Cleaning & Preprocessing, Feature Engineering for Sustainability Data • Regression Models for Emission Forecasting, Classification Models for Risk Prediction, Clustering for Resource Optimization, Time-Series Forecasting (Energy Demand, Emissions) • Scenario Analysis for Climate Risk, AI for Carbon Footprint Estimation, Tools Overview (Python, BI Dashboards and others), Model Accuracy & Validation, Bias & Data Limitations	Weeks 2–3
Unit 3	AI Applications in Sustainable Operations & Supply Chains	• AI in Energy Optimization, Smart Grids & Demand Forecasting, Predictive Maintenance for Resource Efficiency, AI in Renewable Integration, Sustainable Supply Chain Analytics, Scope Emissions Tracking • Circular Economy & Reverse Logistics Optimization, Route Optimization for Fuel Reduction, Inventory Optimization & Waste Minimization, AI in Water & Waste Management • Smart Manufacturing & Digital Twins, ESG Risk Analytics in Procurement, Case Studies (Energy, FMCG, Manufacturing, IT)	Weeks 4–5

Unit 4	AI for Climate Risk, Finance & ESG Strategy	• Climate Risk Modeling (Physical & Transition Risk), AI in Sustainable Finance, ESG Scoring Models, NLP for Sustainability Reporting Analysis, Sentiment Analysis of ESG Disclosures • AI in Green Investment Decisions, Carbon Pricing & Scenario Modeling, Portfolio Optimization with ESG Constraints, AI for Regulatory Compliance Monitoring, Fraud Detection in Carbon Markets, AI-enabled Sustainability Dashboards, Integration with Enterprise Strategy	Week 6
Unit 5	Strategic Implementation, Governance & Future of Sustainable AI	• AI Strategy Roadmap Development, Business Case Development for AI Sustainability Projects, ROI Measurement & Impact Metrics, Change Management in Digital Sustainability • AI Governance Frameworks, Responsible & Ethical AI in ESG, Data Privacy & Cybersecurity Risks, Green AI & Energy-Efficient Computing, AI Policy & Global Regulations (EU AI Act overview) • Organizational Capability Building, Vendor Selection & Tech Stack Decisions, Future Trends (Generative AI in ESG Reporting, Climate Tech, Autonomous Energy Systems)	Weeks 7–8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

Unit 1 — Foundations of AI, ML & Sustainability Strategy

#	Topic	Source & URL
1	AI vs ML vs Deep Learning (Managerial Overview)	Google – Machine Learning Crash Course → https://developers.google.com/machine-learning/crash-course
2	ESG Metrics, Carbon Accounting & Net-Zero Frameworks	GRI Standards (Official) → https://www.globalreporting.org/how-to-use-the-gri-standards/
3	Sustainability Reporting Standards (GRI, TCFD, ISSB)	IFRS – ISSB Standards Overview → https://www.ifrs.org/issued-standards/ifrs-sustainability-standards-navigator/
4	Responsible AI & Data Ethics	UNESCO – Recommendation on the Ethics of AI → https://www.unesco.org/en/artificial-intelligence/recommendation-ethics

Unit 2 — Data Analytics & Predictive Modeling for Sustainability

#	Topic	Source & URL
5	ESG Data Collection (IoT, Satellite, ERP)	McKinsey – ESG Data & Analytics → https://www.mckinsey.com/capabilities/sustainability/our-insights/the-esg-data-challenge
6	Regression, Classification & Clustering (Conceptual)	Towards Data Science – ML Algorithms Overview → https://towardsdatascience.com/all-machine-learning-algorithms-you-should-know-for-2023-843dba11419c
7	Time-Series Forecasting for Energy & Emissions	Our World in Data – Energy & Emissions Data → https://ourworldindata.org/energy
8	Model Validation, Bias & Data Limitations	IBM – AI Fairness & Bias → https://www.ibm.com/topics/ai-bias

Unit 3 — AI Applications in Sustainable Operations & Supply Chains

#	Topic	Source & URL
9	AI in Energy Optimization & Smart Grids	IEA – AI & Energy Report → https://www.iea.org/reports/artificial-intelligence-and-energy
10	Sustainable Supply Chain & Scope Emissions Tracking	CDP – Supply Chain Emissions Guide → https://www.cdp.net/en/supply-chain
11	Digital Twins & Smart Manufacturing	World Economic Forum – Digital Twins for Sustainability → https://www.weforum.org/agenda/2021/06/digital-twins-sustainability-manufacturing/
12	Circular Economy & Reverse Logistics Optimization	Ellen MacArthur Foundation – Circular Economy & AI → https://ellenmacarthurfoundation.org/topics/artificial-intelligence/overview

Unit 4 — AI for Climate Risk, Finance & ESG Strategy

#	Topic	Source & URL
13	Climate Risk Modeling (Physical & Transition Risk)	TCFD – Official Recommendations → https://www.fsb-tcfd.org/recommendations/
14	ESG Scoring Models & NLP for Sustainability Reporting	MSCI – ESG Ratings Methodology → https://www.msci.com/our-solutions/esg-investing/esg-ratings/esg-ratings-methodology
15	AI in Sustainable Finance & Green Investment	UNEP FI – AI in Finance for Sustainability → https://www.unepfi.org/themes/ecosystems/ai-and-big-data/
16	Carbon Pricing & Scenario Modeling	World Bank – Carbon Pricing Dashboard → https://carbonpricingdashboard.worldbank.org/

Unit 5 — Strategic Implementation, Governance & Future of Sustainable AI

#	Topic	Source & URL

17	AI Governance & Responsible AI Frameworks	OECD – AI Policy Observatory → https://oecd.ai/en/ai-principles
18	EU AI Act Overview	European Parliament – EU AI Act Explained → https://www.europarl.europa.eu/topics/en/article/20230601STO93804/eu-ai-act-first-regulation-on-artificial-intelligence
19	Green AI & Energy-Efficient Computing	MIT Technology Review – The Carbon Cost of AI → https://www.technologyreview.com/2022/11/14/1063192/the-carbon-footprint-of-ai/
20	Generative AI in ESG Reporting & Future Trends	World Economic Forum – Generative AI & Sustainability → https://www.weforum.org/agenda/2023/06/generative-ai-sustainability-esg/

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.
The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Business Research Methodology			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Anand Jaiswal		**Course instructor:** Dr. Anand Jaiswal	
Course editor: Dr. Manisha Bhardwaj (Visiting Faculty, TERI School of Advanced Studies)			
Course reviewers: 3. **Dr. Cherian Samuel,** Associate Professor, IIT BHU, India 4. **Dr. Vinaytosh Mishra,** Associate Dean, GMU, UAE			
Contact details: anand.jaiswal@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

This course develops practical research capabilities for solving real business problems using scientific methods. It focuses on research design, data collection, statistical analysis, and report preparation using digital tools in an online learning environment. Emphasis is placed on applied decision-making and industry-relevant research applications.

Course objectives:

- To develop the ability to formulate business research problems and design appropriate studies.
- To equip students with practical skills in data collection, sampling, and measurement.
- To train students in applying statistical techniques for business decision-making.
- To build competencies in preparing professional research reports and presentations.

Learning outcomes:

By the end of the course, students will be able to:

- Analyze business problems and determine appropriate research designs.
- Evaluate qualitative and quantitative data using statistical tools.
- Interpret research findings to support managerial decision-making.
- Design comprehensive research reports aligned with academic and industry standards.

Course contents

Unit No.	Unit Title	Topics	Week Duration
Unit 1	**Foundations of Business Research & Problem Formulation**	• Nature and scope of business research, Type of Research, Role of research in managerial decision making, Business vs academic research, Research process stages • Problem identification techniques, Management decision problem vs research problem, Literature review sources, Literature mapping, Research gap identification • Formulation of research objectives, Hypothesis development, Conceptual framework building	Week 1–2

Unit 2	**Research Design & Sampling Frameworks**	• Meaning and importance of research design, Exploratory design, Descriptive design, Causal/experimental design, Qualitative vs quantitative design selection, Cross-sectional vs longitudinal studies • Case study method, Sampling frame, Sampling unit, Probability sampling (simple random, stratified, cluster, systematic), Non-probability sampling (convenience, judgment, quota, snowball), Sample size determination, Sampling error	Week 3
Unit 3	**Data Collection & Measurement Design**	• Primary vs secondary data, Internal vs external secondary sources, Survey research, Interview techniques, Observation methods, Focus group discussions, Questionnaire design steps, Question wording and sequencing • Pilot testing, Scaling techniques (nominal, ordinal, interval, ratio), Likert scale, Semantic differential scale, Reliability testing (Cronbach's Alpha concept), Validity types, Ethical issues in data collection, Informed consent	Week 4–5
Unit 4	**Data Analysis & Statistical Applications**	• Data editing, Coding and classification, Data tabulation, Data cleaning, Handling missing data, Descriptive statistics (mean, median, mode, SD), Data visualization (bar, pie, histogram), Cross tabulation • Correlation analysis, Simple regression analysis • Hypothesis testing framework, t-test, Chi-square test, ANOVA overview, Interpretation of statistical outputs, Managerial inference building, Software application overview (Excel/SPSS/R)	Week 6–7
Unit 5	**Research Reporting & Managerial Application**	• Structure of research report, Chapterization, Academic vs industry reports, Executive summary writing, Data presentation (tables, graphs, dashboards), Discussion and findings linkage, Managerial implications, Recommendations drafting • Referencing styles (APA/Harvard), Citation tools, Plagiarism and similarity checks, Research presentation design, Dissertation/project guidelines, Emerging tools (AI in research, digital analytics platforms)	Week 8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually.

References

Unit 1 — Foundations of Business Research & Problem Formulation

#	Topic	Source & URL
1	Research methodology overview	Scribbr – *What Is a Research Methodology?* → https://www.scribbr.com/dissertation/methodology/
2	Nature & types of research	QuestionPro – *What is Research: Definition, Types, Methods* → https://www.questionpro.com/blog/what-is-research/
3	Research problem & objectives	ResearchGate – *Business Research Methods* (Mukesh Kumar, Oxford) → https://www.researchgate.net/publication/236673027_Business_Research_Methods_OXFORD_University_Press_ISBN_978_983_47074_77
4	Complete BRM textbook	Skyfox – *Business Research Methods* PDF → https://skyfox.co/wp-content/uploads/2020/09/Business-Research-Methods.pdf

Unit 2 — Research Design & Sampling Frameworks

#	Topic	Source & URL
5	Research design overview	*Research Design: Types & Elements* → https://www.questionpro.com/blog/research-design/
6	Exploratory research	*Exploratory Research: Definition & Types* → https://www.questionpro.com/blog/exploratory-research/
7	Descriptive research design	*Descriptive Research Design* → https://www.questionpro.com/blog/descriptive-research-design/
8	Causal / experimental research	*Causal Research: Definition & Examples* → https://www.questionpro.com/blog/causal-research/
9	Experimental research designs	*Experimental Research: Types* → https://www.questionpro.com/blog/experimental-research/

Unit 3 — Data Collection & Measurement Design

#	Topic	Source & URL
10	Bryman's BRM (free borrow)	Internet Archive – *Business Research Methods* by Bryman & Bell → https://archive.org/details/businessresearch0000brym_z5d1
11	Quinlan's BRM textbook (free)	Internet Archive – *Business Research Methods* by Quinlan → https://archive.org/details/businessresearch0000quin
12	Questionnaire & scaling	ResearchGate – *Business Research Methods* (SPSS focus, free PDF preview) → https://www.researchgate.net/publication/316807746_Business_Research_Methods

Unit 4 — Data Analysis & Statistical Applications

#	Topic	Source & URL
13	Hypothesis testing (framework)	Statistics How To – *Hypothesis Testing* → https://www.statisticshowto.com/probability-and-statistics/hypothesis-testing/
14	t-test & z-test	Statistics How To – *Z Test: Definition & Examples* → https://www.statisticshowto.com/probability-and-statistics/hypothesis-testing/z-test/
15	ANOVA	Statistics How To – *ANOVA Test: Definition, Types, SPSS* → https://www.statisticshowto.com/probability-and-statistics/hypothesis-testing/anova/
16	Chi-square & cross-tabulation	QuestionPro – *Cross Tabulation: Definition & Examples* → https://www.questionpro.com/blog/cross-tabulation/

Unit 5 — Research Reporting & Managerial Application

#	Topic	Source & URL
17	APA 7th edition (full guide)	Purdue OWL – *APA Formatting & Style Guide* → https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html
18	APA in-text citations	Purdue OWL – *In-Text Citations: The Basics* → https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/in_text_citations_the_basics.html
19	APA reference list rules	Purdue OWL – *Reference List: Basic Rules* → https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/reference_list_basic_rules.html

Pedagogical Approach: The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities. The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.
Additional information (if any):
Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Corporate Finance for Sustainability			
Course code:	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Shruti Sharma Rana		**Course instructor:** Dr Parul Behl	
Course Editor: Dr. Geetika Arora (Visiting Faculty, TERI-SAS)			
Course Reviewers: 1. Dr. Pushpa Negi, Associate Professor (NDIM) 2. Dr. Garima Mathur, Professor (Prestige Institute of Management)			
Contact details: shruti .rana@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

Corporate Finance for Sustainability is an advanced MBA elective that integrates the analytical rigour of classical corporate finance with the strategic imperatives of environmental, social, and governance (ESG) thinking. The course equips students with the conceptual frameworks, quantitative tools, and governance perspectives needed to make sound financial decisions in an era defined by climate change, stakeholder accountability, and evolving regulatory expectations.

Students will revisit foundational finance theory — capital budgeting, capital structure, dividend policy, and valuation — and systematically extend each domain to incorporate sustainability considerations such as carbon pricing, green financing instruments, ESG risk premiums, circular economy business models, and climate scenario analysis. The course balances theory with practice through numerical problem sets, real-world case studies, scenario modelling exercises, and governance analysis.

By the end of the course, students will be equipped to function as sustainability-aware finance professionals capable of integrating ESG into investment decisions, financing strategy, corporate valuation, and board-level governance-skills that are rapidly becoming essential across investment banking, corporate treasury, consulting, and entrepreneurship

Course objectives:

To develop a critical understanding of the theoretical foundations linking corporate finance with sustainability, including stakeholder theory, ESG frameworks, and climate risk.
To equip students with practical tools for incorporating environmental externalities- particularly carbon pricing and scenario analysis-into capital budgeting and investment appraisal.
To familiarise students with the full landscape of sustainable financing instruments, including green bonds, sustainability-linked bonds and loans, and their pricing and structuring mechanics.
To enable students to analyse dividend policy, working capital management, and long-term value creation through a sustainability lens, including circular economy finance.
To build proficiency in ESG-integrated corporate valuation, climate stress testing, and governance frameworks that shape sustainability-aligned financial decision-making.
To develop awareness of the rapidly evolving global regulatory landscape for sustainability disclosure and its direct implications for the finance function

Course contents

Unit No.	Unit Title	Topics	Week Duration

Unit 1	Foundations of Corporate Finance & Sustainability	• Establishes the theoretical and regulatory foundation of the course. Examines the evolution from shareholder primacy to stakeholder theory. • Covers the three pillars of ESG (Environmental, Social, Governance), major reporting frameworks (GRI, SASB, TCFD, ISSB/IFRS S1-S2), and the concept of double materiality. • Explores physical and transition climate risks, stranded assets, and carbon pricing mechanisms. • Reviews the global regulatory landscape including EU CSRD, SFDR, EU Taxonomy, SEC Climate Rule, UK TCFD mandates, and India's BRSR framework.	Week 1–2
Unit 2	Sustainable Investment & Capital Budgeting	• Extends classical capital budgeting tools to incorporate sustainability. Demonstrates why conventional NPV systematically undervalues green investments by excluding environmental externalities. • Covers carbon-adjusted NPV, internal carbon pricing, ESG risk-adjusted discount rates, and green capex appraisal through fully worked numerical problems. • Introduces climate scenario analysis and explains how to apply scenario thinking to investment decisions. Also covers impact measurement frameworks including SROI, the Impact Management Project's five dimensions, Theory of Change, and real options in sustainability investing.	Week 3

Unit 3	Sustainable Financing & Capital Structure	• Examines the rapidly growing sustainable debt market and its implications for how firms raise capital. Covers the full taxonomy of sustainable instruments — green bonds, social bonds, sustainability-linked bonds (SLBs), sustainability-linked loans (SLLs), transition bonds, and blue bonds — including their structures, standards (Green Bond Principles), and differences. • Analyses the greenium and its financial benefit to issuers. Revisits capital structure theories (Modigliani-Miller, trade-off, pecking order, market timing) through a sustainability lens. • Develops the ESG-adjusted WACC with a full numerical example. Addresses greenwashing risks and the regulatory response across major jurisdictions.	Week 4–5
Unit 4	Dividend Policy & Long-Term Value Creation	• Critically examines the reinvestment versus payout decision from a sustainability perspective. Reviews classical dividend theories (MM irrelevance, bird-in-hand, signalling, agency cost) and introduces the concept of a sustainable payout ratio that accounts for mandatory sustainability reinvestment. • Explores how ESG institutional investors are scrutinising payout policies against net-zero commitments. Covers sustainable working capital management including supply chain finance, circular economy inventory flows, and ESG credit risk. • Introduces circular economy business models-Product-as-a-Service, remanufacturing and reverse logistics-with real-world examples from Rolls-Royce, Michelin, and Philips, and discusses their financial and valuation implications.	Week 6–7
Unit 5	Corporate Valuation, Governance & Emerging Trends	• Board composition and ESG expertise; ESG-linked executive compensation design; investor stewardship and voting; Say on Climate; climate stress testing methodology-BoE CBES framework applied to a company; nature finance and TNFD; transition finance for hard-to-abate sectors.	Week 8

Continuous Evaluation: 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks) Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

Learning outcomes:
Upon successful completion of this course, students will be able to:
Evaluate sustainability in financial decision-making — Critically assess the theoretical foundations of corporate finance for sustainability, including stakeholder theory, ESG frameworks, climate risk taxonomy, and the global regulatory landscape, and apply these to real-world corporate financial contexts.
Conduct sustainability-adjusted investment appraisal — Construct carbon-adjusted NPV models, apply internal carbon pricing and environmental externalities to cash flow projections, and perform climate scenario analysis to support robust capital budgeting decisions under uncertainty.
Analyse and structure sustainable financing- Evaluate the full range of sustainable debt instruments — including green bonds, sustainability-linked bonds, and ESG-linked loans — assess their impact on cost of capital and capital structure, and identify greenwashing risks in sustainable finance claims.
Integrate ESG into corporate valuation and governance — Build ESG-integrated DCF models incorporating sustainability adjustments across all five value drivers, and evaluate board governance structures and executive compensation frameworks for their effectiveness in driving sustainable long-term value creation.
Apply circular economy and long-term value principles-Analyse dividend policy, working capital management, and business model design through a sustainability lens, including the financial evaluation of circular economy models

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Seminal Works & Authors
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Fama, E. F. (1970). Efficient Capital Markets: A Review of Theory and Empirical Work. *(Efficient Markets Hypothesis basis — implied).*
Friede, G., Busch, T., & Bassen, A. (2015). ESG and Financial Performance: Aggregated Evidence from More than 2000 Empirical Studies. *Journal of Sustainable Finance & Investment, 5*(4), 210–233.
Institutional Statements & Frameworks
International Capital Market Association (ICMA). *Green Bond Principles.* (Referenced across units).
Financial Stability Board (2015). *Task Force on Climate-related Financial Disclosures (TCFD) — Recommendations.*
Global Reporting Initiative (GRI). *GRI Universal Standards* (Updated 2021). Amsterdam: GRI.

Sustainability Accounting Standards Board (SASB). *SASB Standards* (77 industry-specific standards). Now part of IFRS Foundation.
International Monetary Fund (IMF). *World Economic Outlook — Carbon Pricing Estimates.* Washington D.C.
International Integrated Reporting Framework (IIRC / IFRS Foundation). *Integrated Reporting Framework.* (Six Capitals model)
GHG Protocol. *A Corporate Accounting and Reporting Standard.* World Resources Institute & WBCSD.
International Capital Market Association (ICMA). *Green Bond Principles (GBP).* Paris: ICMA.
International Capital Market Association (ICMA). *Sustainability-Linked Bond Principles (SLBPs).* Paris: ICMA.
Climate Bonds Initiative (CBI). *Climate Bonds Standard & Certification Scheme.* London.
World Bank / IFC / Asian Development Bank (ADB). *Sovereign Green Bond Frameworks and Development Finance Reports.*

ESG Rating Agencies (Referenced)
MSCI ESG Ratings Methodology
Sustainalytics (Morningstar)
S&P Global ESG Scores / Corporate Sustainability Assessment
Bloomberg ESG Data

Books
Brealey, R. A., Myers, S. C., Allen, F., & Edmans, A. (2022). *Principles of Corporate Finance* (14th ed.). McGraw-Hill Education.
Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2022). *Corporate Finance* (13th ed.). McGraw-Hill Education.
Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2022). *Fundamentals of Corporate Finance* (13th ed.). McGraw-Hill Education.
Schoenmaker, D., & Schramade, W. (2023). *Corporate Finance for Long-Term Value.* Springer Texts in Business and Economics. Springer Nature. ISBN: 978-3-031-35009-2.
Damodaran, A. (2022). *The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit* (2nd ed.). John Wiley & Sons.
ICMA (2020). *Climate Transition Finance Handbook.* Paris: ICMA

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.
The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: **ESG Reporting**			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management Studies			
Course coordinator: Dr. Shruti Sharma Rana		**Course instructor:** Dr Shruti Sharma Rana	
Course Editor: Dr. Ashutosh Srivastava, Professor of practice for School of Management, Delhi			
Course reviewers: 1. Dr Cherian Sameul, Professor, IIT, BHU 2. Dr. Nipendra Singh, Pennwest University, USA			
Contact details: shruti.rana@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

This course introduces the principles, concepts, frameworks and practical applications of ESG reporting for postgraduate learners in sustainability and management studies. It develops conceptual clarity on environmental, social and governance disclosure systems while building the applied ability to interpret, benchmark and improve ESG disclosures in organisational settings. The course is designed as a 2-credit, 20-hour online offering focused on BRSR, GRI, SASB, TCFD and SBTi, with strong emphasis on peer benchmarking, gap analysis, materiality, ESG data systems and strategic integration.

The course is designed for learners and supports outcome-based e-content delivery through guided lectures, self-study, applied exercises, benchmarking tasks and reporting assignments.

Course objectives:

- To develop conceptual understanding of the evolution, purpose and architecture of ESG reporting.
- To examine major reporting and target-setting frameworks including BRSR, GRI, SASB, TCFD and SBTi.
- To build applied capability in peer benchmarking and gap analysis of ESG disclosures.
- To develop competence in materiality and double materiality assessment for corporate sustainability reporting.
- To strengthen understanding of ESG data capture, validation, governance and assurance systems.
- To enable learners to connect ESG reporting with risk management, strategic planning and long-term value creation.

Learning outcomes:

By the end of the course, learners will be able to:

- Explain the principles and conceptual foundations of ESG reporting in contemporary business and policy contexts.
- Differentiate the purpose, scope and relevance of BRSR, GRI, SASB, TCFD and SBTi in organisational reporting practice.
- Analyse ESG reports to identify strengths, weaknesses, disclosure gaps and red flags.
- Apply peer benchmarking techniques to compare ESG performance and disclosure quality across firms.
- Conduct basic materiality and double materiality assessments for a selected organisation.
- Design an outline for ESG data collection, validation and reporting systems aligned with institutional needs.

Interpret ESG reporting as a strategic tool linked to governance, climate targets, risk and stakeholder value.

Course contents

Unit No.	Unit Title	Topics	Week Duration
Unit 1	Foundations, Evolution and Architecture of ESG Reporting	• Meaning and relevance of ESG, evolution of sustainability and ESG disclosures, voluntary to mandatory reporting transitions, ESG in business strategy, Indian and global reporting context • overview of BRSR, GRI, SASB, TCFD and SBTi, purpose of each framework, stakeholder perspective, financially material perspective, climate disclosure perspective, framework convergence and differences, concept of integrated ESG reporting	Week 1-2
Unit 2	Environmental Principles and Reporting Metrics	• Environmental pillar in ESG, emissions accounting concepts, Scope 1, Scope 2 and Scope 3 emissions, energy consumption and renewable energy share, water withdrawal and intensity, waste and circularity indicators, biodiversity relevance • environmental KPI selection, sector relevance, use of BRSR, GRI, SASB, TCFD and SBTi in environmental reporting, normalisation of indicators, principles of peer benchmarking for environmental performance	Week 3-4

Unit 3	Social and Governance Concepts, Benchmarking and Gap Analysis	• Social pillar concepts, workforce diversity, occupational health and safety, training and development, supply-chain responsibility, human rights and community impact, governance pillar concepts, board structure, independence, • ESG committees, ethics, whistle-blower systems, executive accountability, disclosure quality comparison, peer comparison methods, disclosure gaps, performance gaps, process gaps, interpretation of S and G indicators in ESG reports	Week 5-6
Unit 4	Materiality, ESG Data Systems and Strategic Integration	• Materiality and double materiality concepts, stakeholder mapping, long list of ESG topics, business impact and stakeholder impact assessment, materiality matrix, linking materiality to disclosure priorities • ESG data ownership, templates and definitions, data capture systems, reconciliation and validation, assurance readiness, strategic use of ESG data, science-based targets, integration with risk management, target setting, strategy communication and continuous improvement in reporting	Week 7-8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exam individually.

References

1. ESG Reporting: Complete Video Scripts for E-Content. Prepared for MBA Sustainability Management (Online), TERI School of Advanced Studies, March 2, 2026.
2. Business Responsibility and Sustainability Reporting (BRSR) Framework, Securities and Exchange Board of India.
3. Global Reporting Initiative (GRI) Standards.
4. Sustainability Accounting Standards Board (SASB) Standards.

5. Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
6. Science Based Targets initiative (SBTi) guidance materials

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Green Finance and Sustainable Investing			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Shruti Sharma Rana		**Course instructor:** Dr Parul Behl	
Course Editor: Dr. Geetika Arora (Visiting Faculty, TERI-SAS)			
Course Reviewers: 1. Dr. Pushpa Negi, Associate Professor (NDIM) 2. Dr. Garima Mathur, Professor (Prestige Institute of Management)			
Contact details: parul.behl@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	
Course description: This course introduces students to the rapidly evolving field of green finance and sustainable investing. It explores how financial markets integrate environmental, social, and governance (ESG) considerations into investment and financing decisions. Students will understand sustainable financial instruments, policy frameworks, and portfolio strategies that support long-term environmental and social value creation.			
Course objectives: To develop an understanding of the principles and evolution of green finance and sustainable investing. To examine financial instruments and market mechanisms that support sustainability initiatives. To analyze ESG integration, sustainability risks, and opportunities in investment decisions. To evaluate the role of financial institutions, regulators, and investors in promoting sustainable development			
Learning outcomes: After completing the course, students will be able to: **Analyze** ESG factors and sustainability risks in financial decision-making and investment evaluation. **Evaluate** the effectiveness of green financial instruments such as green bonds, sustainability-linked bonds, and impact funds. **Design** sustainable investment strategies that integrate ESG screening and responsible investment frameworks. **Critically assess** policy initiatives and global standards influencing sustainable finance markets			

Course contents

Unit No.	Unit Title	Topics	Week Duration
1.	Foundations of Green Finance and Sustainable Development	• Concept of sustainability in finance, evolution of green finance, relationship between finance and sustainable development, global environmental challenges and financial implications, introduction to Environmental Social Governance (ESG) principles, difference between ESG investing and socially responsible investing (SRI), principles of responsible investment (PRI), role of financial markets in climate change mitigation, overview of sustainable development goals (SDGs) and financing needs, role of financial institutions in sustainability transition, global initiatives such as climate finance mechanisms, importance of sustainability disclosure.	Week 1–2
2.	Sustainable Financial Instruments and Markets	• Green bonds and climate bonds, sustainability-linked bonds, social bonds and transition bonds, green loans and sustainability-linked loans, carbon markets and emissions trading systems, climate funds and impact investment funds, renewable energy project financing, role of development banks and multilateral institutions in green finance, financial innovations in sustainability markets, role of fintech in sustainable finance, sustainable infrastructure financing, risk and return characteristics of green financial instruments.	Week 3
3.	ESG Integration and Sustainable Investment Strategies	• ESG data and ESG ratings, ESG integration in portfolio construction, positive screening, negative screening, best-in-class approach, thematic investing (renewable energy, clean technology, water resources), shareholder activism and engagement strategies, impact investing and measurement of social impact, risk management through ESG integration, sustainable asset allocation strategies, sustainable mutual funds and ETFs, role of institutional investors in responsible investing.	Week 4–5

4.	Sustainability Reporting, Regulations and Global Frameworks	• Sustainability reporting frameworks, ESG disclosure standards, integrated reporting, climate risk disclosure frameworks, regulatory initiatives in sustainable finance, green taxonomy frameworks, role of stock exchanges in sustainability reporting, sustainability indices, regulatory policies encouraging green investments, climate risk in financial systems, stewardship codes and governance frameworks, compliance and transparency in ESG reporting	Week 6
5.	Emerging Trends and Future of Sustainable Finance.	• Climate finance and transition finance, nature-based finance and biodiversity financing, role of artificial intelligence and big data in ESG analysis, sustainable banking and responsible lending practices, green fintech innovations, challenges in sustainable investing including greenwashing, measuring long-term impact and performance, future investment opportunities in renewable energy and sustainable infrastructure, role of investors in achieving net-zero economy, case studies of global sustainable investment funds and financial institutions.	Week 7–8

Continuous Evaluation : 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks) Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

World Commission on Environment and Development (WCED). (1987). Our Common Future (The Brundtland Report). Oxford University Press. — The foundational text for sustainable development.
IPCC. (2023). AR6 Synthesis Report: Climate Change 2023. Intergovernmental Panel on Climate Change, Geneva. — Authoritative scientific basis for climate risk.
UNEP. (2023). Emissions Gap Report 2023: Broken Record. United Nations Environment Programme, Nairobi. — Annual benchmark for national climate commitments vs. science.

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WWF. (2022). Living Planet Report 2022 — Building a Nature-Positive Society. WWF International, Gland, Switzerland.

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Indian and Emerging Market Context

CEEW. (2022). India's Energy Transition: Implications for Finance. Council on Energy, Environment and Water, New Delhi.
Reserve Bank of India. (2023). Report on Currency and Finance 2022-23: Towards a Greener Cleaner India. RBI, Mumbai. — Essential reading for understanding India's green finance regulatory landscape.
SEBI. (2023). BRSR Core and ESG Disclosures Framework. Securities and Exchange Board of India, Mumbai.

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates

and self-study activities. The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.
Additional information (if any):
Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Life Cycle Assessment & Life-Cycle Costing

Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60

Department: Department of Management studies

Course coordinator: Dr. Anand Jaiswal	**Course instructor:** Dr. Anand Jaiswal

Course Editor: Dr. Ashutosh Srivastava, Professor of Practice, Fore School of Management

Course reviewers:

1. **Dr. Cherian Samuel,** Associate Professor, IIT BHU, India
2. **Dr. Vinaytosh Mishra,** Associate Dean, GMU, UAE

Contact details: anand.jaiswal@terisas.ac.in

Course type: Core	**Course offered in:** Semester 1

Course description:

This course provides an integrated understanding of environmental and economic assessment tools across product and service life cycles. It equips executive learners with the capability to apply Life Cycle Assessment (LCA) and Life-Cycle Costing (LCC) for sustainability decision-making, resource optimization, and strategic investment planning. The course blends global standards, digital tools, and real industry applications.

Course objectives:

- To develop conceptual and applied understanding of Life Cycle Assessment frameworks and methodologies.
- To enable financial evaluation of products/projects using Life-Cycle Costing techniques.
- To integrate environmental and economic decision-making for sustainable business strategy.
- To build capability in interpreting LCA/LCC results for policy, procurement, and operational improvements.

Learning outcomes:

By the end of the course, learners will be able to:

- Evaluate environmental impacts using ISO-based LCA frameworks.
- Analyze cost implications across full life cycles.
- Design integrated LCA–LCC assessment models.
- Formulate strategic sustainability recommendations.

Course contents

Unit No.	Unit Title	Topics	Week Duration
Unit 1	Foundations of Life Cycle Thinking	• Sustainability principles, Evolution of life cycle thinking, Circular economy linkages, Systems thinking approach, Product vs service life cycles, Cradle-to-grave vs cradle-to-cradle concepts, Industrial ecology foundations, Environmental footprint overview, Value chain mapping • Scope definition basics, Functional unit concept, System boundaries identification, Attributional vs consequential LCA, Screening LCA, Streamlined LCA, Organizational vs product LCA, Role in ESG and net-zero strategies	Week 1

Unit 2	Life Cycle Assessment Methodology & Standards	• ISO 14040 & ISO 14044 standards, Goal and scope definition, Functional unit selection, Reference flow determination, Inventory analysis (LCI), Data collection methods, Primary vs secondary data, Process flow diagramming, Cut-off criteria, Allocation methods (mass, energy, economic) • Impact assessment (LCIA) overview, Midpoint vs endpoint indicators, TRACI, ReCiPe, CML methods, Interpretation phase, Sensitivity analysis, Uncertainty analysis, Critical review requirements, Comparative assertions, LCA reporting formats	Weeks 2–3
Unit 3	LCA Tools, Databases & Applications	• LCA software overview (eg. SimaPro, GaBi, OpenLCA), Database usage (eg. Ecoinvent, ELCD), Input-output LCA, Hybrid LCA models, Carbon footprinting (ISO 14067), Water footprint assessment, Scope 1–2–3 integration, Product Environmental Footprint (PEF), Environmental Product Declarations (EPD) • Sectoral applications (energy, construction, FMCG, agriculture), Packaging LCA, Transport LCA, Use-phase dominance analysis, End-of-life modelling (recycling, landfill, incineration), Scenario modelling, Hotspot analysis, Digital twins for LCA	Week 4
Unit 4	Life-Cycle Costing (LCC) Concepts & Techniques	• LCC principles, Financial vs economic costing, CapEx vs OpEx mapping, Total Cost of Ownership (TCO), Cost breakdown structures, Acquisition costs, Installation & commissioning costs, Operating costs (energy, labor, consumables), Maintenance & repair costs, Downtime costing, Replacement cycles, Residual value estimation • End-of-life disposal costs, Discounting & NPV in LCC, Inflation treatment, Risk & sensitivity analysis, Monte Carlo simulation basics, Public procurement LCC, Infrastructure project LCC, Sustainable investment appraisal	Weeks 5–6
Unit 5	Integrated LCA–LCC Decision Frameworks & Strategy	• Environmental vs financial trade-offs, Eco-efficiency analysis, Cost-benefit integration, Multi-criteria decision analysis (MCDA), Shadow pricing of carbon, Internal carbon pricing, Sustainable procurement decisions, Green design & eco-design costing, Policy and regulatory linkages, ESG disclosure integration • TCFD & climate risk costing, Net-zero investment planning, Circular business models evaluation, Case studies (renewable energy, electric mobility, green buildings), Managerial dashboards & reporting, Executive decision simulations	Weeks 7–8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

Unit 1 — Foundations of Life Cycle Thinking

#	Topic	Source & URL
1	LCA overview & sustainability principles	US EPA – Life Cycle Assessment (LCA) → https://www.epa.gov/sustainability/life-cycle-assessment-lca
2	Life cycle thinking approaches	UNEP Life Cycle Initiative – Starting Life Cycle Thinking → https://www.lifecycleinitiative.org/starting-life-cycle-thinking/life-cycle-approaches/
3	Circular economy & cradle-to-cradle	Ellen MacArthur Foundation – Circular Economy Introduction → https://ellenmacarthurfoundation.org/topics/circular-economy-introduction/overview
4	Industrial ecology foundations	Journal of Industrial Ecology (Yale) → https://jie.yale.edu/
5	Systems thinking approach	The Systems Thinker – Core Concepts → https://thesystemsthinker.com/
6	ESG & net-zero strategy linkage	WBCSD – ESG & Sustainability Reporting → https://www.wbcsd.org/Programs/Redefining-Value

Unit 2 — Life Cycle Assessment Methodology & Standards

#	Topic	Source & URL
7	ISO 14040 – LCA Principles & Framework	ISO Standard Page → https://www.iso.org/standard/37456.html
8	ISO 14044 – Requirements & Guidelines	ISO Standard Page → https://www.iso.org/standard/38498.html
9	LCA methodology primer (goal, scope, LCI, LCIA)	PRé Sustainability – LCA Basics → https://pre-sustainability.com/articles/life-cycle-assessment-lca-basics/
10	ILCD Handbook (EU reference guide)	European Commission – ILCD Handbook → https://eplca.jrc.ec.europa.eu/ilcd.html

11	TRACI impact assessment method	US EPA – TRACI Tool → https://www.epa.gov/chemical-research/tool-reduction-and-assessment-chemicals-and-other-environmental-impacts-traci
12	ReCiPe midpoint & endpoint method	RIVM – ReCiPe Method → https://www.rivm.nl/en/life-cycle-assessment-lca/recipe
13	Sensitivity & uncertainty analysis in LCA	EC JRC – Uncertainty in LCA → https://eplca.jrc.ec.europa.eu/uploads/JRC-LCA-Guidance-document-final-20121010.pdf

Unit 3 — LCA Tools, Databases & Applications

#	Topic	Source & URL
14	OpenLCA software (free, open-source)	OpenLCA Official → https://www.openlca.org/
15	SimaPro LCA software	SimaPro Official → https://simapro.com/
16	GaBi LCA software	Sphera GaBi → https://gabi.sphera.com/
17	Ecoinvent database	Ecoinvent Official → https://ecoinvent.org/
18	Carbon footprinting – ISO 14067	ISO 14067 Standard Page → https://www.iso.org/standard/71206.html
19	Product Environmental Footprint (PEF)	European Commission – PEF → https://environment.ec.europa.eu/topics/circular-economy/green-claims/product-environmental-footprint-pef_en
20	Environmental Product Declarations (EPD)	EPD International → https://www.environdec.com/
21	Water footprint assessment	Water Footprint Network → https://www.waterfootprint.org/resources/whatisawaterfootprint/

Unit 4 — Life Cycle Costing (LCC) Concepts & Techniques

#	Topic	Source & URL
22	LCC principles & guide (UNEP)	UNEP – Life Cycle Costing PDF → https://www.lifecycleinitiative.org/wp-content/uploads/2012/12/2011%20-%20Life%20Cycle%20Costing.pdf
23	ISO 15686-5 – LCC for buildings	ISO Standard Page → https://www.iso.org/standard/61148.html
24	Total Cost of Ownership (TCO)	Investopedia – TCO Explained → https://www.investopedia.com/terms/t/totalcostofownership.asp
25	NPV & discounting in LCC	Investopedia – Net Present Value → https://www.investopedia.com/terms/n/npv.asp

26	Monte Carlo simulation basics	Investopedia – Monte Carlo Simulation → https://www.investopedia.com/terms/m/montecarlosimulation.asp
27	LCC in public procurement (EU)	European Commission – Green Public Procurement LCC → https://green-business.ec.europa.eu/green-public-procurement/gpp-criteria-and-requirements_en
28	CapEx vs OpEx in infrastructure	Investopedia – CapEx vs OpEx → https://www.investopedia.com/ask/answers/112814/whats-difference-between-capital-expenditures-capex-and-operational-expenditures-opex.asp

Unit 5 — Integrated LCA–LCC Decision Frameworks & Strategy

#	Topic	Source & URL
29	Eco-efficiency analysis (WBCSD)	WBCSD – Eco-efficiency Framework → https://www.wbcsd.org/Imperatives/Circular-Economy/Resources/Eco-efficiency-Learning-Module
30	Multi-criteria decision analysis (MCDA)	European Commission – MCDA Guide → https://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/evalsed/sourcebooks/method_techniques/modelling/multi_criteria/index_en.htm
31	Internal carbon pricing	CDP – Internal Carbon Pricing Guide → https://www.cdp.net/en/articles/companies/what-is-internal-carbon-pricing
32	TCFD climate risk & costing	TCFD Official Recommendations → https://www.fsb-tcfd.org/recommendations/
33	ESG disclosure & GRI standards	Global Reporting Initiative (GRI) → https://www.globalreporting.org/how-to-use-the-gri-standards/
34	Net-zero investment planning	IPCC – Mitigation Pathways → https://www.ipcc.ch/report/ar6/wg3/
35	Circular business model evaluation	Ellen MacArthur Foundation – Business Models → https://ellenmacarthurfoundation.org/topics/business-models/overview
36	Sustainable procurement decisions	UNEP – Sustainable Public Procurement → https://www.unep.org/explore-topics/resource-efficiency/what-we-do/sustainable-public-procurement

Pedagogical Approach: The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities. The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.
Additional information (if any):
Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Management Accounting for Sustainability			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Shruti Sharma Rana		**Course instructor:** Dr Parul Behl	
Course Editor: Dr. Geetika Arora (Visiting Faculty, TERI-SAS)			
Course Reviewers: 1. Dr. Pushpa Negi, Associate Professor (NDIM) 2. Dr. Garima Mathur, Professor (Prestige Institute of Management)			
Contact details: parul.behl@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	
Course description: This course introduces students to the evolving role of management accounting in promoting sustainable business practices and long-term value creation. It examines how accounting tools and financial analysis can support environmental, social, and governance (ESG) goals while maintaining profitability. Students will learn to integrate sustainability metrics, strategic decision-making, and responsible resource management into managerial accounting systems.			
Course objectives: To explain the role of management accounting in promoting sustainable business strategies and responsible decision-making. To analyze how environmental and social costs can be incorporated into managerial accounting systems. To evaluate investment and performance decisions using sustainability-oriented accounting tools. To develop managerial insights for integrating financial performance with long-term sustainability objectives			
Learning outcomes: By the end of the course, students will be able to: **Evaluate** the role of management accounting tools in achieving sustainability and ESG goals within organizations. **Analyze** sustainability-related costs, risks, and opportunities in managerial decision-making. **Design** management accounting systems that incorporate environmental and social performance indicators. **Develop** sustainability-focused performance measurement and reporting frameworks for managerial control.			

Course contents			
Unit No.	**Unit Title**	**Topics**	**Week Duration**
Unit 1	Foundations of Sustainability and Management Accounting	• Concept of sustainability and sustainable development, Triple Bottom Line (People-Planet-Profit), evolution of sustainability in business strategy, role of management accounting in sustainable organizations, relationship between sustainability and financial performance, stakeholder theory and corporate responsibility, environmental and social externalities, introduction to ESG (Environmental Social Governance) principles, global sustainability frameworks and standards, role of sustainability in managerial decision making, sustainability risks and opportunities in business, introduction to sustainable cost concepts, overview of sustainable value creation	Week 1–2
Unit 2	Sustainability Costing and Environmental Management Accounting	• Environmental Management Accounting (EMA), identification and classification of environmental costs, direct and indirect environmental costs, hidden environmental costs, lifecycle costing, activity-based costing for sustainability, carbon accounting basics, measuring resource efficiency and waste costs, energy accounting and water accounting, environmental cost allocation methods, eco-efficiency measurement, cost of pollution and waste management, sustainability cost reporting in organizations, integrating environmental costs into managerial accounting systems	Week 3
Unit 3	Sustainable Investment and Strategic Decision Making	• Capital budgeting for sustainability projects, integrating ESG factors in investment decisions, evaluation of green investments, cost-benefit analysis for environmental projects, sustainability risk assessment in investment decisions, internal rate of return and net present value for sustainable projects, life cycle investment analysis, long-term value creation vs short-term profit maximization, sustainable supply chain investment decisions, green innovation and technology investment, strategic management accounting for sustainability.	Week 4–5

Unit 4	Performance Measurement and Sustainability Reporting	• Sustainability performance measurement systems, sustainability balanced scorecard, key performance indicators (KPIs) for ESG performance, integrating financial and non-financial performance metrics, managerial dashboards for sustainability monitoring, sustainability accounting and integrated reporting, global reporting standards, role of management accountants in ESG reporting, internal sustainability reporting vs external disclosure, benchmarking sustainability performance, sustainability audits and assurance sustainability performance measurement • Key ESG performance indicators • Sustainability balanced scorecard • Sustainability reporting frameworks and integrated reporting • Environmental, Social and Governance (ESG) disclosures • Internal sustainability dashboards and reporting systems • Benchmarking sustainability performance **Managerial Accounting Tools for Sustainable Decision Making** • Basic concepts of costs in managerial accounting • Classification of costs: fixed costs, variable costs, semi-variable costs • Direct and indirect costs in sustainability initiatives • Relevance of cost behaviour in sustainable business decisions • Contribution margin analysis **Cost–Volume–Profit (CVP) Analysis** • Concept and objectives of CVP analysis • Relationship between cost, volume and profit • Contribution margin and profit planning • Margin of safety and operating leverage	Week 6

		Break-Even Analysis Concept of break-even point Calculation of break-even point (in units and sales value) Graphical representation of break-even analysis Application of break-even analysis in sustainable investments Break-even analysis for green products and sustainable business models	
Unit 5	Managerial Control, Governance and Sustainable Value Creation	• Sustainability governance structures, role of management accountants in sustainability strategy implementation, linking incentives and sustainability goals, responsible budgeting and resource allocation, sustainability risk management, sustainable supply chain cost management, ethical decision-making in managerial accounting, long-term stakeholder value creation, role of technology and digital tools in sustainability accounting, future trends in sustainable management accounting, case discussions on sustainable corporate practices.	Week 7–8

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks) Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually.

References

*IFAC / CIMA. (2014). International Integrated Reporting <IR> Framework. IIRC, London. Available: https://www.integratedreporting.org — Core framework for integrated thinking and reporting.
*CIMA. (2014). Accounting for Natural Capital: The Elephant in the Boardroom. CIMA, London. — Directly relevant to management accountants; practical guidance on natural capital integration.
Schaltegger, S. and Burritt, R. (2000). Contemporary Environmental Accounting: Issues, Concepts and Practice. Greenleaf Publishing, Sheffield. — Authoritative text on environmental management accounting.
Burritt, R.L., Hahn, T. and Schaltegger, S. (2002). 'Towards a Comprehensive Framework for Environmental Management Accounting'. Australian Accounting Review, 12(27), pp. 39–50.

IFAC. (2005). Environmental Management Accounting: International Guidance Document. International Federation of Accountants, New York.
Serafeim, G., Zochowski, T.R. and Downing, J. (2019). 'Impact-Weighted Financial Accounts: The Missing Piece for an Impact Economy'. White Paper. Harvard Business School, Boston.

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Management Information Systems			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Anand Jaiswal		**Course instructor:** Dr Anand Jaiswal	
Course Editor: Dr. Ashutosh Srivastava, Professor of Practice, Fore School of Management			
Course reviewers: 1. **Dr. Cherian Samuel,** Associate Professor, IIT BHU, India 2. **Dr. Vinaytosh Mishra,** Associate Dean, GMU, UAE			
Contact details: anand.jaiswal@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

This course examines the role of Management Information Systems in enabling managerial decision-making, operational excellence, and strategic competitiveness. It focuses on the integration of business processes with digital technologies, enterprise systems, analytics, and cybersecurity frameworks. Designed for working executives, the course emphasizes applied learning, real-world cases, and digital transformation leadership.

Course objectives:

- To develop a comprehensive understanding of information systems and their organizational applications.
- To analyze how digital technologies support business strategy and competitive advantage.
- To evaluate enterprise systems, analytics, and cybersecurity frameworks in managerial contexts.
- To build executive capability in designing and implementing MIS for business transformation.

Learning outcomes:

- Evaluate the alignment between organizational strategy and information systems architecture.
- Critically assess MIS investments, risks, and governance structures.
- Design integrated information system frameworks for complex business environments.
- Develop data-driven decision models using analytics and digital platforms.

Course contents

Unit No.	Unit Title	Topics	Week Duration

1	Foundations of MIS & Digital Organizations	• Concept of MIS, Data vs Information vs Knowledge, Role of MIS in Organizations, Types of Information Systems (TPS, MIS, DSS, ESS), Functional Information Systems • Business Process Management, IT Infrastructure, Cloud Computing Models, Digital Transformation, Industry 4.0 • Strategic Role of Information Systems, Value Chain & Competitive Advantage, E-Business & Digital Platforms	Week 1–2
2	Enterprise Systems & Business Integration	• ERP Systems, CRM Systems, SCM Systems, Enterprise Application Integration, Business Intelligence, Data Warehousing, Data Mining • Big Data Fundamentals, Cloud-Based Enterprise Solutions, Implementation Challenges, Change Management, SDLC Models, Agile vs Waterfall, IT Project Management, Business Process Reengineering, IT Governance Overview	Week 3
3	Data Analytics, AI & Decision Support	• Decision Support Systems, Executive Dashboards, KPIs & Performance Systems, Business Analytics (Descriptive, Predictive, Prescriptive) • Artificial Intelligence in MIS, Machine Learning Applications, Robotic Process Automation, Data Visualization Tools, Real-Time Analytics, Forecasting Models, Scenario Planning	Week 4–5
4	Cybersecurity & Information Governance	• Information Security Concepts, Cyber Threats & Vulnerabilities, Risk Management Frameworks, Security Controls, Data Privacy & Protection, IT Act Overview • Business Continuity Planning, Disaster Recovery, IT Audit, Internal Controls, Ethical Issues in Information Systems, Blockchain in Information Security, Governance Risk & Compliance	Week 6

5	MIS Strategy & Emerging Technologies	• Strategic Information Systems Planning, IT-Business Alignment, Digital Business Models, Platform Economy, Internet of Things, Cloud Strategy, FinTech Systems • Knowledge Management, Innovation through MIS, IT Investment Evaluation, Sustainability & Green IT, ESG Reporting Systems, Future Trends, Digital Leadership Strategy	Week 7–8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

Reference Reading
Unit 1 — Foundations of MIS & Digital Organizations

#	Topic	Source & URL
1	MIS Concepts, Types of IS (TPS, DSS, ESS)	Tutorialspoint – MIS Overview → https://www.tutorialspoint.com/management_information_system/index.htm
2	IT Infrastructure & Cloud Computing Models	IBM – Cloud Computing Overview → https://www.ibm.com/topics/cloud-computing
3	Digital Transformation & Industry 4.0	World Economic Forum – Digital Transformation → https://www.weforum.org/agenda/archive/digital-transformation
4	Value Chain, Competitive Advantage & E-Business	Investopedia – Value Chain Analysis → https://www.investopedia.com/terms/v/valuechain.asp

Unit 2 — Enterprise Systems & Business Integration

#	Topic	Source & URL
5	ERP, CRM & SCM Systems	Oracle – What is ERP? → https://www.oracle.com/erp/what-is-erp/
6	Business Intelligence & Data Warehousing	IBM – Business Intelligence Overview → https://www.ibm.com/topics/business-intelligence
7	SDLC Models – Agile vs Waterfall	Atlassian – Agile vs Waterfall → https://www.atlassian.com/agile/project-management/project-management-intro
8	Business Process Reengineering & IT Governance	Investopedia – BPR Overview → https://www.investopedia.com/terms/b/business-process-reengineering.asp

Unit 3 — Data Analytics, AI & Decision Support

#	Topic	Source & URL
9	DSS, Dashboards & Business Analytics Types	IBM – Descriptive, Predictive & Prescriptive Analytics → https://www.ibm.com/topics/business-analytics
10	AI & Machine Learning in MIS	MIT Sloan – AI for Managers → https://sloanreview.mit.edu/article/the-machine-learning-race-is-really-a-data-race/
11	Robotic Process Automation (RPA)	UiPath – What is RPA? → https://www.uipath.com/rpa/robotic-process-automation
12	Data Visualization & Real-Time Analytics	Tableau – Data Visualization Guide → https://www.tableau.com/learn/articles/data-visualization

Unit 4 — Cybersecurity & Information Governance

#	Topic	Source & URL
13	Information Security & Cyber Threats	NIST – Cybersecurity Framework → https://www.nist.gov/cyberframework
14	Data Privacy, IT Act & Risk Management	ISACA – IT Risk Management Overview → https://www.isaca.org/resources/risk-it-framework
15	Business Continuity & Disaster Recovery	IBM – Business Continuity Planning → https://www.ibm.com/topics/business-continuity-planning
16	Blockchain in Information Security & GRC	IBM – Blockchain Security Overview → https://www.ibm.com/topics/blockchain-security

Unit 5 — MIS Strategy & Emerging Technologies

#	Topic	Source & URL
17	Strategic IS Planning & IT-Business Alignment	MIT CISR – IT Strategy Research → https://cisr.mit.edu/research/research-overview

18	Platform Economy, IoT & Cloud Strategy	McKinsey – Platform Economy → https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/the-platform-play-how-to-operate-like-a-tech-company
19	FinTech, Knowledge Management & IT Investment	Investopedia – FinTech Overview → https://www.investopedia.com/terms/f/fintech.asp
20	Green IT, ESG Reporting Systems & Digital Leadership	GRI – Digital ESG Reporting → https://www.globalreporting.org/how-to-use-the-gri-standards/

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Marketing Management			
Course code:	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Shruti Sharma Rana		**Course instructor:** Dr Shruti Sharma Rana	
Course Editor: Dr. Swati Bhatnagar, NDIM - New Delhi Institute of Management, Delhi			
Course reviewers: 1. Prof. Asif Zameer, Professor, Fore School of Management, New Delhi 2. Prof. Ruchi Jain, Professor, Amity School of Business, Noida			
Contact details: shruti .rana@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

This course introduces the principles, concepts, frameworks and practical applications of marketing management for postgraduate learners in sustainability and management studies. It develops conceptual clarity on customer value, market analysis, segmentation, targeting, positioning and marketing strategy while building applied capability in designing sustainability-aware marketing decisions for organisational contexts. The course is designed as a 2-credit, 24-hour of synchronous teaching offering focused on marketing fundamentals, sustainable marketing, STP, marketing mix design, digital strategy, relationship marketing and ESG-aligned brand communication.

The course is designed for learners and supports outcome-based e-content delivery through guided lectures, self-study, applied exercises, strategy development tasks and marketing assignments.

Course objectives:

- To develop conceptual understanding of the foundations, role and strategic relevance of marketing management in contemporary organisations.
- To examine how sustainability changes customer value creation, segmentation, positioning and brand strategy.
- To build applied capability in market segmentation, targeting and positioning for sustainability-oriented offerings.
- To develop competence in designing the sustainable marketing mix across product, price, place, promotion, people, process and physical evidence.
- To strengthen understanding of digital marketing, relationship marketing and analytics for long-term customer engagement.
- To enable learners to connect marketing strategy with ESG commitments, responsible communication and long-term value creation.

Learning outcomes:

By the end of the course, learners will be able to:

- Explain the principles and conceptual foundations of marketing management in contemporary business and sustainability contexts.
- Differentiate core marketing concepts such as customer value, STP, branding, marketing mix and relationship marketing.

- Analyse markets to identify customer segments, target opportunities and positioning choices, including sustainability-aware segments.
- Apply marketing mix frameworks to design basic sustainable marketing strategies for products, services or business units.
- Evaluate digital and relationship marketing approaches for building trust, loyalty and stakeholder engagement.
- Design a mini marketing strategy aligned with customer needs, organisational capabilities and ESG communication priorities.
- Interpret marketing as a strategic tool linked to competitiveness, responsible growth and long-term brand equity.

Course contents

Unit No.	Unit Title	Topics	Week Duration
Unit 1	Foundations of Marketing and Sustainable Marketing	• Meaning and role of marketing, customer value creation, needs wants and demands, market offerings and brands, customer satisfaction, exchanges and relationships, executive relevance of marketing, introduction to sustainable marketing • sustainability and stakeholder value, lifecycle thinking, responsible value creation, trust and transparency in marketing, role of sustainability in redefining marketing assumptions	Week 1-2
Unit 2	Market Segmentation, Targeting and Positioning in Sustainability Context	• Segmentation principles, demographic geographic behavioural and psychographic segmentation, B2B segmentation variables, sustainability-aware customer segments, willingness to pay for green products • regulatory and ESG-driven market demand, targeting choices, attractiveness and fit, positioning logic, value proposition design, reason to believe, positioning statement development, trade-offs between cost and sustainability differentiation	Week 3-4

Unit 3	Sustainable Marketing Mix and Value Delivery	• Marketing mix foundations, 4Ps and 7Ps, product strategy with sustainability lens, design materials durability repairability and packaging, pricing strategy and total cost of ownership, place and distribution decisions • channel sustainability and local sourcing, promotion and responsible communication, avoiding greenwashing, people process and physical evidence in services and B2B settings, alignment between positioning and execution	Week 5-6
Unit 4	Digital, Relationship and ESG-Aligned Marketing Strategy	• Digital marketing channels, content marketing, websites social media and analytics, marketing funnel awareness consideration conversion and loyalty, relationship marketing and key account management, co-creation with customers • stakeholder trust building, ESG narrative integration, consistency between marketing claims and sustainability reporting, using ESG achievements credibly, strategic alignment between marketing, business strategy and ESG commitments, mini marketing strategy development	Week 7-8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

Unit 1: Foundations of Marketing and Sustainable Marketing

Core Readings

- Kotler, Philip, and Kevin Lane Keller. *Marketing Management*. Pearson, latest edition.
- Kotler, Philip, Hermawan Kartajaya, and Iwan Setiawan. *Marketing 3.0: From Products to Customers to the Human Spirit*.

- Kotler, Philip, Hermawan Kartajaya, and Iwan Setiawan. *Marketing 5.0: Technology for Humanity*.
- Belz, Frank-Martin, and Ken Peattie. *Sustainability Marketing: A Global Perspective*.
- Peattie, Ken. *Environmental Marketing Management*.

Focus of Reading

These readings support the unit themes of customer value, needs and wants, brands, relationships, stakeholder orientation and the shift from traditional marketing to sustainability-aware marketing.
Students should pay particular attention to how marketing is defined as value creation and relationship management, and how sustainability introduces lifecycle thinking, transparency and broader stakeholder responsibility into marketing decisions.

Suggested Reading Purpose

- Build conceptual clarity on marketing fundamentals.
- Understand how sustainability reshapes the purpose and scope of marketing.
- Link marketing with trust, ethics and long-term value creation.

Unit 2: Market Segmentation, Targeting and Positioning in Sustainability Context

Core Readings

- Kotler, Philip, and Kevin Lane Keller. *Marketing Management*. Chapters on segmentation, targeting and positioning.
- Wedel, Michel, and Wagner A. Kamakura. *Market Segmentation: Conceptual and Methodological Foundations*.
- Dolnicar, Sara. Selected readings on market segmentation and green consumer segmentation.
- Belz, Frank-Martin, and Ken Peattie. *Sustainability Marketing: A Global Perspective*.
- Ries, Al, and Jack Trout. *Positioning: The Battle for Your Mind*.

Focus of Reading

These readings support the unit emphasis on dividing markets into meaningful customer groups, selecting target segments and crafting positioning statements, especially where sustainability attitudes, ESG commitments and willingness to pay affect market choice
Students should focus on segment logic, behavioural and psychographic differentiation, B2B sustainability-driven segmentation, and the role of positioning in creating a credible and strategically aligned value proposition.

Suggested Reading Purpose

- Learn the logic of STP as a strategic decision framework.
- Understand sustainability-aware and green customer segments.
- Practice writing clear positioning statements and reason-to-believe claims.

Unit 3: Sustainable Marketing Mix and Value Delivery

Core Readings

- Kotler, Philip, and Kevin Lane Keller. *Marketing Management*. Chapters on product, price, place and promotion.
- Belz, Frank-Martin, and Ken Peattie. *Sustainability Marketing: A Global Perspective*.

- Ottman, Jacquelyn A. *The New Rules of Green Marketing*.
- Fuller, Donald A. *Sustainable Marketing: Managerial-Ecological Issues*.
- Polonsky, Michael Jay. Selected readings on green marketing and environmental claims.

Focus of Reading

These readings align with the unit discussion on applying the sustainability lens to product design, pricing logic, delivery channels, promotion strategy and extended service elements such as people, process and physical evidence.

Students should concentrate on product lifecycle thinking, total cost of ownership, sustainable channels, responsible communication and the practical challenge of avoiding greenwashing while preserving customer value and business viability.

Suggested Reading Purpose

- Apply the 4Ps and 7Ps to sustainability-oriented offerings.
- Understand how each marketing mix decision can strengthen or weaken sustainability positioning.
- Analyse the difference between credible sustainability communication and overclaiming.

Unit 4: Digital, Relationship and ESG-Aligned Marketing Strategy

Core Readings

- Chaffey, Dave, and Fiona Ellis-Chadwick. *Digital Marketing*.
- Payne, Adrian, and Pennie Frow. *Strategic Customer Management*.
- Grönroos, Christian. *Relationship Marketing and Service Management*.
- Kotler, Philip, Hermawan Kartajaya, and Iwan Setiawan. *Marketing 5.0: Technology for Humanity*.
- Porter, Michael E., and Mark R. Kramer. "Creating Shared Value." *Harvard Business Review*.

Applied Readings and Documents

- Selected ESG reports and sustainability reports of Indian and global companies.
- Brand communication examples from companies using sustainability narratives in public communication.
- Case material on B2B digital funnels, key account management and responsible claims-making.

Focus of Reading

These readings support the final unit themes of digital customer engagement, analytics, relationship marketing, ESG narrative integration and consistency between marketing communication and sustainability reporting.

Students should focus on how digital channels and relationship strategies work together to build trust, and how ESG achievements should be translated into credible marketing messages without exaggeration or inconsistency.

Suggested Reading Purpose

- Understand digital and relationship marketing in sustainability-oriented contexts.
- Connect marketing communication with ESG reporting and brand trust.
- Develop an integrated mini marketing strategy linked to customer engagement and ESG commitments.

Cross-Cutting Readings

The course script also indicates the use of Indian sectoral examples from energy, manufacturing, financial

services, infrastructure and consulting, including NTPC, GAIL, Tata Steel, Mahindra, SBI, ICICI, L&T, EY and Deloitte, for applied discussion and case-based interpretation.

Across all units, the most useful reading strategy is to combine one core marketing textbook, one sustainability marketing source and selected company reports or case materials so that conceptual understanding is consistently linked with practical application.

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Organization Change Management			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management Studies			
Course coordinator: Dr Moumita Acharyya		**Course instructor:** Dr Moumita Acharyya	
Course Editor: Dr. Ritika Israney (Visiting Faculty, TERI School of Advanced Studies)			
Course reviewers: 1. Dr. Sanyukta Jolly, Professor, IILM New Delhi 2. Dr. Shyamali Satpathy, Associate Professor, AIT, Uttar Pradesh			
Contact details: moumita.acharyya@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

This course provides a comprehensive understanding of the theories, models, and practices of managing organizational change in dynamic business environments. It equips students with the knowledge and skills to diagnose organizational issues, design and implement effective change interventions, and sustain transformation initiatives. The course emphasizes both planned and emergent change, the role of leadership, organizational culture, and stakeholder engagement. Through frameworks, case studies, and practical applications, students will develop competencies to lead change in complex and uncertain environments.

Course objectives:`

The primary aim of this course is to provide a scholarly discussion of change management theory alongside practical insights to improve the actual practice of managing organizational transitions. Specifically, the course aims to:

1. **Develop investigative and diagnostic skills** to more effectively assess what is happening within organizations.
2. **Enhance the ability to manage complex issues** arising from both internally planned and externally imposed organizational changes.
3. **Improve awareness of human dynamics**, specifically how people facilitate or resist change, and extend the capability to manage human resources in these contexts.
4. **Integrate and synthesize perspectives** from multiple modules such as finance, operations, marketing, and strategic management to understand organizational functioning.
5. **Enable managers to identify the need for change** and act in ways that successfully secure that change.

Learning outcomes:

1. Explain concepts, models, and drivers of organizational change
2. Apply diagnostic tools to assess organizational readiness and performance gaps
3. Design appropriate change interventions for organizational challenges
4. Demonstrate leadership and communication strategies for implementing change
5. Evaluate effectiveness and sustainability of change initiatives

Course contents			
Unit No.	Unit Title	Topics	Week Duration
Unit 1	Foundations of Organizational Change	Meaning and definition of organizational change, evolution and importance; • Scope of change – strategic, structural, technological, cultural, process • levels of change – individual, group, organizational • Drivers of change – external (technology, economy, globalization, regulation, social trends) and internal (leadership, innovation, growth, performance gaps) • VUCA environment and organizational agility • Types of change – developmental, transitional, transformational • Planned vs emergent change; systems thinking and interdependence • Organizational life cycle stages; change as a strategic imperative • Overview of change models – Lewin, Kotter, ADKAR, McKinsey 7S, Burke-Litwin • Role of leadership in change • Distinction between change, innovation, and transformation • Case insights on success and failure • Challenges in organizational change including resistance, culture, communication barriers.	Week 1-2
Unit 2	Diagnosing Organizations for Change	• Concept and importance of organizational diagnosis; diagnostic frameworks – McKinsey 7S, SWOT, PESTLE, Force Field Analysis • Data collection methods – surveys, interviews, observation, document analysis • Identifying performance gaps • Stakeholder analysis – identification, mapping, power-interest matrix • Organizational culture and climate assessment • Assessing readiness for change • Root cause analysis techniques • Ethical considerations in diagnosis • application through case analysis.	Week 3-4

Unit 3	Designing Change Interventions	• Introduction to change interventions; types – human process, techno-structural, HRM, strategic • Aligning interventions with organizational strategy; designing change programs and roadmaps • Communication planning and stakeholder engagement • Identifying and managing resistance • Leadership role in intervention design • Ethical and cultural considerations • Digital transformation and innovation-led change design • Application through case-based intervention design.	Week 5
Unit 4	Implementing and Leading Change	• Concept of change implementation • Difference between change leadership and change management • Implementation frameworks – Kotter's 8-step model, Action Research model • Communication strategies during implementation; employee engagement and participation • Building change capability through training and development • Managing change teams; overcoming resistance during execution • Monitoring progress using KPIs and feedback systems • Role of organizational culture in implementation; case study on leading change initiatives.	Week 6
Unit 5	Evaluating and Sustaining Change	• Introduction to change evaluation • Measuring effectiveness using KPIs and Balanced Scorecard • Evaluating ROI of change initiatives (financial and non-financial) • Feedback mechanisms and continuous improvement • Institutionalizing change through culture, systems, and policies • Building learning organizations • Strategies for sustaining change • Analyzing change failures and lessons learned • Capstone project – comprehensive change management plan integrating all course concepts.	Week 7-8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually.

References

READING MATERIAL – ORGANIZATION CHANGE MANAGEMENT

Textbooks

- *Leading Change* – John P. Kotter
- *The Heart of Change* – John P. Kotter & Dan S. Cohen
- *Managing Transitions: Making the Most of Change* – William Bridges
- *Organizational Development and Change* – Thomas G. Cummings & Christopher G. Worley
- *Diagnosing Organizations: Methods, Models, and Processes* – Michael I. Harrison
- *The Effective Change Manager's Handbook* – Richard Smith, David King, Ranjit Sidhu & Dan Skelsey
- *Change Management: The People Side of Change* – Jeffrey M. Hiatt & Timothy J. Creasey
- *Making Sense of Change Management* – Esther Cameron & Mike Green
- *Organization Development: Behavioral Science Interventions for Organization Improvement* – Wendell L. French & Cecil H. Bell Jr.

Online Articles

- "Leading Change: Why Transformation Efforts Fail" – Harvard Business Review
- "Cracking the Code of Change" – Harvard Business Review
- "The Hard Side of Change Management" – Harvard Business Review
- "Change Management That Sticks" – McKinsey Quarterly
- "The Inconvenient Truth About Change Management" – McKinsey & Company
- "Organizational Culture and Change" – MIT Sloan Management Review
- "Why Change Programs Don't Produce Change" – Harvard Business Review
- "The Psychology of Change Management" – McKinsey Quarterly

Suggested Readings

- *Switch: How to Change Things When Change Is Hard* – Chip Heath & Dan Heath
- *Drive: The Surprising Truth About What Motivates Us* – Daniel H. Pink
- *Reengineering the Corporation* – Michael Hammer & James Champy
- *The Fifth Discipline: The Art and Practice of the Learning Organization* – Peter M. Senge
- *Built to Last* – Jim Collins & Jerry I. Porras
- *Good to Great* – Jim Collins
- *Blue Ocean Strategy* – W. Chan Kim & Renée Mauborgne

- *The Innovator's Dilemma* – Clayton M. Christensen

Case Studies

- Nokia's Decline in the Smartphone Era
- IBM's Organizational Transformation
- Netflix's Digital Transformation Strategy
- Kodak and Failure to Adapt to Digital Change
- Infosys and Cultural Transformation
- Microsoft's Change Under Satya Nadella
- Domino's Pizza Digital Transformation
- General Electric (GE) Organizational Restructuring
- Apple's Strategic Transformation under Steve Jobs

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Organizational Behavior			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management Studies			
Course coordinator: Dr Moumita Acharyya		**Course instructor:** Dr Moumita Acharyya	
Course Editor: Dr. Ritika Israney (Visiting Faculty, TERI School of Advanced Studies)			
Course reviewers: 1. Dr. Sanyukta Jolly, Professor, IILM New Delhi 2. Dr. Shyamali Satpathy, Associate Professor, AIT, Uttar Pradesh			
Contact details: moumita.acharyya@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	
Course description: This course provides a comprehensive understanding of individual, group, and organizational behaviour in contemporary workplaces. It equips learners with analytical and applied skills to manage people, lead teams, and drive organizational effectiveness in dynamic and digital environments. The course adopts a multi-level perspective, beginning with individual-level processes such as personality, perception, motivation, emotional intelligence, and decision-making. It then progresses to group-level dynamics, including team formation, communication, conflict management, and collaborative decision-making. At the organizational level, the course explores leadership, power, politics, organizational culture, structure, and change management, emphasizing their role in shaping employee behaviour and organizational outcomes.			
Course objectives:` To develop an understanding of behavioural dynamics at individual, group, and organizational levels 1. To apply OB theories to real-world managerial and leadership challenges 2. To enhance decision-making, communication, and leadership effectiveness 3. To build competencies in managing change, culture, and organizational systems			
Learning outcomes: By the end of the course, learners will be able to: 1. Evaluate individual behaviour and its impact on organizational performance 2. Analyze group dynamics and recommend strategies for effective teamwork 3. Critically assess leadership styles and organizational power structures Design interventions to improve organizational culture, engagement, and change processes			
Course contents			

Unit No.	Unit Title	Topics	Week Duration

Unit 1	Foundations of Organizational Behaviour	• Introduction to OB • Nature and Scope of OB • Importance of OB in management • Models of OB (Autocratic, Custodial, Supportive, Collegial) • Challenges in OB (Globalization, Workforce diversity, Technology, Remote work) • Evidence-based management • Ethics in organizational behaviour • Role of managers in shaping behaviour	Week 1
Unit 2	Individual Behaviour in Organizations	• Personality theories (Big Five, MBTI overview), Values and attitudes • Job satisfaction and organizational commitment, • Perception process and perceptual errors (halo effect, stereotyping, attribution bias) • Learning theories (Classical conditioning, Operant conditioning, Social learning) • Motivation theories (Maslow, Herzberg, McClelland, Expectancy theory, Equity theory) • Emotional intelligence (self-awareness, self-regulation, empathy) • Stress management and well-being, Work-life balance	Week 2-3
Unit 3	Group Behaviour and Team Dynamics	• Foundations of group behaviour, Stages of group development (Tuckman model) • Types of teams (functional, cross-functional, virtual teams) • Team roles and norms, Communication process and barriers, Interpersonal communication, Conflict management (sources, types, resolution strategies) • Negotiation basics • Decision-making in groups (groupthink, brainstorming) • Power of informal groups and networks	Week 4-5

Unit 4	Leadership, Power and Organizational Politics	• Leadership theories (Trait, Behavioral, Contingency, Transformational, Transactional, Servant leadership) • Leadership styles and effectiveness, Power and authority (formal vs informal) • Bases of power (coercive, reward, legitimate, expert, referent) • Organizational politics (causes, consequences) • Influence tactics • Ethical leadership • Trust and credibility in leadership • Leading in digital and hybrid environments	Week 6
Unit 5	Organizational Systems, Culture and Change Management	• Organizational structure (mechanistic vs organic, matrix structure) • Organizational culture (types, formation, sustenance) • Organizational climate • Change management models (Lewin's 3-step, Kotter's 8-step) • Resistance to change (sources and management) • Organizational development interventions • Employee engagement strategies • Organizational learning and knowledge management • Innovation and adaptability • Future of work trends	Week 7-8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

1. CORE READINGS (Primary Textbooks)
(To be used as main weekly reading)
1. Organizational Behavior

- **Authors: Stephen P. Robbins, Timothy A. Judge**
- **Edition: 19th Edition (Global Edition widely used)**
- **Publisher: Pearson**
- **Year: 2023**

2. Essentials of Organizational Behavior

- **Authors: Stephen P. Robbins, Timothy A. Judge**
- **Edition: 14th Edition**
- **Publisher: Pearson**
- **Year: 2019**

3. Organizational Behaviour

- **Author: K. Aswathappa**
- **Edition: Latest (12th–14th editions commonly used)**
- **Publisher: Himalaya Publishing House**
- **Year: Recent editions (updated periodically)**

2. SUGGESTED READINGS (Advanced & Theoretical Depth)
4. Organizational Culture and Leadership

- **Author: Edgar H. Schein**
- **Edition: 5th Edition**
- **Publisher: Jossey-Bass**
- **Year: 2016**

5. Leading Change

- **Author: John P. Kotter**
- **Edition: First Edition (classic text; reprints available)**
- **Publisher: Harvard Business Review Press**
- **Year: 1996**

6. Leadership Theory and Practice

- **Author: Peter G. Northouse**
- **Edition: 9th Edition**
- **Publisher: SAGE Publications**
- **Year: 2021**

3. Open Educational Resource (OER) – Organizational Behaviour

- **Source: BCcampus Open Textbook**
- **Link: https://pressbooks.bccampus.ca/ob**
- **Coverage: OB fundamentals, diversity, motivation, teams**

4. RESEARCH ARTICLES (FOR HIGHER-ORDER LEARNING)

1. "Dynamics of Organizational Culture"

- **Authors: Christos Ellinas, Neil Allan, Anders Johansson**
- **Year: 2017**
- **Link: https://arxiv.org/abs/1708.06736**

2. Evidence-Based Management

- **Authors: Jeffrey Pfeffer, Robert I. Sutton**
- **Year: 2006 (Harvard Business Review article)**

5. CASE STUDIES (APPLICATION-ORIENTED)

1. Google – Project Aristotle

- **Focus: Team effectiveness and psychological safety**
- **Source: Google re:Work**

2. Netflix Culture Case

- **Focus: High-performance culture and freedom-responsibility framework**

3. Microsoft Transformation under Satya Nadella

- **Focus: Leadership, culture change, and innovation**

4. Nokia Failure Case

- **Focus: Resistance to change and strategic inertia**

5. Uber Cultural Crisis Case

- **Focus: Ethics, leadership failure, and organizational culture**

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Principles and Concepts of Sustainability

Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60

Department: Department of Management studies

Course coordinator: Dr. Shruti Sharma Rana | **Course instructor:** Dr Shruti Sharma Rana

Contact details: shruti.rana@terisas.ac.in

Course Editor: Dr. Ashutosh Srivastava, Professor of practice for School of Management, Delhi

Course reviewers:

1. Prof. Sapna Narula, NIAM Jaipur
2. Prof. Shalini Taneja, FORE School of Management

Course type: Core | **Course offered in:** Semester 1

Course description:

This course introduces MBA learners to the principles and concepts of sustainability as a foundational area for contemporary management education. It covers the historical evolution of sustainability, environmental limits, social justice concerns, economic dimensions, stakeholder engagement, governance, ethics, systems thinking, global frameworks such as the SDGs and Paris Agreement, and the Indian sustainability policy and regulatory landscape.

The course also connects sustainability theory with managerial relevance by discussing business risks, opportunities, sectoral applications and the role of reporting and accountability mechanisms. This makes it suitable as a base course for advanced study in ESG, sustainability reporting, green finance, climate strategy and responsible business.

Course objectives:

The course aims to build a rigorous conceptual and applied understanding of sustainability for MBA learners by introducing the evolution of sustainability thought, the environmental, social and economic dimensions of sustainability, stakeholder and governance approaches, and the global, Indian and sectoral frameworks that shape sustainable business practice.

Learning outcomes:

After studying this course, the learner should be able to demonstrate the following learning outcomes mapped to advanced postgraduate capability:

Knowledge and Understanding

- Define sustainability, sustainable development, growth and development with conceptual clarity.
- Describe major sustainability principles such as inter-generational equity, intra-generational equity, precautionary principle, polluter pays principle and common but differentiated responsibilities.
- Discuss key conceptual frameworks including Triple Bottom Line, planetary boundaries, ecological footprint, doughnut economy and value creation versus value destruction.

Cognitive and Analytical Skills

- Analyse trade-offs and synergies across environmental, social and economic dimensions in

business contexts.

- Examine sustainability risks and opportunities using governance, stakeholder and systems perspectives.
- Assess the relevance of SDGs, Paris Agreement, UN Global Compact, BRSR and other standards for managerial practice.

Professional and Applied Skills

- Use sustainability concepts in business decision-making, policy interpretation, strategy formulation and sector analysis.
- Identify suitable managerial responses to climate risk, resource constraints, social inequality, governance gaps and reporting obligations.
- Relate sustainability foundations to advanced domains such as ESG analysis, green finance, carbon markets, reporting and sustainable supply chains.

Employability and Value Orientation

- Develop ethical sensitivity, stakeholder awareness and long-term strategic thinking for responsible leadership.
- Build readiness for contemporary corporate roles requiring sustainability literacy, disclosure awareness and systems thinking.

Course contents

Unit No.	Unit Title	Topics	Week Duration
Unit 1	Foundations of Sustainability	Historical evolution of sustainability; sustainability, development and growth; Brundtland perspective; climate change, resource limits and socio-ecological systems; principles such as inter-generational equity, intra-generational equity precautionary principle, polluter pays principle and common but differentiated responsibilities; Triple Bottom Line, planetary boundaries, doughnut economy, resilience, carrying capacity and value creation versus value destruction.	Week 1-2
Unit 2	Environmental, Social and Economic Dimensions of Sustainability	Environmental dimension, ecological footprint, pollution and waste; climate change mitigation, adaptation and just transition; social sustainability, human rights, labour standards, equity, inclusion, vulnerability and marginalisation; economic sustainability, inclusive growth, green growth, decent work, circular economy and resource efficiency; trade-offs and synergies across the three dimensions.	Week 3-4

Unit 3	Stakeholders, Governance, Ethics and Systems Thinking	Stakeholder theory, stakeholder salience and engagement; sustainability governance, boards, policies, controls, transparency and accountability; ethics, CSR strategic sustainability, corporate citizenship and social licence to operate; systems thinking, feedback loops, unintended consequences, leverage points and socio-technical systems.	Week 5-6
Unit 4	Frameworks, Policies, Sectors and Integration	Global frameworks including SDGs, Paris Agreement and UN Global Compact; Indian policy and regulatory architecture including constitutional provisions, environmental legislation, CSR and BRSR; sectoral sustainability in energy, transport, FMCG, infrastructure, finance and agriculture; integration of principles, pillars, governance and sectoral application for managerial practice.	Week 7-8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exam individually.

References

- Crane, A., & Matten, D. (2016). Business ethics: Managing corporate citizenship and sustainability in the age of globalization. Oxford University Press.
- Esty, D. C., & Winston, A. S. (2006). Green to gold: How smart companies use environmental strategy to innovate, create value, and build competitive advantage. Yale University Press.
- Freeman, R. E. (1984). Strategic management: A stakeholder approach. Pitman.
- Hanley, N., Shogren, J. F., & White, B. (2019). Environmental economics: In theory and practice. Red Globe Press.
- Idowu, S. O., Capaldi, N., Zu, L., & Gupta, A. D. (2013). Encyclopedia of corporate social responsibility. Springer.
- Krosinsky, C., & Robins, N. (2018). Sustainable investing: Revolutions in theory and practice. Routledge.
- Meadows, D. H., Meadows, D. L., Randers, J., & Behrens, W. W. (1972). The limits to growth. Universe Books.
- Raworth, K. (2017). Doughnut economics: Seven ways to think like a 21st-century economist. Chelsea Green Publishing.
- Robertson, M. (2017). Sustainability principles and practice. Routledge.
- Sachs, J. D. (2015). The age of sustainable development. Columbia University Press.
- Senge, P. M. (2006). The fifth discipline: The art and practice of the learning organization. Doubleday.
- Webster, K. (2015). The circular economy: A wealth of flows. Ellen MacArthur Foundation Publishing.
- World Commission on Environment and Development. (1987). Our common future. Oxford University Press.

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Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Principles of Management			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management Studies			
Course coordinator: Dr. Moumita Acharyya		**Course instructor:** Dr Moumita Acharyya	
Course Editor: Dr. Bidisha Banerjee (Visiting Faculty, TERI School of Advanced Studies)			
Course reviewers: 1. Dr. Sanyukta Jolly, Professor, IILM New Delhi 2. Dr. Shyamali Satpathy, Associate Professor, AIT, Delhi			
Contact details: moumita.acharyya@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

The course Principles of Management introduces students to the foundational concepts, theories, and practices that guide effective organizational management. The course explores the evolution of management thought, core managerial functions, decision-making processes, leadership, and organizational control mechanisms. It also examines how managers operate in dynamic business environments characterized by globalization, technological advancement, and increasing organizational complexity.

Students will develop an understanding of how managers plan, organize, lead, and control resources to achieve organizational goals effectively and efficiently. Through case discussions, real-world examples, and activity-based learning, the course bridges theoretical knowledge with practical managerial application.

The course further highlights the importance of ethical leadership, corporate social responsibility, and sustainable management practices in modern organizations. By the end of the course, learners will be equipped with foundational managerial knowledge required to understand organizational processes and prepare for advanced management subjects.

Course objectives:

1. To develop a comprehensive understanding of individual, group, and organizational behaviour and their impact on workplace effectiveness.
2. To equip learners with the ability to apply behavioural theories to analyze real-world managerial and organizational challenges.
3. To enhance managerial competencies in communication, leadership, motivation, and conflict management.
4. To build skills for managing diversity, team dynamics, and interpersonal relationships in contemporary organizational settings.
5. To enable learners to understand and influence organizational culture, structure, and change processes.
6. To foster critical thinking and decision-making capabilities for improving employee performance and organizational outcomes.

The course aims to achieve the following objectives:

1. To introduce students to the fundamental concepts and principles of management and their relevance in modern organizations.
2. To examine the evolution of management thought and different management theories that have shaped contemporary managerial practices.
3. To develop an understanding of the key managerial functions such as planning, organizing, leading, and controlling.
4. To familiarize students with managerial roles, skills, and decision-making processes required for effective organizational leadership.
5. To analyze the impact of internal and external environmental factors on organizations and managerial decision-making.
6. To encourage students to apply management concepts through case studies, examples, and problem-solving exercises.

Learning outcomes:

Upon successful completion of this course, students will be able to:

7. Analyze the evolution of management thought and assess the relevance of classical and contemporary management theories in modern organizations.
8. Evaluate managerial roles, skills, and leadership practices required for effective organizational functioning.
9. Design managerial strategies by applying the functions of planning, organizing, leading, and controlling.
10. Assess the impact of internal and external environmental forces on organizational decision-making.
11. Develop solutions to managerial problems using theoretical frameworks and real-world case analysis

Course contents

Unit No.	Unit Title	Topics	Week Duration

Unit 1	Foundations of Management and Managerial Environment	• Introduction to Management, Meaning and Nature of Management, Management as Art Science and Profession, Importance of Management, Evolution of Management Thought. • Classical Management Theories (Scientific Management, Administrative Management, Bureaucratic Management), Neo-Classical Approach and Human Relations Movement, Hawthorne Studies. • Modern Management Approaches (Systems Approach, Contingency Approach), Managerial Roles, Managerial Skills (Technical, Human, Conceptual) • Levels of Management, Organizational Environment (Internal and External), Environmental Analysis, Micro and Macro Environment, PESTLE Analysis, Ethics in Management, Corporate Governance, Corporate Social Responsibility, Managing in a VUCA Environment	Week 1-2
Unit 2	Planning and Decision Making	• Introduction to Planning, Nature and Importance of Planning, Planning Process, Types of Plans (Strategic Tactical Operational), Management by Objectives (MBO) • Strategic Planning, Environmental Scanning and Forecasting, Decision Making in Organizations, • Types of Managerial Decisions (Programmed and Non Programmed), Decision Making Process, Decision Making Models, Tools and Techniques for Decision Making, Risk and Uncertainty in Decision Making, Creativity and Innovation in Planning	Week 3-4
Unit 3	Organizing and Organizational Structure	• Introduction to Organizing, Principles of Organizing, Organizational Structure and Design • Types of Organizational Structures (Functional Divisional Matrix Network), Departmentalization, Delegation of Authority, Authority Responsibility and Accountability, Centralization and Decentralization, Span of Control. • Formal and Informal Organization, Organizational Culture, Organizational Change, Contemporary Organizational Design	Week 5-6

Unit 4	Leading and Managing People	• Introduction to Leadership, Leadership vs Management, Leadership Theories (Trait Theory Behavioral Theory Contingency Theory) • Transformational and Transactional Leadership, Motivation in Organizations, Motivation Theories (Maslow Hierarchy of Needs Herzberg Two Factor Theory McGregor Theory X and Theory Y) • Communication Process, Organizational Communication, Barriers to Communication, Team Dynamics, Team Leadership, Conflict Management, Emotional Intelligence in Leadership, Leadership in Digital and Remote Work Environment	Week 7
Unit 5	Controlling and Contemporary Management Practices	• Introduction to Controlling, Importance of Control, Control Process, Types of Control (Feedforward Concurrent Feedback Control) • Performance Measurement and Evaluation, Balanced Scorecard Approach, Quality Management, Benchmarking, Continuous Improvement, Managing Organizational Performance, • Innovation and Knowledge Management, Sustainability in Organizations, Responsible Management Practices, Future Trends in Management	Week 8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

1. Textbooks

- Management by Stephen P. Robbins and Mary Coulter
- Management: Tasks, Responsibilities, Practices by Peter F. Drucker
- Principles of Management by Harold Koontz, Cyril O'Donnell, and Heinz Weihrich
- Fundamentals of Management by Ricky W. Griffin
- Essentials of Management by Harold Koontz and Heinz Weihrich
- Organizational Behavior by Stephen P. Robbins and Timothy A. Judge
- Management Theory and Practice by Manmohan Prasad Thakur

2. Online Articles

The following online resources provide current insights, practical perspectives, and contemporary applications of management concepts.

- Harvard Business Review – Articles on leadership, strategy, decision making, and organizational behavior
- McKinsey & Company Insights – Research-based articles on organizational transformation, leadership, and innovation
- MIT Sloan Management Review – Articles on digital transformation, leadership, and innovation management
- World Economic Forum – Reports and articles on global business trends, sustainability, and future of work
- Forbes Leadership Section – Contemporary leadership and management practices
- Deloitte Insights – Reports on talent management, organizational design, and performance management
- PwC Thought Leadership – Articles on governance, strategy, and business transformation

3. Suggested Readings

These books and resources provide advanced perspectives and deeper conceptual understanding of leadership, strategy, innovation, and organizational effectiveness.

- The Practice of Management by Peter F. Drucker
- Good to Great by Jim Collins
- The Five Dysfunctions of a Team by Patrick Lencioni
- Leaders Eat Last by Simon Sinek
- Drive: The Surprising Truth About What Motivates Us by Daniel H. Pink
- Thinking, Fast and Slow by Daniel Kahneman
- Blue Ocean Strategy by W. Chan Kim and Renée Mauborgne

4. Case Studies

The following case studies are widely used in MBA programs and help students apply management concepts to real-world business scenarios.

- Apple Inc. – Leadership, innovation, and strategic management
- Amazon – Operations management, customer focus, and digital strategy
- Toyota – Lean management and continuous improvement
- Google – Organizational culture, innovation, and HR practices
- Tesla – Leadership, innovation, and risk-taking strategy

- ITC Limited – Sustainability and diversified business strategy
- Infosys – Corporate governance and organizational growth
- Starbucks – Leadership, customer experience, and global expansion

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Project Management			
Course code	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Anand Jaiswal		**Course instructor:** Anand Jaiswal	
Course Editor: Dr. Ashutosh Srivastava, Professor of Practice, Fore School of Management			
Course reviewers: 1. **Dr. Cherian Samuel,** Associate Professor, IIT BHU, India 2. **Dr. Vinaytosh Mishra,** Associate Dean, GMU, UAE			
Contact details: anand.jaiswal@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

This course provides a comprehensive understanding of project management principles, processes, tools, and techniques required to manage projects across industries. It follows globally accepted frameworks covering project initiation, planning, execution, monitoring, control, and closure, while integrating agile practices and digital project environments. The course is designed for working executives to apply project management competencies in real-time organizational contexts.

Course objectives:

- To develop a systematic understanding of project management processes and knowledge areas.
- To equip learners with planning, scheduling, budgeting, and risk management tools.
- To enable effective project monitoring, governance, and stakeholder management.
- To build capabilities for managing traditional, agile, and hybrid projects in organizations.

Learning outcomes:

At the end of the course, learners will be able to:

- Evaluate project feasibility and develop comprehensive project charters and management plans.
- Design integrated project plans covering scope, schedule, cost, quality, risk, and procurement.
- Analyze project performance using monitoring and control techniques.
- Create strategic project execution and closure frameworks aligned with organizational objectives.

Course contents

Unit No.	Unit Title	Topics	Week Duration

Unit 1	Project Management Framework & Initiation	• Project Management Concepts, Project vs Operations, Project Life Cycle, PMBOK Process Groups, Knowledge Areas Overview, Organizational Structures, Role of Project Manager, Project Governance, Project Identification, Feasibility Analysis • Business Case Development, Project Selection Methods (NPV, IRR, Payback, Scoring Models), Stakeholder Identification, Stakeholder Analysis Matrix, Project Charter Preparation, Project Objectives & Success Criteria	Week 1
Unit 2	Project Scope & Schedule Management	• Scope Management Planning, Requirement Collection Techniques, Scope Statement Development, Work Breakdown Structure (WBS), Scope Baseline, Scope Validation & Control • Activity Definition, Activity Sequencing, Network Diagrams, Critical Path Method (CPM), Program Evaluation & Review Technique (PERT), Time Estimation Techniques, Schedule Development, Gantt Charts • Milestone Planning, Resource Allocation, Resource Leveling, Schedule Compression Techniques (Crashing, Fast Tracking), Schedule Control	Week 2–3
Unit 3	Project Cost, Quality & Resource Management	• Cost Management Planning, Cost Estimation Methods, Cost Budgeting, Cost Baseline, Earned Value Management (PV, EV, AC, SPI, CPI) • Forecasting Techniques, Project Financing, Quality Planning, Quality Assurance, Quality Control Tools (Pareto, Fishbone, Control Charts), Cost of Quality • Human Resource Planning, Team Acquisition, Team Development, Leadership in Projects, Conflict Management, Communication Planning, Communication Channels & Methods	Week 4–5

Unit 4	Project Risk & Procurement Management + Agile Approaches	• Risk Management Planning, Risk Identification, Risk Register, Qualitative Risk Analysis, Quantitative Risk Analysis, Probability-Impact Matrix, Risk Response Strategies, Contingency Planning, Risk Monitoring & Control • Procurement Planning, Make-or-Buy Analysis, Contract Types, Vendor Evaluation, Contract Administration, Agile Project Management, Agile Manifesto, Scrum Framework, Sprint Planning, Product Backlog, Hybrid Project Models	Week 6
Unit 5	Project Monitoring, Control, Governance & Closure	• Project Monitoring & Control Processes, Performance Measurement Systems, Earned Value Analysis Application, Variance Analysis, Change Control Process, Integrated Change Control, Project Governance & Stage Gates • PMO Functions, Project Audits, Digital Dashboards, Sustainability in Projects, ESG Considerations • Project Closure Procedures, Contract Closure, Administrative Closure, Lessons Learned Documentation, Post-Implementation Review, Benefits Realization	Week 7–8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

Reference Reading

Reference Reading
Unit 1 — Project Management Framework & Initiation

#	Topic	Source & URL
1	PMBOK Guide – Process Groups & Knowledge Areas	PMI – PMBOK Overview → https://www.pmi.org/pmbok-guide-standards/foundational/pmbok
2	Project Charter & Business Case	PM4DEV – Project Charter Guide → https://www.pm4dev.com/resources/free-e-books/project-charter

3	Feasibility Analysis & Project Selection	Investopedia – Feasibility Study → https://www.investopedia.com/terms/f/feasibility-study.asp
4	Stakeholder Identification & Analysis	MindTools – Stakeholder Analysis → https://www.mindtools.com/pages/article/newPPM_07.htm

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- **Unit 2 — Project Scope & Schedule Management**

#	Topic	Source & URL
5	WBS & Scope Management	Project Management Institute – WBS Practice Standard → https://www.pmi.org/pmbok-guide-standards/foundational/practice-standard-for-work-breakdown-structures
6	CPM & Network Diagrams	Lucidchart – Critical Path Method Guide → https://www.lucidchart.com/blog/critical-path-method
7	PERT & Time Estimation	Investopedia – PERT Chart → https://www.investopedia.com/terms/p/pert-chart.asp
8	Gantt Charts & Schedule Compression	TeamGantt – Gantt Chart Guide → https://www.teamgantt.com/guide-to-project-management/gantt-chart

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- **Unit 3 — Project Cost, Quality & Resource Management**

#	Topic	Source & URL
9	Earned Value Management (EVM)	PMI – EVM Practice Standard → https://www.pmi.org/pmbok-guide-standards/foundational/practice-standard-for-earned-value-management
10	Cost Estimation & Budgeting	ProjectManager – Cost Estimation Methods → https://www.projectmanager.com/blog/cost-estimation-for-projects
11	Quality Control Tools (Pareto, Fishbone, Control Charts)	ASQ – Quality Tools Overview → https://asq.org/quality-resources/quality-tools
12	Team Development, Leadership & Conflict Management	MindTools – Conflict Resolution in Projects → https://www.mindtools.com/pages/article/newTMM_79.htm

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- **Unit 4 — Project Risk & Procurement Management + Agile Approaches**

#	Topic	Source & URL
13	Risk Management Planning & Risk Register	PMI – Risk Management Practice Standard → https://www.pmi.org/pmbok-guide-standards/foundational/practice-standard-for-project-risk-management

14	Procurement & Contract Types	ProjectManager – Project Procurement Management → https://www.projectmanager.com/blog/project-procurement-management
15	Agile Manifesto & Principles	Agile Alliance – Agile Manifesto → https://www.agilealliance.org/agile101/the-agile-manifesto
16	Scrum Framework & Sprint Planning	Scrum.org – Scrum Guide (Official) → https://scrumguides.org/scrum-guide.html

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- **Unit 5 — Project Monitoring, Control, Governance & Closure**

#	Topic	Source & URL
17	Change Control & Integrated Change Control	ProjectManager – Change Management in Projects → https://www.projectmanager.com/blog/change-management-process
18	PMO Functions & Project Governance	PMI – PMO Framework → https://www.pmi.org/learning/library/pmo-project-management-office-functions-7528
19	Project Closure, Lessons Learned & Post-Implementation Review	APM – Project Closure Guide → https://www.apm.org.uk/resources/find-a-resource/closing-a-project
20	ESG & Sustainability in Projects	GPM – Green Project Management → https://greenprojectmanagement.org/prism

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.
The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Sustainable Branding			
Course code:	**No. of credits:** 2	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Shruti Sharma Rana		**Course instructor:** Dr Shruti Sharma Rana	
Course Editor: Dr. Swati Bhatnagar, NDIM - New Delhi Institute of Management, Delhi			
Course reviewers: **1. Dr. Nipendra Singh, Pennwest University, USA** **2. Prof. Sunil Ashra, MDI, Delhi**			
Contact details: shruti.rana@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

Sustainable Branding equips executives with frameworks, tools and strategic judgement to build, manage and measure brands that authentically integrate sustainability, ESG commitments and responsible business practices. The course develops conceptual clarity on brand identity, positioning, purpose, touchpoint management and equity measurement while building applied capability in designing sustainability-aligned brand strategies that create trust, differentiation and long-term value.

The course is designed as a 2-credit, 24-hour synchronous teaching offering focused on sustainability branding foundations, positioning and narrative, brand experience design, and brand equity management. It supports outcome-based e-content delivery through guided lectures, self-study, applied exercises, brand audits, positioning development tasks and strategy assignments.

Course objectives:

- To develop conceptual understanding of branding fundamentals and sustainability branding in contemporary business contexts.
- To examine how sustainability reshapes brand meaning, positioning, purpose and stakeholder relationships.
- To build applied capability in sustainability brand positioning, purpose articulation and narrative development.
- To develop competence in designing consistent sustainable brand experiences across touchpoints while avoiding greenwashing.
- To strengthen understanding of sustainability brand equity measurement, risk management and strategic value creation.

- To enable learners to connect branding strategy with ESG commitments, responsible communication and organisational purpose.

Learning outcomes:

By the end of the course, learners will be able to:

- Explain the principles and conceptual foundations of branding and sustainability branding in contemporary business contexts.
- Differentiate traditional branding from sustainability branding across identity, positioning, purpose, and stakeholder management.
- Analyse brands to identify sustainability alignment, credibility gaps, and greenwashing risks.
- Apply positioning frameworks to design sustainability-aligned brand strategies for organisations, products, or business units.
- Evaluate brand touchpoints and experiences for consistency between sustainability claims and operational reality.
- Design sustainability brand scorecards and risk management frameworks for long-term brand equity protection.

Develop strategic brand narratives that integrate ESG commitments, purpose, and responsible communication priorities.

Course contents

Unit No.	Unit Title	Topics	Week Duration
Unit 1	Foundations of Branding and Sustainability Branding	• Meaning and role of branding, brand identity vs image, brand personality and values, stakeholder perceptions, brand equity fundamentals, introduction to sustainability branding, sustainability and brand meaning, • Environmental and social responsibility in brand promise, authenticity and transparency requirements, executive relevance of sustainability branding, traditional vs sustainability brand architecture	Week 1-2
Unit 2	Sustainability Brand Positioning, Purpose & Narrative	• Brand positioning principles, target stakeholders, value proposition design, sustainability differentiation, positioning statement developmentbrand purpose definition, purpose beyond profit, purpose-stakeholder alignment. • Sustainability brand narrative structure, story arcs, consistency across channels, credibility and reason-	Week 3-4

		to-believe, trade-offs between ambition and authenticity		
Unit 3	Designing & Delivering Sustainable Brand Experience	• Brand touchpoint mapping, customer journey analysis, inside-outside alignment, operational reality vs brand promise. • ESG performance integration, greenwashing avoidance strategies, claim substantiation, certification and labelling, crisis response for sustainability issues. • Multi-stakeholder brand management, employee advocacy, supply chain brand implications	Week 5-6	5 hours
Unit 4	Measuring & Managing Sustainability Brand Equity	• Brand equity metrics, awareness preference NPS and trust scores, ESG-linked brand perception surveys, behavioural indicators, sustainability brand risk assessment • Reputational risk matrix, opportunity mapping, long-term brand management, governance and board oversight, strategic value creation, sustainability brand scorecard development	Week 7-8	5 hours

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

- Aaker, D. (2010). Building Strong Brands. Free Press.
- Kapferer, J. (2012). The New Strategic Brand Management. Kogan Page.
- Ottman, J. (2011). The New Rules of Green Marketing. Berrett-Koehler.
- Edelman Trust Barometer (annual reports).
- SEBI BRSR Core Guidelines (2023).
- Company sustainability reports (Tata, Mahindra, ITC, Infosys).

Unit 1 Readings

Focus of Reading: Brand fundamentals, identity, equity, sustainability integration.

- Aaker Chapters 1-3 (brand identity, equity, architecture).

- Ottman Chapters 1-2 (green branding foundations, consumer motivations).
- Tata Group Integrated Report (brand purpose case).

Suggested Reading Purpose: Build conceptual clarity on branding fundamentals and sustainability branding distinctions.

Unit 2 Readings

- Kapferer Chapters 4-6 (positioning, purpose, narrative).
- Edelman Trust Barometer (stakeholder trust data).
- Mahindra Group purpose statement analysis.

Unit 3 Readings

- Aaker Chapters 8-10 (touchpoints, experience design).
- SEBI greenwashing guidelines and case studies.
- ITC sustainability report touchpoint analysis.

Unit 4 Readings

- Kapferer Chapters 12-14 (brand equity, measurement, risk).
- Kantar sustainability brand rankings (India/global).
- Infosys ESG brand equity case.

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.
The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Course title: Sustainable Economics and Green Growth			
Course code :	**No. of credits:** 2	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Shruti Sharma Rana		**Course instructor:** Dr Shruti Sharma Rana	
Course Editor: Dr. Swati Bhatnagar, NDIM - New Delhi Institute of Management, Delhi			
Course reviewers: 1. Dr. Rajesh Kumar, Galgotia University 2. Prof. Sunil Ashra, MDI, Delhi			
Contact details: shruti.rana@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

Sustainable Economics and Green Growth equips executives with economic frameworks, policy analysis tools and strategic reasoning to understand market failures, design green growth pathways and build business cases for sustainability transitions. The course develops conceptual clarity on externalities, policy instruments, structural change and firm-level economics while building applied capability in economic analysis of environmental challenges, policy evaluation and green investment appraisal.

The course is designed as a 2-credit, 24-hour synchronous teaching offering focused on sustainability economics foundations, economic instruments, green growth transitions and firm-level applications. It supports outcome-based e-content delivery through guided lectures, self-study, applied exercises, policy analysis tasks and investment case development.

Course objectives:

- To develop conceptual understanding of sustainability economics foundations including market failures, externalities, public goods and planetary boundaries.
- To examine economic instruments for environmental protection including carbon pricing, regulations, subsidies and market mechanisms.
- To build applied capability in green growth analysis, structural change assessment and just transition planning.
- To develop competence in firm-level sustainability economics including investment appraisal, risk analysis and strategic integration.
- To strengthen understanding of policy-business interactions shaping green investment decisions and sectoral transitions.
- To enable learners to construct economic business cases linking sustainability strategies with competitive advantage and long-term value creation.

Learning outcomes:

By the end of the course, learners will be able to:

- Explain sustainability economics foundations including market failures, externalities, public goods and planetary boundaries in executive contexts.
- Analyse economic instruments carbon pricing regulations subsidies for environmental policy effectiveness and business implications.
- Evaluate green growth pathways, structural change dynamics and just transition requirements across sectors and regions.
- Construct firm-level business cases for green investments incorporating carbon prices, co-benefits and transition risks.
- Assess policy-business interactions shaping green investment decisions, sectoral competitiveness and strategic positioning.

Develop strategic recommendations integrating sustainability economics with corporate strategy, risk management and value creation.

Course contents

Unit No.	Unit Title	Topics	Week Duration
Unit 1	Foundations of Sustainability Economics & Green Growth	• Market failures and environmental economics, externalities positive and negative, public goods and common pool resources, planetary boundaries framework, • green growth concepts and critiques, decoupling economic growth from environmental degradation, natural capital and ecosystem services, discount rates and intergenerational equity, green growth vs degrowth debate	Week 1-2
Unit 2	Economic Instruments for Environment & Climate	• Policy instrument families command-and-control vs market-based, regulations and performance standards, price-based instruments carbon taxes pollution charges, • quantity-based instruments cap-and-trade carbon markets, subsidies incentives and blended finance, policy instrument comparison efficiency equity feasibility, Indian examples coal cess PLI schemes renewable obligations	Week 3-4
Unit 3	Green Growth Structural Change & Just Transitions	• Green growth pathways and structural transformation, sectoral transitions energy manufacturing transport agriculture, brown-to-green job transitions and employment impacts • just transition principles ILO framework, regional development and community impacts, industrial policy	Week 5-6

		for green sectors, stranded assets and transition risks, Indian context coal belt transitions PLI green hydrogen		
Unit 4	Firm-Level Sustainability Economics & Strategy	• Green investment appraisal NPV IRR with carbon prices, internal carbon pricing shadow pricing, total cost of ownership TCO analysis, risk-opportunity mapping under green scenarios • Business case development co-benefits quantification, strategic integration sustainability metrics incentives, green finance access green bonds blended capital	Week 7-8	5 hours

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually

References

- Stern, N. (2007). Stern Review on Economics of Climate Change.
- UNEP. (2011). Green Economy Report.
- Helm, D. (2015). Natural Capital.
- India Economic Survey Green Growth chapters (2022-25).
- RBI Sustainable Finance reports.
- NITI Aayog Green Growth Strategy documents.

Unit 1 Readings

Focus of Reading: Market failures, green growth foundations.

- Stern Review Executive Summary (externalities, social cost of carbon).
- UNEP Green Economy Report Chapter 1 (green growth concepts).
- Raworth, K. Doughnut Economics (planetary boundaries).

Unit 2 Readings

- Carbon Pricing Dashboard (World Bank) instrument comparison.
- India's Coal Cess and Clean Energy Cess analysis.

- PLI Scheme evaluation reports (green hydrogen, solar manufacturing).

Unit 3 Readings

- Just Transition Centre reports (coal regions India/Europe).
- NITI Aayog Green Growth Strategy papers.
- ILO Global Commission on Just Transition report.

Unit 4 Readings

- McKinsey Sustainability Cost Curve analysis.
- RBI Green Bond Framework guidelines.
- Internal Carbon Pricing case studies (Indian corporates).

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.
The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline as per university rules.

Course title: Sustainable Supply Chain Management			
Course code:	**No. of credits: 2**	Weeks: 8	**Learning hours:** 60
Department: Department of Management studies			
Course coordinator: Dr. Anand Jaiswal		**Course instructor:** Anand Jaiswal	
Course Editor: Dr. Ashutosh Srivastava, Professor of Practice, Fore School of Management			
Course reviewers: 1. **Dr. Cherian Samuel,** Associate Professor, IIT BHU, India 2. **Dr. Vinaytosh Mishra,** Associate Dean, GMU, UAE			
Contact details: anand.jaiswal@terisas.ac.in			
Course type: Core		**Course offered in:** Semester 1	

Course description:

This course examines the integration of environmental, social, and economic sustainability into supply chain strategy and operations. It focuses on sustainable sourcing, green logistics, circular economy models, ESG compliance, carbon management, digital technologies, and risk resilience to enable responsible and competitive supply chains in a globalized economy.

Course objectives:

- To understand the principles and strategic relevance of Sustainable Supply Chain Management (SSCM).
- To examine environmental and social impacts across supply chain functions.
- To develop strategies for integrating sustainability into sourcing, operations, logistics, and performance measurement.
- To evaluate technological and policy interventions for building resilient and net-zero supply chains.
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Learning outcomes:

By the end of the course, students will be able to:

- Evaluate traditional supply chain models and identify sustainability gaps across functions.
- Analyze and synthesize ESG, carbon accounting, and circular economy frameworks into operational strategies.
- Design sustainable sourcing and logistics systems aligned with regulatory and stakeholder expectations.
- Develop a sustainable supply chain strategy for a real-world organization.

Course contents

Unit No.	Unit Title	Topics	Week Duration

Unit 1	Foundations of Supply Chain Management	• Definition of Supply Chain Management, Evolution from logistics to integrated SCM, Supply chain components (Plan, Source, Make, Deliver, Return), Material flow, Information flow, Financial flow, Supply chain network design basics • Push vs pull systems, Demand forecasting fundamentals, Inventory concepts (cycle stock, safety stock), EOQ overview, Bullwhip effect concept, Global value chains, Supply chain drivers (cost, responsiveness, flexibility, reliability) • Traditional supply chain performance metrics (fill rate, lead time, inventory turnover), Role of SCM in competitiveness, Risks in global supply chains, Limitations of cost-driven supply chains, Externalities in supply chains (pollution, waste, labor exploitation), Need for sustainability integration	Week 1
Unit 2	Introduction to Sustainable Supply Chain Management	• Concept of Sustainable Development, Triple Bottom Line (People, Planet, Profit), Stakeholder theory, ESG fundamentals, Environmental and social risks in supply chains, Climate change and supply chains, Resource scarcity • SDG linkages to supply chains, Scope 1, 2, 3 emissions overview, Carbon footprint across value chain, Life Cycle Thinking, Systems thinking, Linear vs circular supply chains, Regulatory drivers (carbon policies, extended producer responsibility), Consumer and investor pressures, Sustainability maturity models, Barriers to SSCM adoption, Business case for sustainability	Week 2

Unit 3	Sustainable Sourcing and Green Operations	• Sustainable procurement principles, Supplier ESG evaluation criteria, Green purchasing, Ethical sourcing and human rights due diligence, Supplier audits (ISO 14001, SA8000 overview), Supplier scorecards, Sustainable contract clauses, Local vs global sourcing sustainability trade-offs • Sustainable cost analysis (TCO approach), Eco-design and sustainable product development, Cleaner production methods, Lean vs Green operations, Energy efficiency in manufacturing, Water stewardship • Waste minimization techniques, Reverse logistics, Closed-loop supply chains, Circular economy models, Industrial symbiosis, Sustainable packaging strategies	Weeks 3–4
Unit 4	Sustainable Logistics, Technology and Performance Measurement	• Green transportation modes comparison (road, rail, sea, air), Route optimization basics, Carbon accounting in logistics, Scope 3 emissions measurement • Warehousing sustainability (energy, lighting, materials handling), Cold chain sustainability issues, Intermodal transport, Sustainable inventory strategies, Life Cycle Assessment (LCA) overview • Sustainability KPIs, GRI framework basics, TCFD overview, ESG ratings and disclosures, Sustainable Balanced Scorecard, Digital technologies (IoT for tracking, Blockchain for traceability, AI for demand forecasting), Big data for supply chain transparency, Digital twins concept, Regulatory compliance (CBAM concept), Sustainability dashboards	Weeks 5–6

Unit 5	Strategy, Risk and Future of Sustainable Supply Chains	• Climate risk (physical and transition risks), Supply chain resilience strategies, Pandemic and geopolitical disruptions, Risk mapping and mitigation tools, Sustainable supply chain finance, Green bonds and ESG-linked finance • Net-zero supply chain strategies, Science Based Targets concept, Supplier collaboration models, Public-private partnerships, Circular business models, Shared value creation • Industry 4.0 and sustainability integration, Sustainable innovation, Performance benchmarking, Global best practices, Strategic roadmap development, Capstone strategy presentation	Weeks 7–8

Evaluation Criteria

Continuous Evaluation 30% (30 Marks)
Quizzes, discussion participation, reflections (weekly). Out of 8 quizzes. Best of 4 to be considered.

Proctored examination 70% (70 Marks)
Proctored online exams, 1.5-2 hours at the end of the completion of the semester.

In order to pass a course, student has to obtain 40% marks in both continuous and proctored exams individually.

Reference Reading

Unit No.	Unit Title	Key Reference Reading & Resources	Link / Source
Unit 1	**Foundations of SCM**	*The Triple-A Supply Chain* by Hau Lee (HBR) - Explains agility, adaptability, and alignment.	HBR Article
		ASCM Supply Chain Dictionary - Standard definitions for SCM components.	ASCM Dictionary
		The Bullwhip Effect in Supply Chains (Sloan Management Review).	MIT Sloan Review
Unit 2	**Introduction to SSCM**	*The Triple Bottom Line: What Is It and How Does It Work?* (Indiana Business Review).	IBR Study

		The GHG Protocol Corporate Standard - Essential for understanding Scope 1, 2, and 3 emissions.	GHG Protocol
		Circular Economy Foundations by the Ellen MacArthur Foundation.	Ellen MacArthur Foundation
Unit 3	**Sustainable Sourcing & Green Ops**	*UN Global Compact: Sustainable Procurement Manual*.	UN Global Compact
		Social Accountability 8000 (SA8000) Standard - Overview of labor rights and ethical auditing.	SAI International
		ISO 14001: Environmental Management Systems - Fundamental for green operations.	ISO.org
Unit 4	**Logistics, Tech & Performance**	*GRI 305: Emissions* - The global standard for reporting environmental impact.	GRI Standards
		Blockchain for Supply Chain Transparency (White paper by IBM/Maersk context).	IBM Blockchain SCM
		Life Cycle Assessment (LCA) Principles - EPA Guide to environmental footprints.	EPA LCA Guide
Unit 5	**Strategy, Risk & Future**	*Task Force on Climate-related Financial Disclosures (TCFD)* - Guidance on physical and transition risks.	FSB-TCFD
		SBTi Corporate Net-Zero Standard - Defining science-based targets for supply chains.	Science Based Targets
		WEF Global Risks Report - Analysis of geopolitical and climate disruptions.	World Economic Forum

Pedagogical Approach:

The course adopts an outcome-based e-content structure with recorded lectures, synchronous interaction, guided self-learning and applied assessment tasks. The teaching-learning design includes one introductory video and four unit-linked e-content modules supported by visual assets, templates and self-study activities.

The pedagogic pattern also follows a structured course-outline model in which weekly progression, activity-based learning and continuous assessment are central to delivery. For regulatory alignment, learning tasks focus on application, analysis, interpretation and strategic judgement rather than recall alone.

Additional information (if any):

Student responsibilities: Attendance, feedback, discipline: as per university rules.

Enclosure 3

S. No.	Name of the Programme	Name of the Regulatory body	Approval letter No.	Approval date	Sanctioned intake
1	M.Sc. (Environmental Studies and Resource Management)	TERI SAS Academic Council	29th Academic Council held on 16 July 2012 (Annexure 3)	16 July 2012	50
2	M.Sc. (Climate Science & Policy)	TERI SAS Academic Council	29th Academic Council held on 16 July 2012 (Annexure 3)	16 July 2012	45
3	M.Sc. (Geoinformatics)	TERI SAS Academic Council	29th Academic Council held on 16 July 2012 (Annexure 3)	16 July 2012	45
4	M.Sc. (Biotechnology)	TERI SAS Academic Council	49th Academic Council meeting held on 17 July 2021 (Annexure 4)	17 July 2021	25
5	M.Sc. (Economics)	TERI SAS Academic Council	29th Academic Council held on 16 July 2012 (Annexure 3)	16 July 2012	90
6	M.B.A. (Sustainability Management)	AICTE	AICTE Extension of Approval under process for the academic year 2024-25 (Annexure 6)	19 May 2024	90
7	M.Tech. (Renewable Energy Engineering and Management)	AICTE	AICTE Extension of Approval under process for the academic year 2024-25 (Annexure 6)	19 May 2024	30
8	M.A. (Sustainable Development Practice)	TERI SAS Academic Council	29th Academic Council held on 16 July 2012 3(Annexure 3)	16 July 2012	60
9	M.A. (Public Policy and Sustainable Development)	TERI SAS Academic Council	29th Academic Council held 7on 16 July 28012 (Annexure 3)	16 July 2012	60
10	LLM (Environment and Natural Resources Law/Infrastructure and Business Law)	TERI SAS Academic Council	39th Academic Council held on 23 December 2016 (Annexure 7)	23 December 2016	30

11	Four Year Under-Graduate Programme in Data Science (BSc Honours/BSc Honours with Research)	TERI SAS Academic Council	55th Academic Council held on 25 May 2023 (Annexure 8)	25 May 2023	25
12	Four Year Under-Graduate Programme in Environmental Studies (BSc Honours/BSc Honours with Research)	TERI SAS Academic Council	55th Academic Council held on 25 May 2023 (Annexure 8)	25 May 2023	40
13	Five Year Integrated Post-Graduate Programme in Data Science (MSc in Data Science)	TERI SAS Academic Council	55th Academic Council held on 25 May 2023 (Annexure 8)	25 May 2023	25
14	Five Year Integrated Post-Graduate Programme in Environmental Studies (MSc in Environmental Studies)	TERI SAS Academic Council	55th Academic Council held on 25 May 2023 (Annexure 8)	25 May 2023	30
15	Four Year Under-Graduate Programme in Economics (BSc Honours /BSc Honours with research)	TERI SAS Academic Council	55th Academic Council held on 25 May 2023 (Annexure 8)	25 May 2023	40
16	Four Year Under-Graduate Programme in Business Administration (BBA Honours/ BBA Honours with research)	AICTE	AICTE Extension of Approval under process for the academic year 2024-25 (Annexure 6)	19 May 2024	60
17	M.Sc (Energy Studies and Management)	TERI SAS Academic Council	58th Academic Council meeting of the TERI SAS held on 08 January 2024 (Annexure 9)	08 January 2024	30
18	Four Year Under-Graduate Programme in Biotechnology (BSc Honours/BSc Honours with Research)	TERI SAS Academic Council	60th Academic Council meeting of the TERI SAS held on 24 December 2024 (Annexure 10) Page 17, point no. 60.5.1	24 December 2024	40

19	Five Year Integrated Post-Graduate Programme in Biotechnology (MSc in Biotechnology)	TERI SAS Academic Council	60th Academic Council meeting of the TERI SAS held on 24 December 2024 (Annexure 10) Page 17, point no. 60.5.1	24 December 2024	25
20	Five Year Integrated Post-Graduate Programme in Economics (MSc in Economics)	TERI SAS Academic Council	60th Academic Council meeting of the TERI SAS held on 24 December 2024 (Annexure 10) Page 21, point no. 60.5.13	24 December 2024	30
21	B.Sc. Energy and Computer Applications)	TERI SAS Academic Council	61st Academic Council meeting of the TERI SAS held on 16 July 2025 (Annexure 11) Page 21, point no. 61.4.10	16 July 2025	15
22	Integrated M.Sc. (Energy and Computer Applications)	TERI SAS Academic Council	61st Academic Council meeting of the TERI SAS held on 16 July 2025 (Annexure 11) Page 21, point no. 61.4.10	16 July 2025	15
23	One-year M.Sc. (Energy Studies and Management)	TERI SAS Academic Council	62nd Academic Council meeting of the TERI SAS held on 10 December 2025 (Annexure 1) Page 27, point no. 62.5.1	10 December 2025	20
24	One-year M.Sc. (Biotechnology)	TERI SAS Academic Council	62nd Academic Council meeting of the TERI SAS held on 10 December 2025 (Annexure 7) Page 42, point no. 62.5.7	10 December 2025	20
25	One-year M.Sc. (Climate Science and Policy)	TERI SAS Academic Council	62nd Academic Council meeting of the TERI SAS held on 10 December 2025 (Annexure 6) Page 39, point no. 62.5.6	10 December 2025	20
26	One-year M.Sc. (Economics)	TERI SAS Academic Council	62nd Academic Council meeting of the TERI SAS held on 10 December 2025 (Annexure 2) Page 28, point no. 62.5.2	10 December 2025	20

27	One-year M.Sc. (Environmental Studies and Resource Management)	TERI SAS Academic Council	62nd Academic Council meeting of the TERI SAS held on 10 December 2025 (Annexure 5) Page 36, point no. 62.5.5	10 December 2025	20
28	One-year M.Sc. (Geoinformatics)	TERI SAS Academic Council	62nd Academic Council meeting of the TERI SAS held on 10 December 2025 (Annexure 4) Page 33, point no. 62.5.4	10 December 2025	20
29	One-year M.A. (Public Policy and Sustainable Development)	TERI SAS Academic Council	62nd Academic Council meeting of the TERI SAS held on 10 December 2025 (Annexure 3) Page 29, point no. 62.5.3	10 December 2025	20