

CENTRAL UNIVERSITY OF HARYANA
(Established under the Central Universities Act, 2009)
(**NAAC Accredited 'A' Grade**)



Syllabus As Per NCrf

**Master of Business Administration
(MBA)**

Session 2025-26 Onwards

**Department of Management Studies
(Central University of Haryana)**

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1. About the University

The Central University of Haryana (CUH) is one of the fifteen new Central Universities created by the Ministry of Education, Government of India (GoI) under XI Five Year Plan (2007-2012) under the Central University Act-2009 of Parliament. The first NAAC evaluation and accreditation cycle in March 2017 awarded the University an "A" grade and re-accredited 'A' grade in second cycle in 2023. The University is among the top 200 higher educational institutions as per NIRF. CUH's permanent campus in Jant-Pali Villages, Mahendergarh, Haryana, is spread across 484 acres. The University offers various UG/PG/Research programmes in Sciences, Arts, Humanities, Commerce, Management, Economics, & Engineering.

1.1. Vision of the University

To develop enlightened citizenship of a knowledge society for peace and prosperity of individuals, nation and the world, through promotion of innovation, creative endeavours, and scholarly inquiry. 1.2. Mission of the University To serve as a beacon of change, through multidisciplinary learning, for creation of knowledge community, by building a strong character and nurturing a value-based transparent work ethics, promoting creative and critical thinking for holistic development and self-sustenance for the people of India. The University seeks to achieve this objective by cultivating an environment of excellence in teaching, research and innovation in pure and applied areas of learning.

2. About Department of Management Studies

Department of Management Studies was established in the year 2010 under the School of Law, Governance, Public Policy & Management with Post Graduate Programme in Management i.e. MBA. It is a two years full time programme consisting of four semesters. Initially, the intake of MBA programme was 15 and from academic year 2014-2015 intake was increased to 30. From 2020, the department is working under the aegis of School of Business and Management Studies with an intake capacity of 50. The eligibility criterion for admission is 50% marks in graduation or an equivalent grade. At present multiple specialisations are being offered in second year. Each student is required to take any two specialisation, thus follows system of dual specialisation. Students are required to undergo a summer training of 6-8 weeks in industrial/services organisations. The department supports students with training and placement opportunities. The alumni of the department are serving the nation as entrepreneurs, administrators, and on various key portfolios in public and private sector.

2.1. Vision of Department

To emerge as centre of excellence which can contribute and serve the various sections of the society with teaching, learning and research.

2.2. Mission of Department

To nurture creative, innovative, entrepreneurial, critical thinking, problem solving mindset with a view to develop sustainable and value based corporations for creation of inclusive society. To inspire students to develop professional competency via ongoing learning, sympathetic leadership, and strategic industry and practitioner linkages.

3. Programme Outcomes

Programme Outcomes (PO) of Post Graduate Programmes/Courses in the Department of Management, Central University of Haryana are as under:

PO1	Gain the required independence and efficiency necessary to excel in real life corporate world.
PO2	Experimental learning with core competence in visualising, ideation and effective implementation with an investigative and analytical mindset.
PO3	Scientific enquiry and empirical outlook towards the facts based on critical thinking and research view.
PO4	Expertise to deal with analytical digital business ecosystem and narrate the qualitative and quantitative solutions to business problems.
PO5	Produce job ready human resources with entrepreneurial mindset and specialised domain area knowledge.
PO6	Assimilation and dissemination of life values in enriching overall quality of life.
PO7	Leadership skills: Learn to lead people, make goals, and inspire others.
PO8	Communicate conclusions, interpretations, and implications in a clear, concise, and effective manner, both orally and in writing, for a variety of audiences.

4. Programme Specific Outcomes (PSOs)

The Learning Outcomes-based Curriculum Framework focuses on defining specific learning outcomes that students are expected to achieve by the end of their program. Here are some program outcomes aligned with LOCF principles for MBA programs:

PSO1: Critical Thinking and Problem-Solving: Students will demonstrate the ability to analyze complex business challenges, identify problems, and formulate innovative solutions using critical thinking and analytical skills.

PSO2: Effective Communication: Students will effectively communicate business concepts and strategies both in written and oral forms, adapting their communication style to various audiences.

PSO3: Ethical Decision-Making: Students will make ethical decisions based on a deep understanding of business ethics, demonstrating integrity, social responsibility, and a commitment to ethical practices.

PSO4: Global Perspective and Cultural Sensitivity: Students will exhibit an understanding of global business dynamics, cultural nuances, and the ability to work in diverse international contexts.

PSO5: Leadership and Teamwork: Students will possess leadership skills to lead teams, inspire collaboration, and manage conflicts while promoting a positive work environment. PSO6: Innovation and Entrepreneurship: Students will be capable of fostering innovation, identifying opportunities, and even considering entrepreneurial ventures within the business realm.

PSO7: Data-driven Decision Making: Students will leverage data analytics to drive informed decision-making, including the ability to interpret and utilize quantitative information.

PSO8: Strategic Management: Students will formulate and implement strategic plans aligned with organizational goals, integrating various business functions and adapting to changing environments.

PSO9: Technology Integration: Students will adapt leveraging technology to enhance business processes, decision-making, and customer engagement.

PSO10: Continuous Learning and Adaptability: Students will have a growth mindset, demonstrating the ability to learn continuously and adapt to evolving business landscapes.

5. Learning Outcome Mapping

S e m e s t e r	Course Name	Course Code	Programme Specific Outcome									
			PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
1st	Financial Accounting	SBMS MGT 01 01 01 500 C 3104	✓	✓	✓		✓		✓			✓
	Managerial Economics	SBMS MGT 01 01 02 500 C 3104	✓		✓			✓		✓	✓	
	Business Research Methods	SBMS MGT 01 01 03 500 C 3104	✓		✓				✓		✓	
	Management Process And Organisational Behaviour	SBMS MGT 01 01 04 500 C 3104	✓			✓		✓	✓	✓		✓
	IT Tools for Managers	SBMS MGT 01 01 05 500 DCEC 3104	✓	✓	✓	✓		✓			✓	
	Introduction To Digital Economy	SBMS MGT 01 01 06 500 DCEC 3104							✓	✓	✓	✓
	Legal Aspects of Business	SBMS MGT 01 01 07 500 DCEC 3104			✓	✓			✓	✓		✓
	Basics of Finance	SBMS MGT 01 01 08 500 GEC 3104	✓						✓			✓
	Soft Skills and Personality Development	SBMS MGT 01 01 09 500 GEC 3104	✓	✓		✓						✓
	Principles of Management	SBMS MGT 01 01 10 500 GEC 3104	✓		✓	✓	✓				✓	✓
2nd	Human Resource Management	SBMS MGT 01 02 01 500 C 3104	✓	✓		✓	✓				✓	✓
	Marketing Management	SBMS MGT 01 02 02 500 C 3104	✓		✓	✓					✓	✓
	Financial Management	SBMS MGT 01 02 03 500 C 3104	✓						✓	✓	✓	
	Management Science	SBMS MGT 01 02 04 500 C 3104	✓						✓	✓	✓	
	Summer Training Project	SBMS MGT 01 02 05 500 C 3104	✓	✓		✓	✓				✓	✓

	Introduction to Financial Modelling	SBMS MGT 01 02 06 500 DCEC 3104	✓					✓	✓	✓	✓	
	International Business	SBMS MGT 01 02 07 500 DCEC 3104	✓			✓	✓		✓			
	Management Accounting for Decision Making	SBMS MGT 01 02 08 500 DCEC 3104			✓		✓	✓	✓			
	Sustainable Operations Management	SBMS MGT 01 02 09 500 DCEC 3104	✓		✓	✓			✓			✓
	Business Etiquettes and Presentation Skills	SBMS MGT 01 02 10 500 GEC 3104		✓		✓	✓			✓		✓
	Introduction to Digital Marketing	SBMS MGT 01 02 11 500 GEC 3104		✓		✓		✓	✓		✓	
	Life Skills from Shreemad Bhagvad Gita	SBMS MGT 01 02 12 500 GEC 3104	✓	✓	✓	✓	✓			✓		✓
3rd	Entrepreneurship Development	SBMS MGT 01 03 01 600 C 3104	✓	✓			✓	✓	✓	✓	✓	✓
	Industrial Internship Dissertation	SBMS MGT 01 03 02 600 C 3104	✓			✓	✓	✓		✓	✓	
	Security Analysis and Portfolio Management	SBMS MGT 01 03 03 600 DCEC 3104	✓					✓	✓			
	Management of Financial Services	SBMS MGT 01 03 04 600 DCEC 3104	✓			✓		✓		✓		
	Corporate Governance	SBMS MGT 01 03 05 600 DCEC 3104	✓		✓	✓	✓			✓		
	Financial Reporting	SBMS MGT 01 03 06 600 DCEC 3104			✓	✓		✓	✓			
	Financial Analytics Using SPSS and R	SBMS MGT 01 03 07 600 DCEC 3104	✓						✓		✓	✓
	Operations of Banking and Insurances	SBMS MGT 01 03 08 600 DCEC 3104	✓					✓	✓			✓
	Consumer Behaviour	SBMS MGT 01 03 09 600 DCEC 3104	✓		✓	✓		✓				✓
	Marketing of Services	SBMS MGT 01 03 10 600 DCEC 3104	✓		✓	✓			✓	✓		✓

	Customer Relationship Management	SBMS MGT 01 03 11 600 DCEC 3104	✓	✓		✓						✓
	Rural Marketing	SBMS MGT 01 03 12 600 DCEC 3104	✓					✓		✓		✓
	Product And Brand Management	SBMS MGT 01 03 13 600 DCEC 3104			✓	✓		✓				✓
	Industrial Marketing	SBMS MGT 01 03 14 600 DCEC 3104	✓					✓	✓			
	Employee Legislation And Relation	SBMS MGT 01 03 15 600 DCEC 3104			✓	✓	✓					
	Performance Management And Competency Mapping	SBMS MGT 01 03 16 600 DCEC 3104			✓	✓	✓					
	Compensation and Benefit Management	SBMS MGT 01 03 17 600 DCEC 3104	✓		✓	✓				✓	✓	✓
	Training and Development	SBMS MGT 01 03 18 600 DCEC 3104	✓	✓		✓	✓	✓			✓	✓
	Organisational change and Design	SBMS MGT 01 03 19 600 DCEC 3104	✓	✓	✓	✓				✓	✓	✓
	Negotiation and Grievance Management	SBMS MGT 01 03 20 600 DCEC 3104	✓	✓	✓	✓	✓		✓			
	Research Thesis (Option 3)	SBMS MGT 01 03 21 600 DCEC 005628	✓					✓	✓	✓	✓	
4 th	Dissertation / Research Project (Option 1)	SBMS MGT 01 04 01 600 C 3104	✓		✓			✓	✓		✓	
	Project Appraisal And Financing	SBMS MGT 01 04 02 600 DCEC 3104	✓			✓		✓				
	Derivatives Management	SBMS MGT 01 04 03 600 DCEC 3104	✓			✓		✓	✓			
	International Finance	SBMS MGT 01 04 04 600 DCEC 3104			✓	✓		✓	✓	✓		
	Financial Statement Analysis And Decision Making	SBMS MGT 01 04 05 600 DCEC 3104	✓					✓	✓			
	Fin-Tech And Sustainable Finance	SBMS MGT 01 04 06 600 DCEC 3104	✓					✓	✓	✓	✓	
	Merger and Acquisition	SBMS MGT 01 04 07 600 DCEC 3104				✓		✓	✓			

Integrated Marketing Communication	SBMS MGT 01 04 08 600 DCEC 3104	✓		✓	✓		✓		✓		✓
Digital Marketing	SBMS MGT 01 04 09 600 DCEC 3104	✓		✓	✓		✓			✓	✓
Retail and Supply Chain Management	SBMS MGT 01 04 10 600 DCEC 3104	✓		✓	✓				✓		✓
Sustainable Marketing Practices	SBMS MGT 01 04 11 600 DCEC 3104	✓		✓	✓						✓
Marketing Analytics	SBMS MGT 01 04 12 600 DCEC 3104	✓		✓				✓		✓	✓
Global Marketing	SBMS MGT 01 04 13 600 DCEC 3104			✓	✓		✓				✓
Human Resource Analytics	SBMS MGT 01 04 14 600 DCEC 3104	✓		✓	✓			✓	✓	✓	✓
Cross Cultural Management	SBMS MGT 01 04 15 600 DCEC 3104	✓	✓		✓	✓		✓			✓
Talent Planning and Acquisition	SBMS MGT 01 04 16 600 DCEC 3104	✓	✓	✓	✓			✓		✓	✓
Leadership and Team Dynamics	SBMS MGT 01 04 17 600 DCEC 3104	✓	✓	✓	✓			✓		✓	✓
Diversity And Inclusion	SBMS MGT 01 04 18 600 DCEC 3104	✓			✓						✓
Emotional Intelligence And Managerial Effectiveness	SBMS MGT 01 04 19 600 DCEC 3104		✓	✓	✓	✓					
Research Thesis (Option 2)	SBMS MGT 01 04 20 600 C 004020	✓					✓	✓	✓	✓	
Research Thesis (Option 3)	SBMS MGT 01 04 21 600 C 004020	✓					✓	✓	✓	✓	
Value Added Courses											
Business Communication And Skills	SBMS MGT 01 04 22 600 VAC 3104		✓	✓	✓	✓					
Indian Knowledge System	SBMS MGT 01 04 23 600 VAC 3104	✓		✓		✓			✓		✓

6. Semester Wise Detailed Course Structure

Semester-I (24 Credit)					
Core Courses					
Sr.	Course Title	L	T	P	Credits
1.	Financial Accounting	3	1	0	4
2.	Managerial Economics	3	1	0	4
3.	Business Research Methods	3	1	0	4
4.	Management Process and Organisational Behaviour	3	1	0	4
Discipline Centric Elective Courses (any ONE from the given list)					
1.	IT tools for Managers	3	1	0	4
2.	Introduction to Digital Economy	3	1	0	4
3.	Legal Aspects of Business	3	1	0	4
4.	MOOC 1	-	-	-	4
Generic Elective Courses (Offered to Students of Other Departments)/ MOOC					
1.	Basics of Finance	3	1	0	4
2.	Soft Skills and Personality Development	3	1	0	4
3.	Principles of Management	3	1	0	4
*Generic Elective Course (ONE) (Compulsory to be Opted by MBA Students from Other Departments)					
1.	Generic Elective Course	3	1	0	4

**GEC may be offered in accordance with the university's multi-disciplinary subject pool, depending on the availability of seats, classroom space, and scheduling feasibility.*

Semester-II (24 Credit)					
Core Courses					
Sr.	Course Title	L	T	P	Credits
1.	Human Resource Management	3	1	0	4
2.	Marketing Management	3	1	0	4
3.	Financial Management	3	1	0	4
4.	Management Science	3	1	0	4
5.	Summer Training Project	3	1	0	4
Discipline Centric Elective Courses (any ONE from the given list)					
1.	Introduction to Financial Modelling	3	1	0	4
2.	International Business	3	1	0	4
3.	Management Accounting for Decision Making	3	1	0	4
4.	Sustainable Operations Management	3	1	1	4
Generic Elective Courses (Offered to Students of Other Departments)/ MOOC					
1.	Business Etiquettes and Presentation Skills	3	1	0	4
2.	Introduction to Digital Marketing	3	1	0	4
3.	Life Skills from Shree Madbhagvad Gita	3	1	0	4

Students who exit at the end of 1st year shall be awarded a *Postgraduate Diploma*.

Options for Students of 2nd Year PG (3rd & 4th Semester)
(As per NEP Guidelines Multiple Entry)

OPTION 1: Coursework Only	The student must complete 2 Core and 4 DCEC (2 courses each for Dual Specialisation with equal weightage) in both the third and fourth semesters, earning a total of 48 credits in both semesters, including 4 Credits from other department.
OPTION 2: Coursework + Research	<p>The student must complete 2 Core and 4 DCEC (2 courses each for Dual Specialisation with equal weightage) of 28 credits in the third semester (including 4 Credits from other department) and a Research thesis or Project work (Dissertation Work) of 20 credits in the fourth semester.</p> <p>Student may take Dissertation or research work after fulfilling the minimum eligibility requirements as per the decision of research review committee of the department.</p> <ol style="list-style-type: none"> 1. The students must acquire 60% and above marks (cumulative) in first and second semesters. 2. The students must not have any backlog during first and second Semesters.
OPTION 3: Research Only	<p>The students may opt only Research Thesis or Project work (Dissertation Work) in third (28) and fourth (20) semesters. The following students are eligible for this option:</p> <ol style="list-style-type: none"> 1. The students must acquire 75% and above marks (cumulative) in their first and second semesters. 2. The students must not have any backlog during first and second Semesters. 3. Students must submit a research proposal and obtain approval from the Departmental Research Review Committee before commencing the research work. <p>Note: Not Applicable for students who enter directly in second years of PG Programme after completion of 4 year UG Degree (Honors/Research), but will be applicable for same students who enter in First Year PG Programme.</p>

Options for Students of 2nd Year PG (3rd & 4th Semester)
(# As per NEP Guidelines Multiple Entry)

<p>OPTION 2: Research Work Dissertation + Course Work</p>	<p>The student must complete 2 Core and 4 DCEC (2 courses each for Dual Specialisation with equal weightage) of 24 credits in the third semester (including 4 Credits from other department) and a Research thesis or Research Work Dissertation of 20 credits in the fourth semester.</p> <p>Student may take Dissertation or research work after fulfilling the minimum eligibility requirements as per the decision of research review committee of the department.</p> <ol style="list-style-type: none"> 1. The students must acquire 60% and above marks (cumulative) in first and second semesters. 2. The students must not have any backlog during first and second Semesters. <p>Evaluation Process of Research Work Dissertation:</p> <table style="margin-left: 20px;"> <tr> <td>1. Submission of approved research proposal:</td> <td style="text-align: right;">2 Credits</td> </tr> <tr> <td>2. Mid-semester research review presentation:</td> <td style="text-align: right;">4 Credit</td> </tr> <tr> <td>3. Evaluation of final research thesis:</td> <td style="text-align: right;">10 Credits</td> </tr> <tr> <td>4. Final viva-voce:</td> <td style="text-align: right;">4 Credits</td> </tr> </table>	1. Submission of approved research proposal:	2 Credits	2. Mid-semester research review presentation:	4 Credit	3. Evaluation of final research thesis:	10 Credits	4. Final viva-voce:	4 Credits
1. Submission of approved research proposal:	2 Credits								
2. Mid-semester research review presentation:	4 Credit								
3. Evaluation of final research thesis:	10 Credits								
4. Final viva-voce:	4 Credits								

Options for Students of 2nd Year PG (3rd & 4th Semester)
(# As per NEP guidelines Multiple entry)

<p>OPTION 3: Research Only</p>	<p>The students may opt only Research Thesis or Project work (Dissertation Work) in third and fourth semesters, 24 credits in each semester, earning a total of 48 credits. The following students are <u>eligible</u> for this option:</p> <ol style="list-style-type: none"> 1. The students must acquire 75% and above marks (cumulative) in their first and second semesters. 2. The students must not have any backlog during first and second Semesters. 3. Students must submit a research proposal and obtain approval from the Departmental Research Review Committee before commencing the research work. <p>Evaluation Process of Research Work:</p> <table style="margin-left: 20px;"> <tr> <td>1. Submission of approved research proposal:</td> <td style="text-align: right;">4 Credits</td> </tr> <tr> <td>2. Quarterly research review presentation:</td> <td style="text-align: right;">4 Credit (4x3=12 Credits)</td> </tr> <tr> <td>3. Evaluation of final research thesis:</td> <td style="text-align: right;">18 Credits</td> </tr> <tr> <td>4. Final viva-voce:</td> <td style="text-align: right;">14 Credits</td> </tr> </table>	1. Submission of approved research proposal:	4 Credits	2. Quarterly research review presentation:	4 Credit (4x3=12 Credits)	3. Evaluation of final research thesis:	18 Credits	4. Final viva-voce:	14 Credits
1. Submission of approved research proposal:	4 Credits								
2. Quarterly research review presentation:	4 Credit (4x3=12 Credits)								
3. Evaluation of final research thesis:	18 Credits								
4. Final viva-voce:	14 Credits								

Semester-III (Option 1) (28 Credit)					
Core Courses					
Sr.	Course Title	L	T	P	Credits
1.	Entrepreneurship Development	3	1	0	4
2.	Industrial Internship Dissertation	3	1	0	4
3.	Specialization-I: Paper 1	3	1	0	4
4.	Specialization-I: Paper 2	3	1	0	4
5.	Specialization-II: Paper 1	3	1	0	4
6.	Specialization-II: Paper 2	3	1	0	4
7.	Generic Elective Course (GEC) to be taken from other department				4
Semester-III (Option 2) (28 Credit)					
Core Courses					
Sr.	Course Title	L	T	P	Credits
1.	Entrepreneurship Development	3	1	0	4
2.	Industrial Internship Dissertation	3	1	0	4
3.	Specialization-I: Paper 1	3	1	0	4
4.	Specialization-I: Paper 2	3	1	0	4
5.	Specialization-II: Paper 1	3	1	0	4
6.	Specialization-II: Paper 2	3	1	0	4
7.	Generic Elective Course (GEC) to be taken from other department				4
Semester-III (Option 3) (28 Credit)					
Core Courses					
Sr.	Course Title	L	T	P	Credits
1.	Research Thesis				28
	Evaluation Process of Research Work: Credit Break-up				
	Submission of approved research proposal				10
	Research review presentation-I				6
	Research review presentation-II				6
	Mid-term viva-voce				6

Semester-IV (Option 1)						(20 Credit)
Core Courses						
Sr.	Course Title	L	T	P	Credits	
1.	Dissertation / Research Project	3	1	0	4	
2.	Specialization-I: Paper 1	3	1	0	4	
3.	Specialization-I: Paper 2	3	1	0	4	
4.	Specialization-II: Paper 1	3	1	0	4	
5.	Specialization-II: Paper 2	3	1	0	4	
Semester-IV (Option 2)						(20 Credit)
Core Courses						
Sr.	Course Title	L	T	P	Credits	
1.	Research Thesis				20	
2.	Evaluation Process of Research Work: Credit Break-up					
	Submission of approved research proposal				2	
	Quarterly research review presentation				4	
	Evaluation of final research thesis				10	
	Final viva-voce				4	
Semester-IV (Option 3)						(20 Credit)
Core Courses						
Sr.	Course Title	L	T	P	Credits	
1.	Research Thesis				20	
	Evaluation Process of Research Work: Credit Break-up					
	Research review presentation-III				6	
	Evaluation of final research thesis				8	
	Final viva-voce				6	

Semester-III (Option 1 & 2)					
Discipline Centric Elective Courses: FINANCE					
Sr.	Course Title	L	T	P	Credits
1.	Security Analysis and Portfolio Management	3	1	0	4
2.	Management of Financial Services	3	1	0	4
3.	Corporate Governance	3	1	0	4
4.	Financial Reporting	3	1	0	4
5.	Financial Analytics using SPSS and R	3	1	0	4
6.	Operations of Banking and Insurances	3	1	0	4
Semester-III (Option 1 & 2)					
Discipline Centric Elective Courses: MARKETING					
Sr.	Course Title	L	T	P	Credits
1.	Consumer Behaviour	3	1	0	4
2.	Marketing of Services	3	1	0	4
3.	Customer Relationship Management	3	1	0	4
4.	Rural Marketing	3	1	0	4
5.	Product and Brand Management	3	1	0	4
6.	Industrial Marketing	3	1	0	4
Semester-III (Option 1 & 2)					
Discipline Centric Elective Courses: HUMAR RESOURCE MANAGEMENT					
Sr.	Course Title	L	T	P	Credits
1.	Employee Legislation And Relation	3	1	0	4
2.	Performance Management and Competency Mapping	3	1	0	4
3.	Compensation and Benefit Management	3	1	0	4
4.	Training and Development	3	1	0	4
5.	Organisational Changes and Design	3	1	0	4
6.	Negotiation and Grievance Management	3	1	0	4

Semester-IV (Option-1)					
Discipline Centric Elective Courses: FINANCE					
Sr.	Course Title	L	T	P	Credits
1.	Project Appraisal and Financing	3	1	0	4
2.	Derivatives Management	3	1	0	4
3	International Finance	3	1	0	4
4	Financial Statement Analysis and Decision Making	3	1	0	4
5	Fin-tech and Sustainable Finance	3	1	0	4
6	Merger and Acquisition	3	1	0	4
Discipline Centric Elective Courses: MARKETING					
Sr.	Course Title	L	T	P	Credits
1.	Integrated marketing communication	3	1	0	4
2.	Digital Marketing	3	1	0	4
3	Retail and Supply Chain Management	3	1	0	4
4	Sustainable Marketing Practices	3	1	0	4
5	Marketing Analytics	3	1	0	4
6	Global Marketing	3	1	0	4
Discipline Centric Elective Courses: HUMAN RESOURCE MANAGEMENT					
Sr.	Course Title	L	T	P	Credits
1.	Human Resource Analytics	3	1	0	4
2.	Cross Cultural Management	3	1	0	4
3	Talent Planning and Acquisition	3	1	0	4
4	Leadership and Team Dynamics	3	1	0	4
5	Diversity and Inclusion	3	1	0	4
6	Emotional Intelligence and Managerial Effectiveness	3	1	0	4
Value-Added Courses					
Course Title	L	T	P	Credits	
Business Communication and Skills	3	1	0	4	
Indian Knowledge System	3	1	0	4	
Note: In addition to the existing value-added courses, the Department shall design and offer good number of value-added courses of multidisciplinary nature for the students at PG level.					

Key Aligned Courses and Sustainable Development Goals (SDGs):

- *Economic Growth* → **SDG 8**
- *Industry, Innovation, Technology and Infrastructure*→ **SDG 9**
- *Sustainable Communities & Indigenous Knowledge Systems* → **SDG 11**
- *Responsible Consumption and Production* → **SDG 12**
- *Climate Change & Adaptation* → **SDG 13**

7. Scheme of Examination

External Assessment: For each paper, the external evaluation will be of 70 marks except mentioned otherwise in marking schemes and mapping matrix.

Internal Assessment: The internal assessment will carry 30 marks. Internal evaluation should be spread evenly throughout the semester and must include at least 3 independent components including an internal exam. The components are as follows:

1. Sessional Exam – 20 marks
2. Attendance - 05 marks
3. Assignment/Case analysis/Presentation/Group project/Role Play – 05 marks

Industrial Internship Dissertation: Will be evaluated as per the given guidelines.

Research Thesis: Will be evaluated as per the given guidelines.

8. DETAILED SYLLABUS

FIRST SEMESTER

FINANCIAL ACCOUNTING

Course Code: MGT 401 DM 40

Credit: 4

Nature: Core Course

Objective:

The objective of this course is to acquaint students with the principles and practice of financial and management accounting in order to make them understand and analyse financial statements in contemporary business context.

Learning Outcomes: After completing the course, the student shall be able:

- To understand the theoretical framework of accounting and to prepare financial statements
- To analyse the situation and decide the key financial as well as non-financial elements involved in the situation.
- To develop the skill of preparation of trading and profit and loss account and balance sheet.
- To evaluate the financial impact of the business decision.

Contents:

UNIT I

Financial Accounting for business: Meaning and Importance of Accounting in Business Organization; Concept of Accounting, Basic concepts and terms used in accounting; Forms of Business Organization, Concept of Basic Accounting, Financial accounting vs management accounting, Various components of financial statements, Global accounting practices and introduction to IFRS, Introduction to IND AS and IFRS Users of Accounting.

UNIT II

Financial Statements and Business Decisions, Accounting Equation, Financial Statements, Annual Report, Capital & Revenue Expenditure; Capital & Revenue Receipts, Accounting Principles: Generally Accepted Accounting Principles (GAAP); Accounting cycle, systems of accounting, Accounting Concepts and Conventions, Fundamental Accounting Equation, Conversion of all the business decisions into accounting entries in the form of Journal, recording them in the ledgers, preparation of a Trial Balance, Preparation of the Income Statement & Balance Sheet, What are long term assets, Accounting for Property, Plant, and Equipment, Accounting for intangible assets, Natural Resources, Revaluation of property.

UNIT III

Operating Decisions and the Income Statement Recognition and Measurement of Revenue, Expenses, Gross profit, Operating income, Net income, Individual items, Cost of Goods Sold and Inventory: What is inventory, Accounting for inventory and cost of goods sold, Valuation

of inventory and measurement of income, , Accounting for Property Plant Equipment and Intangibles Depreciation Accounting: What is depreciation, Methods of depreciation, Factors to consider while computing depreciation, Concept of PBDIT, PBIT, PBT, Tax, PAT, Dividend Distribution & Tax, Retained Earnings, Concept of EPS & Diluted EPS, Accounting for Income tax,

UNIT IV

Financing Decisions and Balance Sheet: Debt financing, Classification of liabilities, Current liabilities, Long-term liabilities, Stockholders' Equity, Investing Decisions and the Balance Sheet: Statement of Cash Flows, Analysing Financial Statements, Analysing Financial Statements Sector-wise Analysis

Suggested Readings:

- Anthony, R. N., Hawkins, F. D., & Merchant, K. A.(2011). Accounting: Text and cases (13th ed). McGraw-Hill.
- Atkinson, A., & Kaplan, R. (2001). Management Accounting (3th ed). Pearson. □ Ernst & Young. (2020). International GAAP under IFRS. Wiley India Pvt Ltd.
- Fridson, M., & Alvarez, F. (2011). Financial Statement Analysis: A practitioners' guide (4th ed). John Wiley & Sons, Inc.
- Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., & Burgstahler, D. (2014). Introduction to management accounting (16th ed). Pearson Education.
- Khan, M. Y., & Jain, P. K. (2021). Management accounting :Text, Problems and cases (8th ed). McGraw-Hill Publication.
- Charles, T. H., Gary, L.S. , John, A. E. and Danna ,R. P.(2022). Introduction to Financial Accounting.
- Leonardo, A. R., Qanis, J. R., & Alderman, C. W., Accounting Information Systems: A cycle Approach. (11th ed) Publisher Wiley.
- Marshall, B. Romney and Paul, John Steinbart. (2020) Accounting information systems,(15th ed) Pearson Education Limited.
- Robert, L. (2015). Hurt. Accounting Information Systems,(4th ed) McGraw Hill. □ Weygandt, Kimmel, Kieso, "Financial and Managerial Accounting", Second Edition, Wiley India Pvt. Ltd, 2016. **(WKK)**
- Robert N Anthony, David F Hawkins and Kenneth A Merchant, "Accounting: Text and Cases", Latest edition, Tata McGraw Hill, Latest Edition. **(AHM)**
- William, Bettner and Carcello, "Financial & Managerial Accounting: The Basis for Business Decisions", McGraw Hill, 19th edition, New Delhi 2020. ISBN: 1260706346 **(WHC)**
- Charles T. Horngren, Gary L. Sundem, William O. Stratton, 'Introduction to Management Accounting, Pearson Education Inc, New Delhi, 2002 **(HSS)**

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MANAGERIAL ECONOMICS

Course Code: MGT 403 DM 40

Credit: 4

Nature: Core Course

Objectives:

The objective of this course is to acquaint the learners with the application of principles of economics in managerial decision-making.

Learning Outcomes:

After completion of the course, students are expected;

- To understand the overview of Micro and Macroeconomics.
- To understand the economic concepts such as supply and demand, opportunity cost, elasticity, and marginal analysis.
- To Understand pricing phenomena in real life in different market conditions.
- To learn the principles of economics in their managerial role.

Contents:

UNIT I

Economics: Concept, Definition, Nature and Scope; Indian perspectives of economics, Introduction to *Kautilya Arthshashtra*. Microeconomics; Macroeconomics; Managerial Economics, Applications of Managerial Economics in managerial decisions making; Objectives of the firm: Managerial theories of firm, Behavioural theories of firm.

UNIT II

Concept of utility; Cardinal and Ordinal utility approach, Law of diminishing marginal utility, Budget Line and Indifference curve analysis; Theory of Demand, Elasticity of demand: Types and significance; Demand Forecasting: methods of demand forecasting; Supply Analysis: Supply function, Law of Supply, Elasticity of Supply.

UNIT III

Production Analysis: Production function, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Iso-costs, Law of variable proportions, stages of returns to factors, Returns to Scale and , Economies of scale

UNIT IV

Price and output determination: Pricing decisions under different market forms like perfect competition, monopoly, monopolistic competition, oligopoly; Pricing methods and strategies; Government and Business: Different forms of government intervention in the market, Prevention and control of monopoly in India

Suggested Readings:

- Gupta, G. S. (2017). *Managerial economics (2nd ed)*. McGraw-Hill Education.
- Hirschey, M. (2009). *Fundamentals of managerial economics (9th ed)*. Cengage.
- Koutsoyiannis, A. (2015). *Modern micro economics (2nd ed)*. New Delhi: Atlantic Publishers & Distributors (P) Ltd.
- Petersen, H. C., Lewis, W., & Jain, S. (2006). *Managerial economics (4th ed)*. Pearson Education.
- Salvatore, D., & Srivastava, R. (2012). *Managerial economics: Principles and worldwide applications (7th ed)*. USA: Oxford.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

BUSINESS RESEARCH METHODS

Course Code: MGT 405 DM 40

Credit: 4

Nature: Core Course

Objective:

The objective of this paper is to introduce the students to the research in business. Students will learn various methods of research in business and will understand its conceptual and practical understanding along with its importance and implications in business.

Learning Outcomes:

The course is designed to inculcate the basic understanding of methods adopted in business research. After completion of the course, students are expected to have:

- Understand the fundamentals of research in business.
- Understand the various methods and tools adopted in business.
- Understand and Review the planning and conceptualisation of research in business.
- Understand the overall dynamics of business research.

Contents:

UNIT I

Introduction to Business Research: Meaning, Relevance and Significance of Research in Business; Research Process; Research Design: Types, Role and Relevance of Research Designs; Types of Research: Pure Research, Applied Research, Qualitative Research, Quantitative Research, Exploratory Research and Descriptive research.

UNIT II

Sampling: Meaning, Steps in Sampling process; Types of Sampling - Probability and NonProbability Sampling Techniques; Determining Sample Size; Types of Data: Primary Data and Secondary Data; Methods of Collecting Data; Formulation of Questionnaire and Pilot Testing of Questionnaire.

UNIT III

Measurement Concepts: Measurement and Scaling Concepts, Levels of Measurement and Types of Scales; Criteria for good measurement: Reliability and Validity – Meaning and Types; Data Preparation; Statistical Inference: Estimation and Hypothesis testing; t-test; Analysis of Variance (ANOVA).

UNIT IV

Simple and Multiple Regression Analysis; Application of Computer Software in Business Research with focus on SPSS; Report Writing: Types of Research Reports – Planning, Organizing and Prerequisites for Research Report; System of Referencing – Bibliography,

References Footnotes, Checklist; Evaluation of Report; Plagiarism in Research; Ethics in Business Research and India's Perspective.

Suggested Readings:

- Schindler, P. S. (2021). *Business research methods (13th ed)*. McGraw-Hill Publication.
- Levin, R. I., Siddiqui, M. H., Rastogi, S., & Rubin, D. S. (2017). *Statistics for management (8th ed)*. Pearson Education.
- Levine, D. M., Szabat, K., Stephan, D., & Viswanathan, P. K. (2017). *Business statistics – A first course (7th ed)*. Pearson Education.
- Malhotra, N., & Dash, S. (2019). *Marketing research – An applied orientation (7th ed)*. Pearson Education.
- Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. (2016). *Business research methods: A South-Asian perspective (8th ed)*. Cengage Learning.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

Course Code: : MGT 407 DM 40

Credit: 4

Nature: Core Course

Objective:

This course provides an overview of fundamental management principles and explores the dynamics of organizational behaviour. It emphasizes the application of management concepts to real-world situations and aims to develop critical thinking and leadership skills.

Learning Outcomes: By the end of this course, students should be able to

- Explain key management principles and apply them in various organizational scenarios.
- Analyse individual and group behaviour within an organization and propose strategies for improvement.
- Solve complex management problems by integrating knowledge from different management areas.
- Recognize ethical dilemmas in management and develop strategies for ethical decision-making.
- Demonstrate effective communication and leadership skills in a team or organizational context.

Contents:

UNIT I

Introduction to Management Process: Meaning, Nature and Scope of Management; Evolution of Management as a Separate Discipline, Different Schools of Thought: Behavioural, Scientific, Systems, and Contingency; Contributions of Taylor, Gantt, Gilbreth, Fayol, and Elton Mayo; Management as Art and Science.

UNIT II

Functions of Management: Planning: Concept, Nature, Importance, and Process; Management by Objectives, Organizing: Concept, Nature, Importance, Principles, Centralization, Decentralization, Organizational Structures-Line and Staff Authority, Functional, Matrix, Geographical; Staffing: Concept, Nature, Importance, and Process; Directing: Concept, Nature, Importance; Controlling: Concept, Nature, Importance, and Process; Control Techniques, Leadership: Concept, Types, Attributes of a Leader, Theories; Leadership Grid, Decision Making: Concept, Importance and Process; Types of Decisions, Hurdles in Decision Making.

UNIT III

Introduction to Organisational Behaviour: Definition, Importance, Scope, and Fundamental Concepts of OB, Different Models of OB, Personality; Meaning and Types, Development of Personality: Attributes of Personality; Perception and Perceptual Models, Theories and

Principles of Learning, Transactional Analysis: Ego States, Johari Window, Life Positions; Attitude: Nature and Dimensions of Attitude, Developing the Right Attitude; Perception and its Formation; Power and Politics; Conflict and its Management Techniques, Stress and Stress Management.

UNIT IV

Motivation and Theories: Motivation: Definition, Importance, Motives: Characteristics, Classification: Primary and Secondary Motives. Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg Two Factor Theory, Morale: Definition and Relationship with Productivity, Indicators of Morale; Group Dynamics and Team building: Concept of Group & Team, Importance of Team Building; Theories of Group Formation: Formal and Informal Groups, Emerging Trends and Challenges; Organizational Culture and Climate; Change Management.

Suggested Reading:

- Neharika Vohra Stephen P. Robbins, Timothy A. Judge. (2022). *Journal of Organizational Behavior, 18th ed (updated)*. Pearson Publication.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2020). *Fundamentals of management* o , (11th ed). Pearson.
- Daft, R. L. (2021). *Management, 14th ed (updated)*. Cengage Learning
- Hellriegel, D., Jackson, S. E., & Slocum, J. W. (2019). *Management: A practical introduction*. Cengage Learning.
- Luthans, F., & Doh, J. P. (2018). *International management: Culture, strategy, and behavior (12th ed)*. McGraw-Hill Education.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2022) .*Organizational behavior* o (18th ed). Pearson.
- Treviño, L. K., & Nelson, K. A. (2021) .*Managing business ethics: Straight talk about how to do it right (8th ed)*. Wiley.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

IT TOOLS FOR MANAGERS

Course Code: MGT 409 DM 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

This course introduces managers to key information technology tools and concepts essential for effective decision-making, communication, and management in today & digital business world. It covers various software applications, data analysis tools, and communication technology.

Learning Outcomes:

- To familiarize managers with essential ancient and Modern IT tools and their applications in decision-making and management.
- To develop proficiency in using software applications for data analysis and reporting.
- To enhance communication and collaboration skills using digital tools.
- To understand the ethical and security considerations related to IT tools and data management.
- To apply IT tools for problem-solving and strategic decision-making in a managerial context.

Contents:

UNIT I

Introduction to IT Tools for Managers- Introduction to ancient Indian documentation (e.g., palm-leaf manuscripts), communication strategies (e.g., Niti Shastra), early numeric and coding systems (e.g., Katapayadi system). Understanding the Role of IT in Management, Essential IT Tools for Managers, Ethical and Security Considerations, Document Creation and Presentation Tools-Microsoft Office Suite (Word, PowerPoint), Creating Professional Documents and Presentations.

UNIT II

Data Analysis with Spreadsheet Software- Microsoft Excel for Data Analysis, Data Visualization and Charts, Advanced Functions and Pivot Tables, Conditional Formatting, Google Workspace (Docs, Slides, Sheets, google forms, google drive, file sharing, Google scholar)

UNIT-III

Communication and Collaboration Tools- Email and Calendar Management, Video Conferencing and Webinars, Cloud Storage, social media platform, linkedln, indeed, skype, search engine optimization, introduction to job portals.

UNIT IV

IT Tools for Decision-Making- Business Intelligence Tools, IT Tools for Strategic Planning, Introduction to AI and ChatGpt . Emerging Trends and Challenges in IT sector related to managers. Digital proficiency, data handling, virtual collaboration, analytical reasoning, ethical AI understanding.

Suggested Readings:

- Rangarajan, L.N. (Ed.) (1992). *Kautilya: The Arthashastra*. Penguin Books.
- Balasubramanian, R. (2011). *Indian Philosophy and Knowledge Traditions*. ICPR.
- Laudon, K. C., & Laudon, J. P. (2020). *Management information systems: Managing the digital firm*. Pearson.
- Turban, E., Pollard, C., & Wood, G. (2021). *Information technology for management: Advancing sustainable, profitable business growth*, (12th ed). Wiley.
- Schwalbe, K. (2018). *Information technology project management*. Cengage Learning.
- Wixom, B. H., & Watson, H. J. (2020). *The data warehouse lifecycle toolkit*. Wiley.
- Markus, M. L., & Tanis, C. (2020). *Enterprise systems: Business, process, and technology*. Routledge.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

INTRODUCTION TO DIGITAL ECONOMY

Course Code: MGT 411 DM 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

This course introduces managers to key information technology tools and concepts essential for effective decision-making, communication, and management in today & digital business world. It covers various software applications, data analysis tools, and communication technology.

Learning Outcomes:

- To get broad knowledge in digital economics.
- To get broad knowledge in digital business models.
- To understand technology acceptance and adoption models and their relevance.
- To get a good understanding of the role of cybersecurity in the digital economy.
- To get basic knowledge of the concept of sustainability and perspectives relating to sustainable business models.
- To get a basic understanding of how to achieve Sustainable Development Goals (SDGs) through digital transformation.

Contents:

UNIT-I

Basic theories in digital economics, including: cybersecurity economics, network effects, value creation models, digital business models, business ecosystems, business modelling, and technology acceptance and adoption models. How the digital economy influences business strategies, sustainability, innovation, and raises the importance of cybersecurity.

UNIT-II

Pricing and competition in two sided platforms. Topics include: basic industrial organization preliminaries; how network externalities change the traditional economic insight; the role of user expectations and platform competition; price structure and two sided pricing; platform competition, multihoming and competitive bottlenecks; market power and incumbency advantages

UNIT-III

Key strategic issues faced by platforms. Topics include: marketplace vs. reseller trade off; issues on becoming a platform such as launching problem, penetration pricing, first-party product, product-to-platforms; platform design and governance; platform leakage: implications and preventions; rating and review systems; steering and recommendations

UNIT-IV

Government regulations and policies. Topics include: classic antitrust issues in new lights; market power, merger and acquisitions; vertical restraints; distorting on platform competition; platform first-party entry self-preferencing; abuse of data advantages.

Suggested Readings:

- Armstrong, M. (2006). Competition in two-sided markets. *The RAND journal of economics*, 37(3), 668-691.
- Armstrong, M., & Wright, J. (2007). Two-sided markets, competitive bottlenecks and exclusive contracts. *Economic Theory*, 32, 353-380.
- Crémer, J., De Montjoye, Y. A., & Schweitzer, H. (2019). Competition policy for the digital era. Report for the European Commission.
- Hagiu, A., & Spulber, D. (2013). First-party content and coordination in two-sided □ markets. *Management Science*, 59(4), 933-949.
- Hagiu, A., & Wright, J. (2015). Multi-sided platforms. *International Journal of Industrial Organization*, 43, 162-174.
- Hagiu, A., & Wright, J. (2015). Marketplace or reseller? *Management Science*, 61(1), 184-203.
- Hagiu, A., Jullien, B., & Wright, J. (2020). Creating platforms by hosting rivals. *Management Science*, 66(7), 3234-3248. □
- Rochet, J. C., & Tirole, J. (2006). Two-sided markets: a progress report. *The RAND journal of economics*, 37(3), 645-667.
- Rochet, J. C., & Tirole, J. (2006). Two-sided markets: a progress report. *The RAND journal*
- Rysman, M. (2009). The economics of two-sided markets. *Journal of Economic Perspectives*, 23(3), 125-143.
- Tadelis, S. (2016). Reputation and feedback systems in online platform markets. *Annual Review of Economics*, 8, 321-340.
- Teh, T.-H. (2022). Platform governance. *American Economic Journal: Microeconomics*, 14(3), 213-254.
- Teh, T. H., Liu, C., Wright, J., & Zhou, J. (forthcoming) Multihoming and oligopolistic platform competition. *American Economic Journal: Microeconomics*.
- Wang, C., & Wright, J. (2020). Search platforms: Showrooming and price parity clauses. *the RAND Journal of Economics*, 51(1), 32-58.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

LEGAL ASPECTS OF BUSINESS

Course Code: MGT 413 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

This course aims to familiarize students with the legal and regulatory framework governing business operations in India. The focus is on practical application of legal principles in realworld business scenarios, enabling learners to understand rights, duties, and legal obligations in business environments.

Learning Outcomes:

- Understand the essentials of contract law and apply it to valid business agreements.
- Distinguish among different types of special contracts and apply them appropriately.
- Interpret the rights and responsibilities under the Sale of Goods Act.
- Analyze the legal framework related to digital business practices under the Information Technology Act.

Contents:

UNIT I

General Principles of Contract Law: An overview of the Indian Contract Act, 1872 – essential elements of valid contracts; contracts of indemnity and guarantee; contingent and quasi contracts; modes of discharge of contracts; breach of contract and remedies.

UNIT II

Law Relating to Sale of Goods: Understanding the Sale of Goods Act, 1930 – nature of the contract of sale, distinction between conditions and warranties, transfer of ownership and delivery of goods, rights of an unpaid seller, and the legal framework around sale by auction.

UNIT III

Negotiable Instruments and Business Transactions: The Negotiable Instruments Act, 1881 – meaning, types and characteristics of negotiable instruments; rights and duties of parties; negotiation, endorsement, and dishonor of instruments including noting and protest.

UNIT IV

Consumer Laws & role of IKS in Indian jurisprudence: Key provisions of the Consumer Protection Act, 1986 – unfair trade practices, consumer rights, redressal mechanisms; Information Technology Act, 2000 – digital signatures, e-contracts, cyber crimes, e-commerce; introduction to intellectual property rights – patents, trademarks, copyrights, and designs. Exploration of legal traditions in ancient India – principles of justice in texts like Manusmriti

and Arthashastra; indigenous methods of dispute resolution such as Panchayat systems; evolution of intellectual property through traditional knowledge systems; community-based legal ethics in Indian jurisprudence

Suggested Readings

- Jagota, R. (2023). *Business Laws*. ScholarTech Press, MKM Publishers.
- Sharma, J. P., & Kanojia, S. (2022). *Business Laws* (2nd ed.). Bharat Law House Pvt. Ltd.
- Singh, Avtar. (2022). *The Principles of Mercantile Law* (12th ed.). Eastern Book Company.
- Tulsian, P. C. (2021). *Business Law* (3rd ed.). Tata McGraw Hill.
- Kapoor, N. D. (2020). *Elements of Mercantile Law*. Sultan Chand & Sons.

Note: The latest available editions of readings are recommended. Additional readings, landmark cases, and relevant articles will be provided by faculty in class.

BASICS OF FINANCE

Course Code: MGT 110 MD 40

Credit: 4

Nature: Generic Elective Course

Objective:

The subject 'Financial Management' is inevitable for any organization for effective utilization of resource, which is otherwise scarce. The management of finance hold the key to the profitability of the organization and subsequently reflected in the share price of the company if it's a listed company. Hence this is an effective way of creating wealth for individual investor. The objective of this paper is to make understand the various functions of financial management such as investment, financing, dividend and how these functions are to be discharged that the objective of the firm is achieved. The paper aims at building a conceptual understanding of the subject so that the learner will take a precise decision.

Learning Outcomes:

- The students will be able to understand the basics of financial management, present scenario of finance and to calculate the value of money.
- Students will be linking the risk and return.
- The students will be able to make the relation of project cash inflow and outflow, need of capital as well to start the project, different sources of finance for the same.
- Students will be linking the role of cash and liquidity position in firms and inventory management to control over the cost.
- Students will be able to develop overall understanding about the receivable of the *firms*.

Contents:

UNIT-I

Introduction to Financial Management: Objectives - Functions and Scope, Interface of Financial Management with Other Functional Areas - Environment of Corporate Finance. Time Value of Money: Introduction - Types of Cash flows - Future Value of a Single Cash Flow, Multiple Flows and Annuity - Present Value of a Single Cash Flow, Multiple Flows and Annuity and Perpetuity.

UNIT-II

Risk and Return: Introduction, Risk and Return, Concept of Risk-Systematic and Unsystematic Risk, calculation of Risk and return Variance of Returns, Expected Return, Concept of Risk, Computation of Risks, Coefficient of Variation, relationship of risk and return.

UNIT-III

Estimation of Project Cash Flow: elements of cash flow streams, basic principles of cash flow estimation, preparation of project cash flow with examples, cash flow for replacement project.

Long Term Financing: equity capital, internal accruals, preference capital, terms loan, debentures, raising of long-term finance, venture capital and private equity, IPO, Secondary public offers, right issue, private placement, obtaining long term loan, investment banking.

UNIT-IV

Cash and liquidity Management: motives for holding cash, cash management theoretical framework, cash budgeting, long term cash forecasting, reports for control, cash collection and disbursement, optimal cash balance: cash management models. Inventory Management: types of inventories, inventory management, cost of inventory, cost of stock out, techniques of inventory management: ABC analysis, EOQ model, re-order level, safety stock, quantity discount, Jit inventory, risk in inventory management.

Suggested Readings

- Rustagi, RP, Financial Management: theory, concepts, and problems, Taxmann. (latest edition)
- Chandra P, Financial Management, theory and practice, McGraw hill, (Latest Edition)
- Khan & Jain, Financial Management, text, problems and cases, McGraw hill, (Latest Edition)
- Brigham, E.F & Houston, J.F, Fundamentals of Financial Management, Cengage publication. (Latest Edition).

Note: The latest available editions of readings are recommended. Additional readings, landmark cases, and relevant articles will be provided by faculty in class.

SOFT SKILLS AND PERSONALITY DEVELOPMENT

Course Code: MGT 120 MD 40

Credit: 4

Nature: Generic Elective Course

Course Objective:

This course aims to equip students with essential soft skills and enhance their overall personality for effective functioning in professional and social environments. It integrates traditional Indian perspectives (IKS) on self-awareness, communication, and emotional intelligence with modern concepts of soft skills and personality development to increase employability and personal growth.

Learning Outcomes:

- Demonstrate effective oral and written communication in a professional environment.
- Exhibit improved interpersonal skills, empathy, and emotional intelligence.
- Develop critical thinking and effective problem-solving strategies.
- Manage time efficiently and display enhanced self-awareness and self-confidence.
- Understand and apply concepts of personal branding, professional image, and ethical workplace behavior.
- Appreciate and apply insights from Indian Knowledge Systems (IKS) related to communication, self-discipline, and holistic well-being.
- Increase employability through improved presentation, teamwork, leadership, and decision-making skills

Contents:

UNIT I

Introduction to Soft Skills and Personality Development: Meaning of soft skills, need for soft skills, importance of soft skills, meaning of personality development, types and elements of personality development, theories of personality development, self-assessment, SWOT analysis, goal setting, creative human values, and introduction to Indian Knowledge Systems related to self-development.

UNIT II

Communication Skills: Introduction to communication, need for communication, process of communication, types of communication, written and oral communication, visual communication, signs, signals and symbols, silence as a mode of communication, intercultural and cross-cultural communication, communication through questionnaires, business letter writing, electronic communication, public speaking, and presentation skills.

UNIT III

Professionalism and Career Skills: Presenting oneself professionally, mock interviews, career planning and management, working in teams, team dynamics, interpersonal skills, conflict resolution techniques, group discussions, team activities, and professional ethics with integration of Indian Knowledge System-based leadership and teamwork concepts.

UNIT IV

Emotional Intelligence, Time Management, and Workplace Etiquette: Delegation, use of humor, building trust, managing expectations, values and status, compatibility, time management, goal setting, emotional intelligence, handling stress, building resilience, crosscultural communication, workplace etiquette, conflict types and conflict management, use of tenses, prepositions, pronunciation, letter writing, business cases, circulars, memos, and business presentations.

Suggested Readings:

- Chauhan, G.S. (2015). *Soft Skills: An Integrated Approach to Maximise Personality*. Wiley India.
- Covey, S. (2014). *Seven Habits of Highly Effective Teens*. Fireside Publishers.
- Carnegie, D. (1998). *How to Win Friends and Influence People*. Simon & Schuster.
- Harris, T.A. (1995). *I'm OK, You're OK*. Harper & Row.
- Goleman, D. (2006). *Emotional Intelligence*. Bantam Books.

Note: Latest editions of readings should be referred to. Supplementary material including business case studies, articles, and video presentations will be provided by the faculty.

PRINCIPLES OF MANAGEMENT

Course Code: MGT 130 MD 40

Credit: 4

Nature: Generic Elective Course

Course Objective:

This course provides an overview of fundamental management principles and its application in management of various organisations. It also develop critical thinking and leadership skills amongst the learners.

Learning Outcomes:

- Explain key management principles and apply them in various organizational scenarios.
- Analyse individual and group behaviour within organizational context.
- Solve complex management problems by integrating knowledge from different management areas.
- Recognize ethical dilemmas in management and develop strategies for ethical decision making.
- Demonstrate effective communication and leadership skills in a team or organizational context.

UNIT I

Introduction to Management Principles: Meaning, Nature and Scope of Management; Evolution of Management as a Separate Discipline, Different Schools of Thought: Behavioural, Scientific, Systems, and Contingency; Contributions of Taylor, Gantt, Gilbreth, Fayol, and Elton Mayo; Management as Art and Science.

UNIT II

Functions of Management: Planning: Concept, Nature and Process; Organizing: Concept, Nature and Principles, Centralization Vs Decentralization, Line and Staff Functions, Staffing: Concept, Nature, Importance, and Process of Hiring; Directing and Controlling: Concept, Nature, Importance, and Process.

UNIT III

Leadership Styles: Leadership: Concept, Types, Attributes of a Leader, Theories; Leadership Grid, Decision Making: Concept, Importance and Process; Types of Decisions, Hurdles in Decision Making; Personality; Meaning and Types, Development of Personality: Attributes of Personality; Perception, Theories and Principles of Learning, Transactional Analysis: Ego States, Johari Window, Life Positions; Power and Politics; Conflict and Stress Management.

UNIT IV

Interpersonal Communication: Communication: Meaning, Definition, Importance, Types, Classification: Formal Vs Informal Communication; Communication Models, Communication Process, Barriers to Communication; Remedies to Overcome Barriers; Johari Window, Life Positions, Maslow's Need Hierarchy Theory, Herzberg Two Factor Theory, Group Formation, Group Dynamics and Team building: Importance of Team Building; Organizational Culture and Climate; Change Management.

Suggested Reading:

- Neharika Vohra Stephen P. Robbins, Timothy A. Judge. (2022). *Journal of Organizational Behavior, 18th ed (updated)*. Pearson Publication.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2020). *Fundamentals of management , (11th ed)*. Pearson.
- Daft, R. L. (2021). *Management, 14th ed (updated)*. Cengage Learning
- Hellriegel, D., Jackson, S. E., & Slocum, J. W. (2019). *Management: A practical introduction*. Cengage Learning.
- Luthans, F., & Doh, J. P. (2018). *International management: Culture, strategy, and behavior (12th ed)*. McGraw-Hill Education.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2022) .*Organizational behavior (18th ed)*.
- Pearson.
- Treviño, L. K., & Nelson, K. A. (2021) .*Managing business ethics: Straight talk about how to do it right (8th ed)*. Wiley.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will provided by the faculty in the class.

INDIAN KNOWLEDGE SYSTEM

Course Code: MGT 140 VA

Credits: 4

Nature: Value Added Course

Objective:

The objective of this course is to acquaint the rich traditions of knowledge in ancient Indian civilizations and appreciate its applications in real life discipline.

Learning Outcomes:

After completing this course students will be able;

- To appreciate rich traditions of Indian Knowledge system
- To apply solutions to discipline centric issues with Indian wisdom
- To apply ancient Indian wisdom to cope up with real life challenges

Contents:

UNIT I

Idea of India: Indology, Ancient Indian civilization and other civilizations, Concept and nature of knowledge, Innate knowledge René Descartes, John Locke, Noam Chomsky, J Krishnamurthi etc ;, Major knowledge traditions in ancient world, Indian knowledge system and Indian knowledge traditions, Nature and basic principles of Indian knowledge system. Shrutu and smriti Traditions of ancient India.

UNIT II

Foundational text of *Bhartiya darshan* : Rigveda, Yajurveda, Samaveda, Atharvaveda, Upanishads, Ashtadash Puranas, Epics of Indian Literature ; Mahakavyas : *Ramayana* and *Mahabharata*. Prasthantrayi : Upanishads, Brahmasutras and Srimad Bhagavad Gita. An introduction to *Bhartiya Shad Darshan* : Samkhya, Yog, Nyaya, Vaisheshika, Purva Mimamsa, Vedant

UNIT III

Texts for physical and mental well being from IKS, understanding self : theory of Panchakosha, Concept of seven Chakras and balanced life, Ayurveda: concept of tridosh, and nadi vigyan, Maharishi Patanjali Yog Sutras, Astang yog : Yam niyam to Samadhi, major thinkers on Yoga and dhyana parampara: Gautam Budha, Mahaveer Swami, maharishi Patanjali and others.

UNIT IV

Major contributions of Indian knowledge system in Astronomy, Physics, Chemistry, Earth Sciences, Mathematics Architecture and Psychology . Leadership, Management and personality lessons from shri Madbhagwad Gita, Personality. Spiritual development dimensions from Indian knowledge system. Issues and challenges in convergence of Indian knowledge system in contemporary knowledge system.

Suggested readings:

- Introduction to Indian Knowledge system : B Mahadevan, V K Bhatt,
- Nagendera P, : PHI Decoding Hindu Mythology: Devdutta Patnaika, Penguin
- Indian Knowledge system : Kapil Kapoor, D K Printworld Pvt Ltd
Essentials of Hinduism , Trilochan Shastri, Vani Prakashan

SECOND SEMESTER

HUMAN RESOURCE MANAGEMENT

Course Code: MGT 402 DM 40

Credit: 4

Nature: Core Course

Objective:

The course aims to equip students with foundational and advanced knowledge of managing human resources effectively. It focuses on the role of HRM in driving organizational success through people-centered strategies, fostering a deeper understanding of HR policies, practices, and contemporary developments.

Learning Outcomes:

- Understand the nature, scope, and significance of human resource management. □
Analyze recruitment and selection methods aligned with organizational goals.
- Evaluate performance management systems and their influence on productivity.
- Design and recommend effective compensation strategies within legal and ethical frameworks.
- Understand the role of modern HRM in addressing challenges in dynamic global business environments.

Contents:

UNIT I

Foundations of Human Resource Management: Introduction to HRM – concept, functions, and scope; HRM's strategic role in achieving corporate objectives; Job analysis – description and specification; Human resource planning – demand and supply forecasting, downsizing, and employee retention.

UNIT II

Talent Acquisition and Compensation Strategies: Recruitment and selection – tools and techniques; Competency mapping and potential assessment; Training and development – methods and effectiveness; Compensation management – job evaluation, base and variable pay, innovations such as ESOPs, pay bands, flexi-time, etc.

UNIT III

Performance and Employee Relations: Performance appraisal – objectives, traditional and modern methods including MBO, BARS, 360-degree feedback; Potential appraisal and HR audit; Employee relations – trade unions, collective bargaining, and workplace communication.

UNIT IV

Global HRM and Contemporary Practices: Grievance handling and conflict resolution; Employee empowerment and participatory models; International HRM – scope, challenges, global practices; E-HRM and HRIS; Contemporary HRM issues – gig economy, remote work, diversity and inclusion, AI in HR. Understanding ancient Indian approaches to human resource practices such as leadership values in the Arthashastra, team dynamics in the Mahabharata, and the role of duty (Dharma) in employee behavior. Exploring traditional knowledge in ethical leadership, conflict resolution, and talent recognition.

Suggested Readings

- Dessler, G. (2023). *Human Resource Management* (16th ed.). Pearson Education.
- Aswathappa, K., & Dash, S. (2023). *Human Resource Management: Text and Cases* (10th ed.). Tata McGraw Hill.
- De Cenzo, D. A., Robbins, S. P., & Verhulst, S. (2020). *Fundamentals of Human Resource Management* (12th ed.). Wiley.
- Rao, V. S. P. (2022). *Human Resource Management – Text and Cases* (4th ed.). Excel Books.
- Mondy, R. W., & Martocchio, J. J. (2021). *Human Resource Management* (15th ed.). Pearson.
- Monappa, A., & Saiyadain, M. (2012). *Personnel Management* (2nd ed.). Tata McGraw Hill.

Note: Faculty will provide relevant cases, articles, and additional readings in class. Latest editions of all textbooks are recommended.

MARKETING MANAGEMENT

Course Code: MGT 404 DM 40

Credit: 4

Nature: Core Course

Objective:

The objective of this course is to equip the students with basic knowledge and skills related to marketing management and make students capable of implementing their learnings in solving marketing problems and preparing strategy for decision making in the marketing area.

Learning Outcomes:

The course is designed to inculcate the basic understanding of one of the important functions of management, which is Marketing. After completion of the course, students are expected to have a formidable understanding about the following:

- Understand the importance of various components of Marketing.
- Understand and acknowledge the complexities and importance of communication in Marketing.
- Understand the entire process of devising the Marketing Plan.
- Appreciate the connectivity of Consumer Behavior and Marketing

Contents:

UNIT I

Evolution of Marketing; Marketing Management: Nature, Role, Scope and Philosophies and Concepts of Marketing; Concept of Need, Want and Demand; Unsatisfied Vs Unrecognized Need; New Marketing Realities; Holistic Marketing; Marketing Environment; Marketing Research.

UNIT II

Market Segmentation and Targeting; Positioning: Concept and Strategies; Product Decisions: Levels and Product Mix; Product Life Cycle, New Product Development; Brands: Concept, Evolution, Brand Value, Brand Personality

UNIT III

Masstige Marketing: Concept, Evolution, Masstige Vs Luxury Product Marketing; Pricing: Methods and Strategies; Promotion Decisions: Promotion Mix, Advertising, Sales Promotion, Publicity and Personal Selling; Channel Management: Types and Functions.

UNIT IV

Channel Selection, Cooperation and Conflict Management; Ethics in Marketing; New Issues in Marketing: Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing, e-marketing, Marketing Warfare, Marketing Myopia. Artificial Intelligence in Marketing.

Suggested Readings:

- Kotler, P., Armstrong, G., Balasubramanian, S., & Agnihotri, P. (2023). *Principles of marketing (19th ed)*. Pearson Education.
- Kotler, P., Keller, K. L., Sheth, J., Chernev, A., & Shainesh, G. (2022). *Marketing management (16th ed)*. Pearson Education.
- Grewal, D., & Levy, M. (2021). *Marketing (7th ed)*. Tata McGraw Hill.
- Sheth, J., Parvatiyar, A., & Usley, C. (2022). *Marketing theory: Evolution and evaluation of marketing thought*. Wiley India.
- Etzel, M., Walker, B., Stanton, W., & Pandit, A. (2017). *Marketing (14th ed)*. Tata McGraw Hill.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FINANCIAL MANAGEMENT

Course Code: MGT 406 DM 40

Credit: 4

Nature: Core Course

Objective:

The objective of this course is to equip the students with knowledge and skills related to this course will help students to understand the approach and objectives:

- a) To ensure regular and adequate supply of funds to the concern.
- b) To ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of the shareholders.
- c) To ensure optimum funds utilization.

Learning Outcomes:

The course is designed to inculcate the basic understanding of one of the important functions of finance. After completion of the course, students are expected to have a formidable understanding about the following:

- Innovative and Creative thinking with Critical Analysis
- Students are able to apply knowledge of financial management concepts to analyze financial problems critically and suggest innovative and creative solutions.

Contents:

UNIT I

Introduction: The Finance Function, Goal of Firms, Financial Decisions, Agency Issues, Tools of Finance: Time Value of Money, Future Value and Compounding, Present Value and Discounting, Basics of Finance: Risk & Return and its calculation, Types of Risk: Diversifiable and Non-Diversifiable, Estimation of Beta and its determinants

UNIT II

Equity Valuation: Dividend Discount Model, Relative Valuation Models (PE, Book Value, etc.). Investment Decisions: Capital Budgeting Decisions, Types of investment Decisions, Estimation of Cash Flows (Discounted and Non-Discounted), Investment evaluation criteria (NPV, IRR, PI, Payback and ARR), Risk & Inflation issues in investment decisions, Cost of Capital, Cost of Debt, Cost of Equity, Cost of Preference Capital, WACC

UNIT III

Financing Decisions: Introduction of capital structure, Leverages (operating & Financing), Capital Structure Theories & policy, Designing Capital Structure, Approaches to establish target capital structure (EBIT-EPS Analysis, valuation approach and cash flow analysis), Trade-off Theory, Agency cost, Pecking order theory

UNIT IV

Dividend Decision: Issues in Dividend policy, Dividend Theories (Walter's, Gordon & MM hypothesis), Dividend and Uncertainty Bird-in-hand argument), Residual Theory of Dividends, Dividend Policy objectives, Practical consideration in Dividend policy, Stability of Dividends; Short-Term Finance and Planning: Working capital Concepts, Operating cycle, Types of Working Capital (Permanent and variables), Determinants of Working capital, Policies for financing current assets, Credit management and policy, Cash Management (Cash planning & management), Inventory Management, Inventory management techniques, Inventory control.

Suggested Readings:

- Financial Management, Sheeba Kapil, Wiley ISBN: 9788126554768
- Textbook Financial Management by I.M. Pandey, Latest edition, Pearson.
- Corporate Finance: Theory and Practice (Wiley Student Edition, Wiley 2nd ed) Aswath Damodaran
- Financial Management: Theory and Policy (Thomson South-Western, 10th ed) Brigham, Eugene F. and Ehrhardt, Michael C.
- Corporate Finance, 8e by (McGraw Hill Higher Education) Stephen Ross, Randolph W. Westerfield, Jeffrey Jaffe, Ram Kumar Kakani

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MANAGEMENT SCIENCE

Course Code: MGT 408 DM 40

Credit: 4

Nature: Core Course

Objective:

It covers a range of analytical methods applicable to business problems, including optimization, forecasting, simulation, and decision analysis.

Learning Outcomes:

- To equip students with the foundational knowledge of quantitative techniques in managerial decision-making.
- To develop critical thinking and problem-solving skills using quantitative models.
- To enable students to apply various quantitative methods to real-world business scenarios.
- To improve data analysis and interpretation skills.
- To enhance the ability to communicate quantitative results effectively.

Contents:

UNIT-I

Introduction Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management, Ethical Considerations in Management Science. Kautilyan decision frameworks, systems thinking in Arthashastra, ancient Indian models of planning and organization (e.g., mandala theory, risk-return balance).

UNIT-II

Linear Programming: Model Formulation, Graphical Methods, Simplex Method, Big M Method, Two Phase Technique, Maximization and Minimization of L.P.P, Degeneracy in L.P.P. Dual Simplex Method.

UNIT-III

Transportation Problems Concepts, Formulation of Transportation Problem, Balanced and Unbalanced Problems, Minimization and Maximization Problems, North -West Corner Rule, Vogel's Approximation Method, MODI Method, Degeneracy. Assignment Problems.

UNIT-IV

Game Theory Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application . Inventory

and Replacement Models Types of Failure; Queuing Theory Concepts, Managerial Implications in Decision making. Optimization Techniques- Integer Programming, Network Models: Transportation and Assignment Problems, Project Scheduling and Critical Path Analysis. Strategic decision-making in Mahabharata (Krishna's counsel, Duryodhana's decisions), Indian models of ethical conflict resolution and optimal planning.

Suggested Readings:

- Kalavathy, S. (2013). Operation research (4th ed). Vikas Publishing House Pvt. Ltd.
- Levine, D. M., Stephan, D. F., & Szabat, K. A. (2021). Statistics for managers using Microsoft Excel, global edition (9th ed). Pearson Education Limited.
- Sharma, J. K. (2017). Operations research: Theory and Applications (6th ed). Laxmi Publication
- Taha, H. A. (2023). Operations research: An introduction (11th ed). Pearson.
- Vohra, N. D., & Arora, H. (2021). Quantitative techniques in management (6th ed). New Delhi McGraw Hill Education.
- Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2019). An introduction to management science: Quantitative approaches to decision making (14th ed). Cengage Publications.
- Render, B., Stair, R. M., Hanna, M. E., & Hale, T. S. (2021). Quantitative analysis for management (13th ed). Pearson.
- Hillier, F. S., Lieberman, G. J., Nag, B., & Basu, P. (2021). Introduction to operations research. McGraw-Hill Education.
- Albright, S. C., & Winston, W. L. (2015). Business analytics: Data analysis and decision making (5th ed). Cengage Publications.
- Bharati, B. (2011). Vedic Mathematics and Management. Bharatiya Vidya Bhavan.
- Mishra, R. (2010). Indian Wisdom and Modern Management. Macmillan.
- Sen, A. (2005). The Argumentative Indian. Penguin Books

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

SUMMER TRAINING PROJECT

Course Code: MGT 410 AE 40

Credit: 4

Nature: Core Course

Objective:

After the completion of Second Semester Examination, every student is required to undergo Summer Training in any organization/institution (private /public/Government/Semi-government/Autonomous/cooperative/consultancy) under the supervision of his/her industry guide for a period of 4 to 6 weeks. Each student shall be attached with one internal faculty adviser to finalize the report before final submission. The summer training should start within one week of the completion of the last examination of the second semester.

The objective of the Summer Training is to get the students acquainted with first hand practical exposure to real-life business situations and enable them to relate it with the concepts and skills acquired in class room. Based on the training, each student will be required to submit a Summer Training Project Report (in duplicate), as per format supplied by the department, for the work undertaken during the Summer Training period within three weeks of the commencement of the third semester for evaluation.

The evaluation of the report of the seminar paper will be based on the criteria as per the following weightages:

1. Periodic presentation : 30%
2. Concise dissertation : 40%
3. Viva voce : 30%

INTRODUCTION TO FINANCIAL MODELLING

Course Code: MGT 412 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

- Understand dos and don'ts of preparing a financial model
- Create financial projections in MS Excel using base inputs and assumptions supported by appropriate working schedules
- Use VBA in MS Excel to automate a repetitive process
- Compute IRR for evaluation of return from any investment
- Evaluate the performance of an investment and appreciate the pricing of a derivative security

Learning Outcomes:

- This program is intended to be "*Managing complex, uncertain and volatile business situations*"
- Students will be able to clearly identify the central problem or issue in complex business situations
- Students will be able to define the challenges and risks related to an uncertain and complex business situation and suggest strategies to effectively manage them

Contents:

UNIT-I

Financial Modelling: Introducing Financial Modeling, Planning and Designing a Financial Models: Documenting, Debugging , Auditing and Learning Excel modelling, Revising Excel Functions: Financial ,Logical , Statistical , mathematical , Lookup and Reference Functions ,Date and Time , Text s , Information , The Analysis ToolPak. Discounted Cash Flow (DCF) Modelling: Understanding unlevered free cash flow, Forecasting free cash flow, Forecasting terminal value, Present value and discounting, Understanding stub periods, Performing sensitivity analysis.

UNIT-II

Modelling and Projecting Integrated Financial Statement: Projecting the income statement, Projecting the balance sheet, Projecting the cash flow statement, Creating the debt and interest schedule. Models for Budgeting Capital Expenditure: Calculating Cash Required for Budgeted, Asset Purchases, Calculating Budgeted Depreciation Useful life. Written-down date, The depreciation schedule for the current year, Depreciation in prior periods, Calculating the Written-Down Value of Assets for the Balance Sheet. Project Finance Modelling: Project cost elements, Project financing, Interest during construction (IDC).

UNIT-III

Modelling Equity Returns and Risk: Single and Multi-period Returns, Total Returns, Rolling Period Returns, Estimating volatility and Beta of a stock/portfolio. Using Sensitivity Analysis: Introduction, One-Dimensional and 2-Dimensional Sensitivity Analysis, Choosing the Variables to Change, Modelling Example, Selecting the Variables to Change, Assigning a Range of Values, Constructing the 2-dimensional Sensitivity Analysis, Interpreting the Results

UNIT-IV

Using Scenarios: Introduction, Using Scenario Analysis with Excel's Scenario Manager, Adding 2 More Scenarios, Alternative Ways to Create Scenarios in Excel, Applying Scenarios to SteelCo's Case, Deciding on the Number of Scenarios and Input Variables under each Scenario, Deciding on the Output Variables, Assigning Values to the Input Variables under Each Scenario, Building the Scenarios in Excel's Scenario Manager, Interpreting the Results. Using Monte Carlo Simulation: Introduction, Building Uncertainty Directly Into the Modelling Process, Probabilities, Cumulative Probabilities, and Frequency Distribution Charts, Modelling Example, Identifying the Key Risk Variables, Choosing a Probability Distribution for Each Input Variable, Performing the Simulation Runs, The Simple VBA CODE, Creating a Histogram (Frequency Distribution Chart) in Excel, Interpreting the Results, Some Issues of Concern.

Suggested Readings:

- Excel Bible, John Walkenbach
- Mastering Financial Modelling Financial Modelling in Microsoft Excel , Alastair L. Day
- The Handbook of Financial Modelling, Jack Avon
- Spreadsheet Modelling in Corporate Finance, Craig W Holden
- Building Financial Models: The Complete Guide to Designing, Building, and Applying Projection Models; by John S. Tjia (Author)
- Financial Modelling Using Excel and VBA, Chandan Sen Gupta

Note: Faculty will provide relevant cases, articles, and additional readings in class. Latest editions of all textbooks are recommended.

INTERNATIONAL BUSINESS

Course Code: MGT 414 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this course is to highlight the international environment including relationships between government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

Learning Outcomes:

- Explain key management principles related to international business and trade.
- Analyse the global business environment for effectiveness of international trade.
- Identify the right market to enter in international business.
- Understand various regulatory bodies related to management of international business and trade.
- Demonstrate effectiveness in management of financial issues involved in the international business.

Contents:

UNIT I

Introduction to International Business: International Business: Meaning and Importance; Domestic Business vs. International Business; Evolution and Development; Factors leading to Growth in International Business; Determinants of Entry Mode; Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy.

UNIT II

International Business Environment and Trade Theories: International Trade: Reasons for international trade; Theories of international trade; Balance of Payment and its Components of International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.

UNIT III

International Trade Regulations: Multilateral Regulation of Trade and Investment: Basic Principles of Multilateral Trade Negotiations; GATT and its early rounds; Uruguay Round; WTO – Basic difference between GATT and WTO; organizational structure and functioning, settlement of Disputes, WTO and India.

UNIT IV

International Financial Management: International Financial Environment: International monetary system; Exchange Rate Quotation: Direct and Indirect Quotes, Buying and Selling

Rates, Forward Rates and Cross Rates; Determination of Exchange rate, Organizational structure for international business operations.

Suggested Readings:

- Charles W.L. Hill and Arun Kumar Jain (2009), *International Business: Competing in the Global Marketplace*, Tata McGraw-Hill Education Private Limited.
- Johnson, Derbe, and Colin Turner (2010), *International Business - Themes & Issues in the Modern Global Economy*, Routledge, London.
- Cherunilam, Francis (2011). *International Business: Text and Cases (5th Edition)*, Prentice Hall of India Ltd.
- Justin, Paul (2011). *International Business (5th Edition)*, Prentice Hall of India Ltd.
- V. Sharan, *International Business*, Pearson Education, New Delhi.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

MANAGEMENT ACCOUNTING FOR DECISION MAKING

Course Code: MGT 416 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objectives:

- To understand the cost accumulation process
- Examining the link between accounting information and managerial decision making
- Examine the relationship between cost volume and profit
- Understanding the performance evaluation using accounting information.

Learning Outcomes:

- Understand the fundamental cost concepts, cost behaviour, cost flows and be able to appreciate linkages with external financial reporting.
- Learn measurement and allocation of costs in traditional cost accounting methods like job costing, process costing and be aware of the limitations of the methods.
- Measure the interrelationship between the costs, volumes and profits.
- Learn how budgets are prepared to plan for future performance.
- Use control techniques, like variance analysis and management by exception, for planning and control.

Contents:

UNIT I

Introduction to management Accounting: Introduction to Cost, Understand the need for cost management, terminologies and cost concepts- Cost, Cost Object, Cost Centre, Cost Unit, Cost Drivers, Understanding and Computation of Cost Sheet, Classification of cost based on various parameters, Prepare Cost sheet and Income Statement COGM COGS COS

UNIT II

Costing Methods Decisions: Product Costs: Job Costing, Understanding the Flow of costs in job costing system, Computation of the pre-determined overhead rate and allocation, underapplied or over-applied overhead, Apportionment of Service department costs using various methods. Process Costing: Understanding the flow of costs in process costing system, Equivalent Units of Production, Cost per equivalent unit using Weighted average method

UNIT III

Relevant Costs for decision making: Cost-Volume-Profit (CVP) Analysis, Understanding the Mechanism of CVP relations, Understand application of CVP, Preparation and interpretation of contribution income statement, Compute contribution margin, ratio, break-even point and margin of safety (including multi-product environment) Compute degree of operating leverage

and understand its relation with margin of safety. Identify relevant costs and revenues, Decide whether to accept special order, Decide whether to make or outsource, Decide whether to continue or shut down operations/ product line / department, Ascertain optimal product-mix decision when resources are constrained. Activity Based Costing (ABC): Explain and justify Activity Based Costing, Explain and classify activities by cost levels, Activity Based Costing (ABC), Analyze activity costs, identify activity cost pools, select cost drivers, Compute activity rate and product costs under ABC system, Compare product costs under Traditional and ABC costing.

UNIT IV

Costing Control Decisions: Standard costing and Variance Analysis (Cost Variances): Understand Standard Cost and Standard Costing, Computation of material, labor and overhead variances, Mix variance, Yield Variance, Idle time variance. Budgeting: Explain the purpose of budgeting system, understand the budget administration and the budgetary slack, Prepare master budget, explain the interrelationships among its supporting schedules and prepare cash budget Prepare static and flexible budgets

Suggested Readings:

- Ronald W. Hilton and David E. Platt, *Managerial Accounting: Creating Value in a Global Business Environment*, McGraw Hill Education Private Limited,
- Weygandt, Kimmel, Kieso, “*Financial and Managerial Accounting*”, Second Edition, Wiley India Pvt. Ltd, 2016. (WKK)
- Robert N Anthony, David F Hawkins and Kenneth A Merchant, “*Accounting: Text and Cases*”, Latest edition, Tata McGraw Hill, Latest Edition. (AHM)
- William, Bettner and Carcello, “*Financial & Managerial Accounting: The Basis for Business Decisions*”, McGraw Hill, 19th edition, New Delhi 2020. ISBN: 1260706346 (WHC)
- Charles T. Horngren, Gary L. Sundem, William O. Stratton, ‘*Introduction to Management Accounting*, Pearson Education Inc, New Delhi, 2002 (HSS)
- Robert N. Anthony, James S. Reece, ‘*Accounting Principles*’ 6th edition, All India Traveller Booksellers, New Delhi. (AR)
- Charles T. Horngren, Srikant M. Datar, George Foster, ‘*Cost Accounting: a Managerial Emphasis*, Pearson Education Inc, New Delhi, 2002 (HDF)

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

SUSTAINABLE OPERATIONS MANAGEMENT

Course Code: MGT 418 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this course is to acquaint the students with decision making in planning, scheduling and control of operation functions in organizations for bringing efficiency and productivity in operations.

Learning Outcomes:

The course is designed to inculcate the basic understanding of Productions and Operations Management. After completion of the course, students are expected to have a formidable understanding about the following:

- Understand the importance of various components of Productions Management.
- Understand the importance of various components of Operations Management.
- Understand and acknowledge the complexities and importance of tasks of operations manager.
- Understand the process of designing a product, ensuring its quality, managing supply chain.
- Appreciate the importance of workforce management in operations

Contents:

UNIT I

Operations Management: Basics, History & Productivity; Operations Management in Global Environment: Critical Success Factors & Strategies; Designing the Operating System: Design Process, Techniques for Improving Design Process – Quality Function Deployment, House of Quality

UNIT II

Ethics, Environment and Design; Value Engineering & Technology in Design: Computer Aided Design & Manufacturing; Facilities Layouts: Types and Designs; Facility Location Models; Supply Chain Management

UNIT III

Forecasting – Concept and Approaches; Materials Requirement Planning; Managing Quality: International Quality Standards, Ethics and Value System in Quality Management, Total Quality Management, Acceptance Sampling, Six Sigma, Statistical Process Control.

UNIT IV

Inventory Management Models; Human Resources in Operations Management: Contemporary Trends, Job Design, Job Specification, Job Expansion, Job Enrichment and Job Enlargement; Work Study - Ergonomics; Method Study & Work Measurement

Suggested Readings:

- Stevenson, W. (2022). *Operations management (13th ed)*. McGraw-Hill.
- Heizer, J., Render, B., Munson, C., & Sachan, A. (2018). *Operations managementsustainability and supply chain management (13th ed)*. Pearson Education.
- Jain, K. C., Verma, P., & Kartikey, P. (2017). *Production and operations management*. Wiley.
- Mahadevan, B. (2015). *Operations management: Theory and practice (2nd ed)*. Pearson Education.
- Bedi, K. (2013). *Production and operations management (3rd ed)*. Oxford Press.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

BUSINESS ETIQUETTES AND PRESENTATION SKILLS

Course Code: MGT 210 MD 40

Credit: 4

Nature: Generic Elective Courses

Objective:

The course aims to provide students with an in-depth understanding of business etiquette and professional conduct to enhance the effectiveness of workplace communication. It focuses on developing interpersonal, negotiation, and presentation skills for professional excellence and problem-solving in diverse work environments. It also emphasizes the value of culturally grounded practices and behavioural ethics rooted in Indian traditions.

Learning Outcomes:

- Demonstrate professionalism through refined workplace conduct and interpersonal skills.
- Align personal behaviour and communication with organizational norms and expectations.
- Exhibit competency in managing interpersonal relationships, teamwork, and leadership situations.
- Apply critical and cultural awareness to negotiation, etiquette, and professional interactions.
- Prepare for employment processes such as interviews, group discussions, and resume writing with confidence.

Content:

UNIT I

Business Etiquette and Workplace Protocols: Business Etiquettes- An Overview: Significance of Business Etiquettes in 21st Century Professional Advantage; Need and Importance of Professionalism. Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing. E-Mail Etiquette: Significance of Netiquette, E-mail: Way of professional communication, Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy.

UNIT II

Telephone and Digital Communication Etiquette: Telephone Etiquette: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages; Developing Cell Phone Etiquettes; Voicemail Etiquette; Telephonic Courtesies. Multi-Cultural Challenges: Cultural Differences and their Effects on Business Etiquette.

UNIT III

Interpersonal Skills and Team Collaboration: Interpersonal : Working individually and in a team, Leadership skills, Leadership Lessons, Team work and Team building, Feedback, Feed forward Interpersonal skills – Delegation, Humour, Trust, Expectations, Values, Status, Compatibility and their role in building team – work Conflict Management – Types of conflicts, How to cope with conflict. Insights are drawn from *Mahabharata* and *Panchatantra* stories to illustrate collaborative decisionmaking, trust-building, and leadership under complex team conditions.

UNIT IV

Presentation, Employability, and Personality Development: Personality Development: Body language - Problem-solving, Conflict and Stress Management, Decision-making skills, Leadership and qualities of a successful leader , Character building, Team-work, Time management, Work ethics –Good manners and etiquette.. Employability Quotient: Resume building, The art of participating in Group Discussion, Facing the Personal (HR & Technical) Interview, Frequently Asked Questions, Psychometric Analysis, Mock Interview Sessions.

Suggested Readings

- Ghosh, B. N. (2021). *Managing Soft Skills for Personality Development* (3rd ed.). McGraw-Hill.
- Krishnamacharyulu, C. S. G., & Ramakrishnan, L. (2020). *Personality Development, Interpersonal Skills, and Career Management* (3rd ed.). Himalaya Publishing.
- Palat, R. (2019). *Indian Business Etiquette: A Practical Guide*. Jaico Books.
- Mitra, B. (2023). *Mastering Business Etiquette and Communication*. PHI Learning.
- Shuddhananda, S. (2007). *Inside Out: A Personal Guide to Managing Life*. Rupa Publications.
- Vohra, N. (2015). *Business Communication: Concepts, Cases, and Applications*. McGraw-Hill Education.

Note: Students should refer to the latest editions. Supplementary readings, case studies, and roleplays will be provided during the course.

INTRODUCTION TO DIGITAL MARKETING

Course Code: MGT 220 MD 40

Credit: 4

Nature: Generic Elective Course

Objective:

The objective of this paper is to acquaint the students with the conceptual and practical dimensions of the marketing using digital platform for all the dimensions of marketing.

Learning Outcomes:

The course is designed to inculcate the understanding of digital marketing in students so that they can comfortably navigate through the complexities of digital world. After completion of the course, students are expected to have:

- Understand the conceptual and practical aspects of digital marketing.
- Understand the behaviour of consumer across digital platforms.
- Understand to develop the digital strategy.
- Understand, Review and use the various digital media available.

Contents:

UNIT I

Introduction to Digital Marketing: Digital Marketing: Meaning, Concept and Evolution; Digital Marketing Framework; Factors Impacting Digital Marketplace; Digital Marketing Business Models; Consumers of Digital Marketing: Consumer Behavior in Digital Market, Managing Consumer Demand; Integrated Marketing Communication.

UNIT II

Digital Marketing Strategies: Strategy Development for Digital Marketing: Elements of Assessment Phase, Environmental Analysis, Situation Analysis, Internal Analysis, Planning of Objectives; Understanding Digital Marketing Strategy; Digital Marketing Mix.

UNIT III

Communication Mix for Digital Marketing: Digital Marketing Communications Mix: Mass Market to Customized Offering, Developing Communications Messages, Communication Mix Across Digital Channels; Digital Marketing Channels: Search Marketing, Display Marketing, Social Media Marketing.

UNIT IV

Execution of Digital Marketing Campaigns: Digital Marketing Execution: Digital Marketing Campaign, Elements of Digital Campaign, Implementing Search Marketing, Implementing Display Marketing and Social Media Marketing; Campaign Analytics; Marketing ROI in Digital Marketing; Careers in Digital Marketing.

Suggested Readings:

- Gupta, S. (2022) *Digital Press Marketing(3rd ed.)*. McGraw-Hill.
- Bhatia, P. (2020). *Fundamentals of digital marketing (2nd ed)*. Pearson India
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0 – Moving from traditional to digital*. Wiley India.
- Ryan, D., & Jones, C. (2014). *Understanding Digital Marketing-Marketing strategies for engaging the digital generation (3rd ed)*. Kogen. Page.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class

LIFE SKILLS FROM SHREEMAD BHAGVAD GITA

Course Code: MGT 230 MD 40

Credits: 4

Nature: Generic Elective Course

Objective:

Objective of the course is to introduce the basic understanding of metaphysics and life philosophy with special reference to Shree Madbhagwat Geeta, the most sacred text of India, for a healthy spiritual life of participants.

Learning Outcomes:

- Understanding the indian and western philosophy of self, universe, personality and life.
- Application of Lessons from Shree Mad Bhagwat Geeta in real life situations

Contents:

UNIT I

Concept of physical, mental and spiritual health, Concept of Life Skills. Essential life skills for professional and personal life. Theories of Classical and contemporary metaphysics, Classical and Contemporary Philosophers and their wisdom on human life. Traces of Ancient Indian wisdom- Indian Knowledge System. Basic introduction to Ancient Indian life philosophy : Bhartiya shad darshan.

UNIT II

An introduction to Shree Mad Bhagavad Gita and its relevance in the contemporary world. Basic introduction to eighteen Chapters, Current Challenges in Society, Governance and Business Management. Concept of Spirituality. Spirituality and religion.

UNIT III

Concept of Sharir, Mana, Buddhi, Chit, Ahankar, Sankhya Darshan and concept of universe, Concept of aatma, dwait evam adwait darshan, Listening skills, The Notion of Meaningful Work, Axioms of Work & Performance, KarmaYoga, Nishkam Karma, Concept of devotional Service, the Opulence of the Absolute, Detachment from action and results for better performance.

UNIT IV

Self-Management lessons from shree mad bhagwat Geeta, Mind as a key player in an individual, Meditation as a tool for self-management, Concept of Ashtang Yoga, Role of Yoga in addressing stress & anxiety, Self-Management by understanding the world within, State of sat chitanand. Personality and Trigunas: sat, tamas and rajas, Self Actualisation Perspectives on Leadership and Work.

Suggested Readings:

- The Bhagavad Gita with The Commentary of Sri Sankaracharya : Samata Books/Chennai
- The Bhagavad Gita with Text, Translation and Commentary in the Words of
- SriAurobindo (Paperback) : Sri Aurobindo Divine Life Trust
- Shree Mad Bhagwat Geeta : Bhakti Vedant Book Trust
- Ashtavakra Gita (Paperback) : Fingerprint Publishing

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

THIRD SEMESTER

ENTREPRENEURSHIP DEVELOPMENT

Course Code: MGT 501 DM 40

Credit: 4

Nature: Core Course

Objective:

An Entrepreneurship Course intended to build inspiration, aspiration, knowledge, skills, networks, practical experience, and confidence to Start-up a new Venture.

Learning Outcomes:

The course is designed to inculcate the basic understanding of entrepreneurship. After completion of the course, students are expected to have a formidable understanding about the following:

- Inspired, develop entrepreneurial mind-set, attributes and entrepreneurial skill sets for venture creation
- Analyse Customer and Market segmentation, estimate Market size, develop and validate Customer Persona.
- Initiate Solution design, Prototype for Proof of Concept.
- Craft initial Business and Revenue models, financial planning and pricing strategy for profitability and financial feasibility of a venture.
- Understand and develop Go-to-Market strategies

Contents:

UNIT I

Entrepreneurship: Meaning and concept; Problem Identification: Develop Macro Industry Problem Perspective, Assemble Real World Problems, Analyze Problems; Customer Identification and Need Validation: Identify Customer Segments, Assess 'Job to be Done' for a customer segment, Customer Persona.

UNIT II

Customer Persona, Customer Validation, Validation of Customer-Problem Fit, Pivot/Refine Customer Problem Fit; Solution Idea Generation: Generating Ideation Techniques, Generate Solution Ideas; Opportunity and Competition Mapping: Identify Global Competitors, Review Industry Trends and Estimate Market Size(TAM).

UNIT III

Prototype Development: Overview of Prototypes and Minimum Viable Product, Build an Initial Prototype, Prototypes for Early Validation; Opportunity Assessment: Mapping Relative Position in the Market, Estimate Opportunity Size; Business Modelling: Revenue Models, Lean Canvas.

UNIT IV

Marketing and Sales Strategy: Marketing and Sales, Go-to-Market Approach, Sales Process; Financial Management: Startup Costs, Financial Planning, Path to Profitability, Bootstrapping and Funding Options; Team and Talent Requirements: Finding Co-Founder and Mentors, Building an Initial Team, Venture Idea and Pitch Readiness

Suggested Reading:

- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha (2020). *Entrepreneurship*, McGrawHill, 11th Edition.
- Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. John Wiley & Sons.
- Simon Sinek (2011) *Start with Why*, Penguin Books limited
- Brown Tim (2019) *Change by Design Revised & Updated: How Design Thinking Transforms Organizations and Inspires Innovation*, Harper Business
- Namita Thapar (2022) *The Dolphin and the Shark: Stories on Entrepreneurship*, Penguin Books Limited
- Saras D. Sarasvathy, (2008) *Effectuation: Elements of Entrepreneurial Expertise*, Elgar Publishing Ltd

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

INDUSTRIAL INTERNSHIP DISSERTATION

Course Code: MGT 503 IN 40

Credit: 4

Nature: Core Course

Objective:

After the completion of Second Semester Examination, every student is required to undergo Summer Training in any organization/institution (private /public/Government/Semi government/Autonomous/cooperative/consultancy) under the supervision of his/her industry guide for a period of 4 to 6 weeks. Each student shall be attached with one internal faculty adviser to finalize the report before final submission. The summer training should start within one week of the completion of the last examination of the second semester.

The objective of the Summer Training is to get the students acquainted with first hand practical exposure to real-life business situations and enable them to relate it with the concepts and skills

acquired in class room. Based on the training, each student will be required to submit a Summer Training Project Report (in duplicate), as per format supplied by the department, for the work undertaken during the Summer Training period within three weeks of the commencement of the third semester for evaluation.

The evaluation of the report of the seminar paper will be based on the criteria as per the following weightages:

1. Periodic presentation : 30%
2. Concise dissertation : 40%
3. Viva voce : 30%

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: MGT 505 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this course is to impart theoretical and practical knowledge to students about risk and return of individual security as well as portfolio.

Learning Outcomes:

- Learners will develop basic understanding of different types of investment alternatives and their risk profile
- Learners will be able to plan, manage and revise portfolio.

Contents:

UNIT I

Understanding investment: A Perspective on Investing, Investment avenues, Indirect Investing, Process of investment. Risk & Return: Measuring Returns of Security, Measuring Risk of Security, Portfolio Return and Risk, Correlation Coefficient and Covariance of Securities

UNIT II

Valuation of Securities: Valuation theories of fixed and variable income securities. Risk and return analysis: Concept and measurement. fundamental and technical analysis, efficient market theory

UNIT III

Introduction to Portfolio Management: concept, risk & return determination of a portfolio, Portfolio Selection, Optimal Portfolio Mix, Theories of Portfolio Management: Markowitz portfolio theory, Optimal portfolio: selection & problems; Efficient Frontier: Meaning & Construction; Sharpe single index model.

UNIT IV

Security market line; capital market line; characteristic line; Portfolio revision - meaning, need and constraints: formula plan; constant-dollar-value plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies - passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures. Employability in stock market trading.

Suggested Readings:

- Alexander, G. J., & Bailey, J. V. (2015). *Investment analysis and Portfolio Management (2nd ed)*. Dryden Press, Thomson Learning.
- Chandra, P. (2017). *Investment Analysis and Portfolio Management (5 ed)*. McGraw-Hill.
- Fischer, D. E., & Jordan, R. J. (2005). *Security analysis and portfolio management (6th ed)*. Public Health Institute Learning.
- Kevin, S. (2022). *Security analysis and portfolio management (3rd ed)*. Public Health Institute Learning Pvt, Ltd.
- William, F. S., Gordon, J. A., & Jeffery, V. B. (2000). *Investments (3rd ed)*. Public Health Institute Learning.
- Aswath Damodaran, *Investment Valuation*, Wiley India, Delhi (2012, 3rd Edition)
- *Modern Portfolio Theory: Foundations, Analysis, and New Developments* by Dongcheol Kim Dongheol Kim Jack Clark Francis, Publisher: Wiley
- *Analysis of Investments and Management of Portfolios* by Reilly and Brown, 10 th Edition, Publisher: Cengage Learning

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MANAGEMENT OF FINANCIAL SERVICES

Course Code: MGT 507 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this course is to make the students understand various financial services and their role in the financial system.

Learning Outcomes:

- Learners will have an overview of Indian Financial system
- Learners will understand the financial services scenario in India
- Learners will appreciate the legal aspects of various financial services in India

Contents:

UNIT I

Overview of the financial system in India: nature, features and evolution. An introduction to the ancient Indian Financial system. Basic concepts of state finance in Kautilya Arthshashtra. Financial Services: Nature and Types. Financial services in India. Leasing: Concept and Classification, Accounting, Legal and Tax Aspects of Leasing: Financial Evaluation of Leasing contract. Hire Purchase Finance and Consumer Credit: Conceptual Frame Work; Legal ; Taxation; Accounting and Reporting aspects.

UNIT II

Factoring: Characteristics and Types of Factoring arrangements, factoring in India, Factoring vs. Forfeiting. Credit Cards: Concept and Significance; Types of credit Cards, Credit Card business in India. Venture Capital: Meaning, Modes of Financing,

UNIT III

Depository: Concept, Depository participants; Functions of depository; Benefits of depository. Credit Rating: Meaning and different types of ratings; Benefits of Credit rating to investors and companies. Credit Rating companies in India: Issues and prospects. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.

UNIT IV

Financial Services in Primary market: Issue management services, Role and Functions of Merchant Bankers, Book building process; Concept and Mechanism, Significance and Benefits of Book Building. Skill set for the financial services sector in India.

Suggested Readings:

- Khan, M. Y. (2019). Management of Financial Services (10th ed). New Delhi: McGraw Hill Publication.
- Machhiraju, R. (2018). Indian Financial system (5th ed). New Delhi: Vikas Publishing House Pvt Ltd.
- Madura, Jeff. (2015). Financial Institutions and Markets (10th ed). New Delhi: Cengage Learning
- Naina, Lal Kidwai .(2012). Contemporary Banking in India . New Delhi: Business world Press
- Paul, Justin., & S. Padmalatha. (2017). Management of Financial and Banking Services. (4th ed) .New Delhi: Pearson Education

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

CORPORATE GOVERNANCE

Course Code: MGT 509 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

To acquaint the students with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes of good governance.

Learning Outcomes:

- Learners will develop an understanding of banking services, institutions and products.
- Learners will develop an understanding of Insurance services, institutions and products.

Contents:

UNIT I

Genesis of Corporate Governance: Evolution, Principles and Main Drivers of corporate governance, Theories and Models of Corporate Governance. Indian values and ethos in corporate governance. Governance lessons from Shree mad bhagwat Geeta.

UNIT II

Structure and composition of Board of directors, directors: Appointment, Qualification and Remuneration; Role and responsibilities of the Directors; Chairman, CEO, Executive and Non executive chairman.

UNIT III

Board Committees and their role and functions: Finance, Audit, Compensation and other Statutory Committees. Independent Directors and their role. Women directors in Corporate boards :Issues and challenges in India.

UNIT IV

Legislative Framework of corporate Governance in India: the Companies Act, the SEBI Act and other laws, Reports and recommendations of Prominent Committees on Corporate Governance in India. Global Practices of Corporate Governance. Corporate Social Responsibility practices in India; Global Scenario in CSR practices.

Suggested Readings:

- Mandal, S. K. (2012). Ethics in Business and Corporate Governance (2th ed). New Delhi: McGraw Hill

- Haynes, K., Murray, A. & Dillarel, J. (2013). Corporate Social Responsibility. Oxon: Routledge.
- Fernando, A.C. (2019). Corporate Governance Principles, Policies and Practices. New Delhi: Pearson Education in South Asia
- Reed, D., & Mukherjee, S. (2016). Corporate governance, economic reforms, and development: the India experience. (1st ed). New Delhi: Oxford University Press.
- Sunder, Pushpa. (2013). Business and Community. New Delhi: Sage Publications.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FINANCIAL REPORTING

Course Code: MGT 511 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The course is designed to allow student to gain ability to analyse financial statements including consolidated financial statements of group companies and financial reports of various types of entities and to familiarize with recent developments in financial reporting.

Learning Outcomes:

- Learners will understand contemporary global reporting scenario
- Learners will be able to manage reporting aspect of an MNC

Contents:

UNIT I

Overview of international Accounting Standards (IAS), International Financial Reporting Standards (IFRS), Interpretations by International Financial Reporting Interpretation Committee (IFRIC), Indian Accounting Standards (Ind AS). Understanding of US GAAP, Convergence of IFRS in India.

UNIT II

Corporate Financial Reporting – Issues and problems with special reference to published financial statements. Accounting for Corporate Restructuring (including inter-company holdings). Consolidated Financial Statements of Group Companies Concept of a Group, purposes of consolidated financial statements minority interest, Goodwill, Consolidation procedures – Minority interests, Goodwill, Treatment of pre-acquisition and post acquisition profit.

UNIT III

Consolidation with subsidiaries, consolidation with foreign subsidiaries. Consolidated profit and loss account, balance sheet and cash flow statement. Treatment of investment in associates in consolidated financial statements. Treatment of investments in joint ventures in consolidated financial statements.

UNIT IV

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers,

Stock and commodity market intermediaries. Developments in Financial Reporting - Value Added Statement, Economic Value Added, Market Value Added, Shareholders' Value Added.

Suggested Readings:

- Ernst & Young. (2019). International GAAP under IFRS. Wiley India Pvt Ltd.
- Fridson, M., & Alvarez, F.(2015). Financial Statement Analysis: A practitioner guide (4th ed). John Wiley & Sons.
- Palepu, K. G., Peek, E., & Healy, P. M. (2022). Business analysis and valuation. Cengage Learning.
- Revsine, L. (2021). Financial reporting and analysis (8th ed). McGraw-Hill Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class

FINANCIAL ANALYTICS USING SPSS AND R

Course Code: MGT 513 DS 40

Credit: 4

Nature: Discipline Centric Elective Courses

Objective:

The course is designed to allow student to gain ability to analysis financial data and decision making.

Learning Outcomes:

By the end of this course, you will be proficient in collecting, managing, and cleaning data, ensuring its accuracy and reliability, capability to perform a wide range of statistical analyses, from basic descriptive statistics to advanced regression and factor analyses, will be able to create compelling data visualizations, including charts and graphs, to effectively communicate your findings.

Content:

UNIT-I

Data Management and Descriptive Statistics, Data Import and Export, Data Cleaning and Preparation, Descriptive Statistics.

UNIT-II

Statistical Inference, Hypothesis Testing: Understanding null and alternative hypotheses, p-values, and different types of hypothesis tests (t-tests, ANOVA, chi-square
Confidence Intervals: Constructing and interpreting confidence intervals for population parameters.

UNIT-II

Regression Analysis: Simple and multiple linear regression, model diagnostics, and interpretation. Overview of financial analytics: Significance of financial analytics, Time Series Analysis in Finance, Distributional Properties and concept of stationarity of a return series.

UNIT-III

Forecasting of a Series: Forecasting a Return Series employing Autoregressive Integrated Model (ARIMA), Practical exposure/Hands-on session on real historical data using RStudio. Financial Modeling: Building and evaluating financial models using statistical techniques. Other Techniques: Depending on the course, topics like factor analysis, cluster analysis, or discriminant analysis might be included.

UNIT-IV

Finance Risk Modelling: Stylized facts of Risk, Estimation of Risk based on Generalized Autoregressive Conditional Heteroscedasticity (GARCH), Hands-on session for the computation of symmetrical risk using RStudio. Risk Management: Using statistical techniques for risk assessment and portfolio management. Investment Analysis: Analyzing financial markets, evaluating investment opportunities, and making investment decisions. Fraud Detection: Identifying fraudulent activities using statistical methods. Credit Risk Modeling: Building credit risk models to assess the likelihood of loan defaults. Independent project: Developing and presenting a financial analysis project using SPSS and R.

Suggested Readings:

- Materials will be provided in the class.

OPERATIONS OF BANKING AND INSURANCES

Course Code: MGT 515 DS 40

Credit: 4

Nature: Discipline Centric Elective Courses

Objective:

The objective of this course is to apprise the students with the principles of banking and insurance and current law and practices.

Learning Outcomes:

- To understand the meaning and scope of Banking with functions of Banks and their role into banking
- To familiarize with regard to operations of Banking and various services and benefits.
- To develop insights on lending operations of banking and causes of NPA into the banking sector.
- To acquaint yourself with the concept of Insurance through functions and fundamental principles of Insurance.
- To understand the types of Insurance and Regulatory framework of Insurance.

Contents:

UNIT I

Origin of Banking: Definition and function of banks, Types of Deposits: Types of banks in India; Role of Foreign Banks in India; Advantages and Disadvantages of Foreign banks, Road Map for Foreign Banks in India; India's approach to Banking Sector reforms; Achievements of financial sector reforms and areas of concern, banker and customer relationship, general and special types of customers. Credit Allocation Policies of Commercial banks, Credit Market Reforms.

UNIT II

Cheque: definition, features and types of cheque; Endorsement: meaning and essentials of a valid endorsement, types of endorsement; Era of Internet Banking and its benefits, Mobile Banking, Home banking, Virtual Banking, Electronic Clearing System (ECS), E-payments, Electronic Fund Transfer (EFT), Safeguard for internet banking, Critical comparison of traditional banking methods and e-banking; Balance Sheet of a Bank, special items of a Balance Sheet, off Balance Sheet Items; Anti-money Laundering Guidelines.

UNIT III

Concept of Insurance: Characteristics, Functions of Insurance, Fundamental Principles of Insurance: Indemnity, Insurable Interest, Utmost Good faith, Proximate Cause, Contribution,

Subrogation, Economic Function; Reinsurance and Coinsurance: features, objectives, methods; Bancassurance: features, merits.

UNIT IV

Types of Insurance: Life and Non-Life; Features, needs, policies of different types of Insurance, Regulatory Framework of Insurance: IRDA Act; Objectives of IRDA, Composition of IRDA, Duties, Powers and Functions of IRDA. Employability in the insurance and banking sector.

Suggested Readings:

- Insurance Institute of India. (2023) Principles of insurance (I.C.01) Mumbai.
- Jr.Black, Kenneth & Jr. Skipper, Harold. (2015) Life and health insurance (15th ed). Pearson Education
- Vaughan, E. J., & Vaughan, T.(2018) Fundamentals of risk and insurance (11th ed). Wiley & Sons.
- Mishkin, F. S., & Eakins, S. G. (2018) Financial markets and institutions (9th ed). Prentice Hall of India.
- Tripathy, N., & Prava. (2011) Insurance: Theory and practice (3rd ed). Prentice – Hall of India.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

CONSUMER BEHAVIOUR

Course Code: MGT 517 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this course is to make the students proficient and knowledgeable about buyer behavior in a holistic manner (pre-purchase, purchase and post purchase), familiar with the advances in consumer research, in deciphering buyer motivation. Course will familiarise the student with impact of social and cultural variables on consumption decisions, equipped with frameworks to analyze consumer behavior and use them in designing marketing strategies.

Learning Outcomes:

The course is designed to inculcate the basic understanding of consumer decision making processes. After completion of the course, students are expected to have a formidable knowhow:

- To introduce and familiarize learners with important aspects of consumer behavior.
- To develop an understanding of the role of consumer as decision maker.
- To develop the capability to analyze the role consumer behavior plays in the marketing process
- To develop the competency to apply concepts of research for decoding consumer decision making process and to assess the impact of individual and external influencers on consumer behavior
- To prepare learners for critically analyzing the impact of Individual determinants and external factors that influences consumer behavior and observe how marketers are incorporating these in real life marketing operations.

Contents:

UNIT I

Introduction to Consumer Behaviour: Consumer Behaviour and Marketing Concept; Consumer Decision Making Process; Consumer Well Being: Consumers' Rights and Product Satisfaction, Issues of Consumer Behaviour; Dark Side of Consumer Behavior.

UNIT II

Consumer Perception: Dynamics of Perception, Subliminal Perception, Just Noticeable Difference, Differential Threshold, Gestalt psychology; Consumer Motivation: Need and Motivation, Information Processing Theories; Consumer Attitudes and Attitude Change: Models of Attitude, Changing the Attitude.

UNIT III

Personality and Behavior: Freud Theory, Neo-Freudian theory, Trait Theory, Psychoanalysis, Brand Personality, Anthropomorphism, Brand Personality Congruence, Optimum Stimulation Level; Self: Influence of Self Concept, Self Esteem, Self-Consciousness and behavior, Concept of Multiple selves and its congruence with behaviour.

UNIT IV

Learning: Behavioral and Cognitive Learning, Theories of Learning; Influence of Culture and social class: Indian Culture, Beliefs and Values; Reference Group Influence; Diffusion of Innovation and Opinion Leadership; Family Decision Making

Suggested Readings:

- Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2019). *Consumer behavior (12th ed)*. Pearson Education.
- Solomon, M. G. (2020). *Consumer behavior: Buying, having, and being (13th ed)*. Pearson Education.
- Mothersbaugh, D. I., Hawkins, D. I., Kleiser, S. B., & Mookerjee, A. (2022). *Consumer behavior: Building marketing strategy (14th ed)*. McGraw-Hill.
- Hoyer, W., Macinnis, D., & Pieters, R. (2018). *Consumer behavior (7th ed)*. Cengage Learning.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MARKETING OF SERVICES

Course Code: MGT 519 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this course is to impart knowledge about emerging issues, trends and challenges in service economy in India. This course aims to help participants appreciate the ever-increasing significance of services in the economies worldwide and specifically, in the marketers' scheme of things. The developed economies are dominated by services and all companies view 'services' as critical to sustained growth.

Learning Outcomes:

The course is designed to inculcate the basic understanding of marketing of services. After completion of the course, students are expected to have a formidable knowhow:

- To take a strategic and multi-disciplinary approach to the management of service businesses.
- To develop a framework for recognizing and analyzing management problems in service industries
- To design competitive strategies for services.
- To make students understand service organization from a point of view of investing or starting their own service business.

Contents:

UNIT I

Introduction to Service Marketing: The Emergence of Service Economy, Services in Indian Context; Nature of Services; Differences between Goods and Services Marketing; Marketing Challenges in Service Businesses; Services Marketing Mix.

UNIT II

Consumer Behavior in Service Encounters: Three Stage Model of Service Consumption; Creating the Services Product: Core Product, Supplementary Services, Delivery Process, New Service Development; Designing the Communication Mix for Services.

UNIT III

Designing and Managing Services: Blueprinting, Re-designing, Customer as Co- producer; Demand-Capacity Management; Service Environment and Servicescape: Environmental Psychology, Dimensions of Service Environment; Managing People: Service Culture, Service Triangle, Customers' Role

UNIT IV

Managing Relationship; Distribution of Services; Service Quality: Customer Expectation, Customer Perceptions, Components of Service Quality, Service Quality Models; Service Failure and Service Recovery: Service Recovery Paradox, Consumer Complaint Behavior.

Suggested Readings:

- Wirtz, J., & Lovelock, C. (2021). *Services marketing (9th ed)*. World Scientific Publishing.
- Zeithaml, V. A., Bitner, M. J., Gremler, D., & Pandit, A. (2018). *Services marketing: Integrating customer focus across the firm (7th ed)*. McGraw-Hill.
- Wirtz, J., & Lovelock, C. (2017). *Services marketing (8th ed)*. Pearson India.
- Fisk, R. P., Grove, S. J., & John, J. (2013). *Houghton Mifflin (4th ed)*. Interactive Service Marketing.
- Verma, H. V. (2011). *Service marketing: Texts and cases*. Pearson Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: MGT 521 DS 40

Credit: 4

Nature: Discipline Centric Elective Courses

Objective:

To understand the need and importance of developing healthy customer relations by imparting theoretical & experiential understanding to students.

Learning Outcomes:

- Understanding of Core theoretical concepts and their application in managing relations with customers.
- To develop customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations
- To demonstrate a global outlook about functioning of local and global business environment and engaging customers.
- Development of responsiveness towards social /ethical issues and sensitivity in managing customers ethically.
- To make the students aware about the modern tools and techniques for effective customer relationship management.

Contents:

UNIT-I

Understanding Customers: Definition, Need and Importance of CRM, Evolution of CRM; Conceptual Framework of CRM, Transactional vs Relationship Approach; CRM as a Strategic Marketing Tool; Significance of CRM to Stakeholders, Characteristics of Customer Relationships, Customer Value, Customer Defections, Customer loyalty: Loyalty Programs; Customer Profile Analysis; Customer Perception; Expectations Analysis; Customer Behaviour in Relationship Perspectives; Customer Lifetime Value; Strategy to Select Profitable Customer Segments.

UNIT II

CRM Structures: Elements of CRM: CRM process: Strategies for Customer Acquisition; Retention and Prevention of Defection; The Value Pyramid; CRM Roadmap for Business Applications; Customer Life Cycle: Attracting-Retaining-Growing; Lifetime Customer Value (LCV); Customer Equity; Recency-Frequency Monetary Value (RFM) Model.

UNIT-III

CRM Planning and Implementation: Strategic CRM Planning Process; Customer-Product Profitability Analysis; Value Profit Chain Differences between Customer Retention and Acquisition; Implementation Issues in CRM; CRM Tools; Analytical CRM; Operational CRM; Role of CRM Managers.

UNIT-IV

Recent Trends in CRM: Emergence of CRM: Database Management, Data Warehousing, Data Mining; Pitfalls of IT Focus in Relationship Management; Ethical Issues: Customer Privacy; e-CRM Solutions; Criteria for Evaluating CRM Software Packages, The Past, Present and Future of CRM; Career Opportunities in CRM.

Suggested Readings:

- Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, Mcgraw Hill Education, 2017.
- Alok Kumar et al, Customer Relationship Management: Concepts and Applications, Biztantra
- H. Peeru Mohamed and A. Sahadevan, Customer Relationship Management, Vikas Publishing 2005
- Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005
- Ed Peelen , Customer Relationship Management, Pearson Education, 2009

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

RURAL MARKETING

Course Code: MGT 523 DS 40

Credit: 4

Nature: Department Centric Elective Course

Objective:

To develop an understanding about the agricultural and rural marketing amongst the students in order to develop them to deal rural markets effectively.

Learning Outcomes:

- Understanding of core theoretical concepts and their relevance in Agriculture Marketing.
- To impart practical and value education and transformation of knowledge from classroom to rural life.
- Inculcate critical thinking to carry out strategies for agriculture and rural development.
- Equip the student with skills to understand and analyse problems related to agribusiness cooperatives & offering solutions thereof.
- To equip the students about various policies and regulations related to rural marketing.

Contents:

UNIT-I

Introduction to Rural Market and Consumer: Rural Marketing: Concept and Scope, Rural Development as a Core Area, Rural Development in Five Years Plans, Rural Markets: Characteristics and Importance, Environmental Factors; Rural Consumer Behaviour: Rural Vs Urban Consumer; Relevance of Marketing Mix for Rural Markets, Retail Formats and Classification of Retailers, Relationship between Agriculture and Food Retailing, Issues in Rural Marketing.

UNIT II

Rural Market Strategies: Segmentation, Targeting and Positioning of Rural Markets; Market Forces; Product Strategies, Pricing Strategies, Promotional Strategies and Distribution Strategies for Rural Consumers; Principles of Cooperation, Overview of Agribusiness Cooperatives, Process of Cooperative Formation, Cooperative Legislation, Governance in Agribusiness Cooperatives.

UNIT-III

Agricultural Marketing: Agriculture Markets: Concept, Nature and Scope; Importance of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing and its Economic Importance, Agriculture Produces and it's Market; Financing Agribusiness

Cooperatives, Business Development Planning for Cooperatives, MIS for Agribusiness Cooperatives.

UNIT-IV

Globalisation of Agri-products: Export Potential for Agri-products; Role of Government and Non-government Organisations in the Development of Rural and Agriculture Sectors; Marketing Strategies for Seed, Fertilizers, Pesticides, Farm Equipment, Logistics & Supply Chain Management; Role of IT in Managing Rural Markets: Vertical to Virtual Integration, Made-to-stock to Build-to-order.

Suggested Reading:

- Kohls, R.L. and Uhl, J.N. Marketing of agricultural products. Ninth edition, Pearson
- Acharaya, S.S. Agricultural Marketing in India, Oxford and IBH publishing company.
- Dogra, b. and Ghuman, K. Rural Marketing-concepts and practices. Tata Mcgraw-Hill Publishing Co. limited, New Delhi.
- Krishnacharyulu, C.S.G. and Ramakrishnan, L. Rural Marketing- Text and Cases. Second edition, Pearson.

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCT AND BRAND MANAGEMENT

Course Code: MGT 525 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this course is to make the students proficient and knowledgeable about the decision which a marketer has to take about a product and brand.

Learning Outcomes:

The course is designed to inculcate the basic understanding of consumer decision making processes. After completion of the course, students are expected to have a formidable knowhow:

- To introduce and familiarize learners with important aspects of product and brand.
- To develop the capability to understand the role of strategic brand management
- To develop the competency to apply concepts of brand equity, brand positioning to build a brand
- To prepare learners for critically analyzing the impact of product and brand strategies in building a profitable business.

Contents:

UNIT I

Introduction to Product; Product Levels; Role of Product Manager; Product to Brand: Introduction to Brand and Brand Management; Business to Business Branding; Place Branding; Branding Challenges and Opportunities: Marketing Brands in Recession; Strategic Brand Management Process.

UNIT II

Customer Based Brand Equity: Sources of Brand Equity; Brand Positioning – Brand Mantra; Brand Resonance and Brand Value Chain; Building Strong Brand, Luxury and Masstige Branding, Brand Communities; Brand Elements; Building Brand Equity.

UNIT III

Integrated Marketing Communication to Build Brand Equity; Secondary Brand Associations to Build Brand Equity: Ingredient Branding, Managing a Person Brand; Branding in Digital Era; Brand Equity Measurement: Brand Personas;

UNIT IV

Sources of Brand Equity; Outcomes of Brand Equity; Designing and Implementing Brand Architecture Strategies: Corporate Brand Personality; Brand Naming Decisions; Brand Extensions; Managing Brands Over Time: Revitalising and Reinforcing Brands; Managing Brands Over Geographic Boundaries.

Suggested Readings:

- Joy, S., Payal, A., and Nair, R. (2020). *Strategic Brand Management (5th Ed)*. Pearson Education.
- Keller, K.L. and Swaminathan, V. (2020). *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, Pearson Education.
- Lehman, R. and Winer, R.(2002), *Product Management(3rd Ed)*, Tata McGraw Hill, □ Aaker, David, A. *Managing Brand Equity*. New York, Free Press, 1991.
- Cowley, Don. *Understanding Brands*, London, Kogan Page, 1991.4.
- Czerniawskd, Richard D. & Michael W. Maloney *Creating Brand Loyalty*, AMACOM, NY, 1999.
- Kapferer, J N. *Strategic Brand Management*. New York, Free Press, 1992.
- Upshaw, Lyhh B. *Building Brand Identity: A Strategy for success in a hostile market place*. New York, John, Wiley, 1995.
- Keller, Kevin Lana. *Strategic Brand Management*, Prentice Hall, 1998.
- Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2019). *Consumer behavior (12th ed)*. Pearson Education.

Note: The list of cases and specific references including recent articles will be announced in the class by the facul

EMPLOYEE LEGISLATIONS AND RELATIONS

Course Code: MGT 529 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The course aims to provide students with a comprehensive understanding of labour laws, employee welfare provisions, and industrial relations frameworks in India. It enables students to critically interpret and apply employee-related legislations, resolve workplace disputes, and promote harmonious employer-employee relationships.

Learning Outcomes:

- Understand the legal framework governing employee-employer relations in India.
- Apply relevant labour laws in various organizational contexts.
- Develop strategies to foster effective industrial relations and dispute resolution.
- Interpret legal documents and assess their implications on HR policies.
- Promote workplace justice, equity, and compliance.

Content:

UNIT I

Introduction to Labour Legislation and Industrial Relations: Overview of labour legislation in India; objectives and evolution; constitutional provisions related to labour; introduction to industrial relations – concept, scope, and significance; actors in industrial relations; theories of industrial relations.

UNIT II

Regulatory Framework of Labour Laws: Factories Act, Minimum Wages Act, Payment of Wages Act, Maternity Benefit Act, Employees' Provident Fund Act, and ESI Act. The unit also includes a brief overview of the newly introduced labour codes and their organizational impact.

UNIT III

Laws on Industrial Disputes and Trade Unions: Industrial Disputes Act, mechanisms for dispute resolution such as conciliation, arbitration, and adjudication, and the Trade Unions Act with emphasis on registration, rights, and duties of trade unions. Collective bargaining, standing orders, and disciplinary procedure.

UNIT IV

Contemporary Issues in Employee Relations: Role of HR in managing employee relations; grievance redressal mechanisms; alternative dispute resolution (ADR); code of conduct and

workplace discipline; gig economy and labour laws; role of technology in managing employee relations. Principles of Dharma in employment obligations from Arthashastra and Manusmriti. The guild (Shreni) system and collective bargaining in ancient trade practices. Panchayati Raj as an indigenous dispute resolution mechanism. Role of Guru-Shishya parampara in employer-employee mentorship and accountability.

Suggested Readings:

- Srivastava, S. C. (2022). *Industrial Relations and Labour Laws* (7th ed.). Vikas Publishing.
- Kapoor, N. D. (2021). *Elements of Industrial Law*. Sultan Chand.
- Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). *Industrial Relations and Labour Laws*. McGraw Hill.
- Malik, P. L. (2022). *Handbook of Labour and Industrial Law*. Eastern Book Company.
- Padhi, P. K. (2020). *Labour and Industrial Laws* (3rd ed.). PHI Learning.
- Srivastava, R. S. (2019). *Labour Law and Labour Relations*. Oxford University Press.
- Relevant **Labour Codes**: Industrial Relations Code, Social Security Code, Occupational Safety, Health and Working Conditions Code, and Wages Code (Govt. of India).

Note: Students are encouraged to refer to updated laws and rulings. Supplementary material including legal case studies, labour court judgments, and government notifications will be provided in class.

PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

Course Code: MGT 531 DS 40

Credit: 4

Nature: Discipline Centric Elective Course

Objective:

The course aims to provide students with a comprehensive understanding of performance management and competency mapping as critical tools for enhancing individual and organizational effectiveness. It focuses on the design, implementation, and evaluation of these systems to drive strategic HR outcomes and foster a high-performance culture.

Learning Outcomes:

- Understand the conceptual foundations and strategic importance of performance management and competency mapping.
- Design and implement effective performance appraisal systems, including objective setting, feedback mechanisms, and performance improvement plans.
- Develop and validate competency frameworks for various organizational roles.
- Apply competency-based approaches to talent acquisition, development, and career planning.
- Analyze the challenges and ethical considerations in performance and competency management in dynamic organizational contexts.

Contents:

UNIT I

Foundations of Performance Management: Introduction to Performance Management – concept, objectives, and strategic alignment; Linkage with organizational goals and HR functions; Performance planning and goal setting – MBO, KPIs, OKRs; Performance measurement – characteristics of effective metrics; Coaching and feedback for performance improvement.

UNIT II

Performance Appraisal Systems and Methods: Traditional performance appraisal methods – graphic rating scales, essay method, critical incident method, ranking methods; Modern performance appraisal methods – BARS, MBO, 360-degree feedback, assessment centers; Potential appraisal; Performance appraisal challenges and rater errors; Legal and ethical issues in performance appraisal.

UNIT III

Competency Mapping: Fundamentals and Application: Introduction to Competency Mapping – concept, importance, and types of competencies (threshold, differentiating); Developing

competency frameworks – identification, definition, and behavioral indicators; Competency dictionary; Methods of competency assessment – interviews, assessment centers, 360-degree feedback, psychometric tests.

UNIT IV

Integrating Performance and Competency for Organizational Effectiveness: Applications of competency mapping in HR functions – recruitment and selection, training and development, career planning and succession management, compensation; Linking performance management and competency development for individual and organizational growth; Role of technology in performance and competency management (e.g., HRIS, performance management software); Contemporary issues – cultural considerations, managing performance in remote teams, agile performance management.

Suggested Readings:

- Dessler, G. (2023). *Human Resource Management* (16th ed.). Pearson Education. (Relevant chapters on Performance Management and Employee Development)
- Aswathappa, K., & Dash, S. (2023). *Human Resource Management: Text and Cases* (10th ed.). Tata McGraw Hill. (Relevant chapters on Performance Appraisal and Competency)
- Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. John Wiley & Sons.
- Cardy, R. L., & Lengenick-Hall, M. L. (2011). *Performance Management: Concepts, Skills, and Exercises*. South-Western Cengage Learning.
- Rao, T. V. (2004). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. Response Books.
- Monappa, A., & Saiyadain, M. (2012). *Personnel Management* (2nd ed.). Tata McGraw Hill. (Relevant chapters on Performance and Assessment)

Note: Faculty will provide relevant cases, articles, and additional readings in class. Latest editions of all textbooks are recommended.

COMPENSATION AND BENEFIT MANAGEMENT

Course Code: MGT 533 DS 40

Credits: 4

Nature: Discipline Centric Elective Course

Objective:

This course aims to provide a comprehensive understanding of the compensation and reward systems in corporate, public, and international settings. It focuses on the strategic, legal, and psychological dimensions of compensation management and enables students to develop practical skills in designing, analyzing, and managing compensation systems aligned with organizational goals.

Learning Outcomes:

- Understand the legal framework surrounding employee compensation and welfare in various organizational contexts.
- Analyze internal and external factors influencing organizational pay structures.
- Interpret principles related to wages, bonuses, and minimum wages in the workforce.
- Apply international compensation strategies for overseas and expatriate workforce management.
- Evaluate and recommend employee compensation policies that foster satisfaction and compliance.

Contents:

UNIT I

Foundations of Compensation Management: Introduces the concepts and principles of compensation, consequences of pay dissatisfaction, job evaluation methods such as job grading and broad banding, and the link between job design and compensation. Theories of compensation, executive pay, compensation challenges, and strategic compensation alternatives are discussed, along with an overview of compensation policies in India.

UNIT II

Components of Compensation: Covers the structure and types of compensation including basic pay, dearness allowance, fringe benefits, performance incentives (individual, group, and organization-wide), stock ownership plans, and retirement benefits such as pension, gratuity, and provident fund. The role of collective bargaining and negotiation in shaping compensation outcomes is also explored.

UNIT III

International Compensation Strategies: Explores compensation strategies for expatriates and international employees. Topics include types of overseas assignments, components of

expatriate pay packages, and approaches to international compensation design. The unit also addresses emerging global trends, challenges, and innovations in compensation management.

UNIT IV

Legal and Social Security Framework: Examines the key legislations governing compensation in India: The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965; The Employees' State Insurance Act, 1948; The Employees' Provident Funds and Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961; and The Employees' Family Pension Scheme, 1995. Indigenous practices in community welfare, sharing of surplus, and ethical governance models are explored as precursors to modern compensation ethics.

Suggested Readings:

- Newman, J. M., Yap, M., & Gerhart, B. (2021). *Compensation* (6th ed.). McGraw-Hill Ryerson.
- Singh, B. D. (2020). *Compensation and Reward Management*. Excel Books.
- Aswathappa, K. (2022). *Human Resource Management: Text and Cases* (10th ed.). McGraw-Hill Education.
- Mamoria, C. B., & Gankar, S. V. (2019). *Personnel Management: Text and Cases* (30th ed.). Himalaya Publishing House.
- Rao, T. V. (2016). *Performance Management: Toward Organizational Excellence* (2nd ed.). Sage Publications.

Note: Faculty will provide supplementary cases, legal updates, and articles. Students are encouraged to consult the latest editions and legal compendiums.

TRAINING AND DEVELOPMENT

Course Code: MGT 535 DS 40

Credits: 4

Nature: Discipline Centric Elective Course

Objective:

This course provides students with in-depth knowledge of the concepts, tools, and techniques of training and development. It aims to develop the ability to assess training needs, design and implement effective training programmes, and evaluate their outcomes in dynamic organizational settings.

Learning Outcomes:

- Apply training and development theories to organizational scenarios.
- Design and implement training programmes for a diverse workforce.
- Understand the evolving role of development officers in human capital management.
- Evaluate training effectiveness using appropriate methods and tools.
- Develop career planning and development mechanisms in organizations.

Contents:

UNIT I

Introduction to Training and Development: Explores the concept, scope, and strategic importance of training and development; theories of learning and their application in training; identifying training gaps; aligning training with organizational goals for competitive advantage.

UNIT II

Training Needs Assessment and Process: Covers the steps in the training process including identification of job competencies, person-task-organization analysis, and methods of needs assessment. Emphasizes how to align training with performance gaps and future organizational requirements.

UNIT III

Designing and Implementing Training Programmes: Focuses on designing training modules based on specific objectives, training methods (on-the-job, off-the-job, experiential learning), and initiatives like re-training, managing change, self-directed teams, and training for global assignments.

UNIT IV

Evaluation and Trends in Training: Discusses evaluation techniques and statistical tools used in measuring training effectiveness, software tools for training management, distance and digital learning solutions, and contemporary trends like gamification, microlearning, and virtual training environments. Incorporates insights from ancient Indian texts like the *Upanishads* and *Arthashastra* on lifelong learning, knowledge transfer, and skill development. Emphasizes the *Guru-Shishya* tradition, indigenous apprenticeship systems, and their relevance in contemporary vocational and leadership training.

Suggested Readings:

- Noe, R. A. (2023). *Employee Training and Development* (9th ed.). McGraw-Hill.
- Bhattacharyya, D. K. (2021). *Training and Development: Theories and Applications* (2nd ed.). Sage Publications.
- Phillips, J. J., & Phillips, P. P. (2016). *Handbook of Training Evaluation and Measurement Methods* (4th ed.). Routledge.
- Lynton, R. P., & Pareek, U. (2017). *Training for Development* (4th ed.). Sage/Vistaar.
- Blanchard, P. N., & Thacker, J. W. (2018). *Effective Training: Systems, Strategies, and Practices* (6th ed.). Pearson.
- Saks, A. M., & Haccoun, R. R. (2019). *Managing Performance through Training and Development* (8th ed.). Nelson Education.

Note: Faculty will supplement with current case studies, legal frameworks, industry reports, and research articles. Students should refer to the latest editions of all readings.

ORGANISATIONAL CHANGE AND DESIGN

Course Code: MGT 537 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

The course aims to develop students' understanding of the dynamics of organizational change and development. It equips learners with tools and techniques for planning, implementing, and sustaining change, while addressing the psychological and structural complexities involved.

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

- Understand key theories of change management and organizational development.
- Analyze factors driving or resisting change in business environments.
- Plan and manage organizational change effectively using structured models.
- Recognize the role of leadership and communication in enabling successful transformation.
- Enhance critical thinking and analytical capabilities for diagnosing and resolving change-related issues.

Contents:

UNIT I

Foundations of Organizational Change: Introduces the concept of change, its drivers, and organizational response mechanisms. Discusses forces of change, Kurt Lewin's change model, mental models, change need analysis, organizational learning (Senge's Five Disciplines), business models, and framing a change agenda in response to external environments.

UNIT II

Organizational Development Concepts and Roles: Covers the theories of planned change, general models and critiques of planned change, and types of OD interventions. Emphasizes the role of OD practitioners, required competencies, and professional ethics in facilitating organizational development.

UNIT III

Diagnostic Processes in OD: Focuses on contracting and diagnosing organizational issues using open systems models. Introduces individual, group, and organizational level diagnosis. Includes methods for data collection, analysis, and feedback to support decision-making in OD interventions.

UNIT IV

Designing and Implementing OD Interventions: Covers key OD interventions such as confrontation meetings, intergroup development, and large-group interventions. Discusses techno-structural interventions (e.g., restructuring, downsizing), HRM interventions (e.g., employee involvement), and strategic interventions like culture change and organizational transformation. Traditional Indian wisdom on organizational order and change from sources such as *Kautilya's Arthashastra* and ancient texts on governance. Highlights indigenous concepts of collective decision-making (e.g., Sabha and Samiti), ethical leadership (*Dharmacentered management*), and participatory transformation in ancient institutions.

Suggested Readings:

- Cummings, T. G., & Worley, C. G. (2020). *Organization Development and Change* (11th ed.). Cengage Learning.
- Bhattacharyya, D. K. (2021). *Organizational Change and Development* (2nd ed.). Oxford University Press.
- McKenna, E. F. (2020). *Business Psychology and Organisational Behaviour* (6th ed.). Routledge.
- Jex, S. M., & Britt, T. W. (2014). *Organisational Psychology: A Scientist-Practitioner Approach* (3rd ed.). Wiley India.
- Kondalkar, V. G. (2017). *Organization Effectiveness and Change Management* (2nd ed.). PHI Learning.
- French, W. L., Bell, C. H., & Zawacki, R. A. (2023). *Organization Development and Transformation: Managing Effective Change* (8th ed.). McGraw-Hill.
- Senge, P. M. (2006). *The Fifth Discipline: The Art & Practice of The Learning Organization*. Crown Publishing Group.

Note: Students should refer to the most recent editions. Faculty will provide additional articles, cases, and digital resources during the course.

NEGOTIATION AND GRIEVANCE MANAGEMENT

Course Code: MGT 539 DS 40

Credits: 4

Nature: Discipline Centric Elective Course

Objective:

This course aims to develop an in-depth understanding of negotiation and conflict management in workplace settings. It emphasizes practical counselling skills and the application of conflict resolution strategies, empowering students to handle interpersonal and organizational challenges with empathy and effectiveness.

Learning Outcomes:

- Understand theories and models of negotiation and conflict management.
- Identify and address complex workplace behaviours through counselling approaches.
- Develop interpersonal effectiveness and emotional intelligence in conflict situations.
- Apply negotiation and counselling strategies in real organizational scenarios.
- Collaborate constructively to foster resolution, tolerance, and workplace harmony.

Contents:

UNIT I

Foundations of Negotiation: Covers the nature, significance, and process of negotiation; types and styles; tactics and strategies; barriers to effective negotiation; communication styles and how to overcome deadlocks in negotiations.

UNIT II

Counselling Approaches in Organizations: Introduces various approaches to counselling, including goals, procedures, and essential skills. Emphasizes the role of counselling in organizational settings and the importance of empathetic listening, non-judgmental communication, and solution-focused interventions.

UNIT III

Behavioural Interventions through Counselling: Discusses techniques to influence behaviour change, role conflicts faced by managers, and application of counselling in organizational contexts such as managing poor performance, handling addiction, and resolving employee issues. Ethical considerations in counselling practice.

UNIT IV

Conflict Dynamics and Resolution: Analyzes the nature and sources of conflict, underlying interests, and stakeholder attitudes. Discusses conflict management, resolution, and transformation approaches, including the Conflict Spiral Model and various conflict stages.

Emphasizes skills needed for constructive conflict resolution. Incorporates insights from ancient Indian traditions on mediation, conflict resolution, and dialogue—such as *Shanti Parvain* the Mahabharata, the *Panchayat* consensus-building model, and Buddhist and Jain approaches to peaceful negotiation and self-regulation (*Ahimsa*, *Madhyastha*, and *Samyak Drishti*).

Suggested Readings:

- McShane, S. L., Glinow, M. A. V., & Rai, H. (2022). *Organisational Behavior* (9th ed.). McGraw Hill.
- Lewicki, R., Saunders, D., & Barry, B. (2021). *Negotiation* (8th ed.). McGraw Hill.
- Kavita, S. (2022). *Counselling Skills for Managers* (3rd ed.). PHI Learning.
- Kotler, J. A., & Shepard, D. S. (2020). *Introduction to Counselling: Voices from the Field* (9th ed.). Cengage Learning.
- Cloke, K., & Goldsmith, J. (2011). *Resolving Conflicts at Work* (3rd ed.). Jossey-Bass.
- Ury, W. (2015). *Getting to Yes with Yourself: And Other Worthy Opponents*. HarperBusiness.
- Rao, T. V. (2014). *Counselling and Guidance* (2nd ed.). Himalaya Publishing.

Note: Students should refer to the most recent editions of readings. Supplementary case studies and articles will be provided by the faculty during the course.

VALUE-ADDED COURSES

BUSINESS COMMUNICATION AND SKILLS

Course Code: MGT 310 VA

Nature: Value-Added Course

Objective:

The course aims to equip students with the fundamental principles and practical skills of effective business communication. It emphasizes developing both written and oral communication competencies necessary for professional success in diverse business contexts. The course also integrates cross-cultural communication perspectives and ethical considerations in business interactions.

Learning Outcomes:

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

- Understand the principles of effective verbal and non-verbal communication in a business setting.
- Develop clear, concise, and persuasive written communication for various business purposes (e.g., emails, reports, proposals).
- Enhance their oral communication skills, including public speaking, presentations, and active listening.
- Apply appropriate communication strategies in team settings and inter-departmental interactions.
- Navigate cross-cultural communication challenges and adapt their communication style accordingly.
- Demonstrate ethical considerations and professionalism in all forms of business communication.

Content:

UNIT I

Foundations of Business Communication: Introduction to Business Communication – concept, process, and models; Types of communication – verbal (oral, written) and non-verbal (body language, proxemics, paralanguage); Barriers to effective communication – semantic, psychological, organizational, cultural, and strategies to overcome them; Principles of effective communication – the 7 C's of communication (Clarity, Conciseness, Courtesy, Correctness, Completeness, Consideration, Concreteness); Audience analysis and adapting messages.

UNIT II

Written Business Communication: Business Correspondence – professional emails, memos, and various types of business letters (inquiry, complaint, adjustment, sales); Report Writing –

types (informational, analytical, formal, informal), structure, data presentation, and research methods; Proposals – solicited and unsolicited, structure, and persuasive writing; Job Application Documents – crafting effective resumes (chronological, functional, combination) and compelling cover letters; Other written documents – agendas, minutes of meetings, notices.

UNIT III

Oral Business Communication and Presentation Skills: Effective Speaking – voice modulation, articulation, pronunciation, and pace; Active Listening Skills – importance, techniques, and common pitfalls; Public Speaking and Presentations – planning, organizing, use of visual aids, confident delivery, handling questions, and managing stage fright; Group Discussions – roles, strategies for effective participation, and moderation; Interviews – types, preparation, etiquette, and mock interview practice; Meetings – planning, conducting, and participating effectively.

UNIT IV

Interpersonal, Cross-Cultural, and Ethical Communication: Interpersonal Communication – building rapport, conflict resolution, negotiation skills, giving and receiving feedback; Team Communication – effective strategies and collaborative tools; Cross-Cultural Communication – understanding cultural dimensions (e.g., Hofstede's), adapting communication for diverse audiences, and overcoming cultural misunderstandings; Digital Communication Ethics – professionalism in online interactions, social media etiquette, and data privacy; Ethical Communication in Business – honesty, transparency, responsible practices, avoiding plagiarism, and maintaining confidentiality.

Suggested Readings:

- Dessler, G. (2023). *Human Resource Management* (16th ed.). Pearson Education.
- Bovee, C. L., & Thill, J. V. (Latest ed.). *Business Communication Today*. Pearson Education.
- Lesikar, R. V., Flatley, M. E., & Rentz, K. (Latest ed.). *Business Communication: Connecting in a Digital World*. McGraw-Hill Education.
- Scotch, S. B., & Locker, K. O. (Latest ed.). *Business Communication: Building Critical Skills*. McGraw-Hill Education.
- Murphy, H. A., Hildebrandt, H. W., & Thomas, J. P. (Latest ed.). *Effective Business Communications*. McGraw-Hill Education.
- Sengupta, S. (Latest ed.). *Business Communication: Concepts, Cases and Applications*. PHI Learning.

Note: Faculty will provide relevant cases, articles, and additional readings in class. Latest editions of all textbooks are recommended.

RESEARCH THESIS (OPTION 3)

Course Code: MGT 590 YRP 40

Credits: 28

Nature: Core Course

Objective:

Research objectives are specific, measurable statements outlining what a research project intends to achieve. They act as a roadmap, guiding the research process and ensuring focus and clarity. Objectives should be clear, concise, and actionable, typically derived from and aligned with the overall research aim.

The evaluation of the research thesis will be based on the criteria as per the following weightages:

1. Submission of approved research proposal: 36%
2. Periodic presentation: 43%
3. Mid Term Viva voce : 21%

FOURTH SEMESTER

DISSERTATION / RESEARCH PROJECT (OPTION 1)

Course Code: MGT 502 RP 40

Credit: 4

Nature: Core Course

Objective:

Research objectives are specific, measurable goals that guide a research project and define what the study aims to achieve. They provide direction for the research process, ensuring that all aspects of the study, including data collection, analysis, and interpretation, are focused on achieving the stated objectives.

The evaluation of the Dissertation / Research Project report will be based on the criteria as per the following weightages:

Periodic presentation: **30%**, Concise dissertation: **40%**, Viva voce: **30%**

PROJECT APPRAISAL AND FINANCING

Course Code: MGT 504 DS 40

Credit: 4

Nature: Discipline Centric Elective Courses

Objective:

- To understand the project appraisal and its techniques.
- To enables the participants about risk identification, measurement and management strategies of projects.
- To equips the participants with project screening and selection techniques.
- To develop understanding about cost of capital of project financing.
- To know different sources of project financing and analysis.
- To understand project Implementation and management.
- To learn lessons from different cases of project successes and failures.

Learning Outcomes:

- Project Decision-Making & cost effective, and they will have to find innovative solutions that are optimum from cost-benefit angle.

Content:

UNIT I

Introduction: An overview of planning and estimating, Project Analysis: Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections, Preparing detailed project plan: Scope, time and cost.

UNIT II

Selection of project: Cost of Capital, Time Value of Money, Investment Criteria, Project Cash Flow, Project Risk Analysis, Dealing with risk and uncertainty, Project Rate of Return, Social Cost Benefit Analysis

UNIT III

Financing: Financing of Projects, Venture Capital and Private Equity, Infrastructure Projects: Public-Private Partnerships, Financing of Infrastructure Projects

UNIT IV

Implementation & Review: Network Techniques for Project Management and review, Project conclusion.

Suggested Readings

- Project: Planning, Analysis, Selection, Financing, Implementation, and Review by Prasanna Chandra, Tata McGraw Hill Private Ltd.
- Project Management, Gary R. Heerkens, PMP, McGraw-Hill.
- Project Finance in Theory and Practice; Stefano Gatti, Academic Press, Elsevier, 2013
- Principles of Project Finance; E.R. Yescombe, Elsevier, 2013
- Project Financing – Asset Based Financial Engineering; John D. Finnerty, Wiley India Pvt Ltd, 2012
- https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/179349/green_book_complete.pdf.pdf
- http://www.unido.org/fileadmin/user_media/Publications/download/Manual_for_Evaluation_of_Industrial_Projects.pdf
- <http://flash.lakeheadu.ca/~pgreg/assignments/4079chapter18.pdf>
- <http://finance.wharton.upenn.edu/~bodnarg/courses/nbae/IFM/Chapter18.pdf>
- <http://course.sdu.edu.cn/G2S/eWebEditor/uploadfile/20121121111354421.pdf>

Note: Students should refer to the most recent editions of readings. Supplementary case studies and articles will be provided by the faculty during the course.

DERIVATIVES MANAGEMENT

Course Code: MGT 506 DS 40

Credits: 4

Nature: Department Centric Elective Course

Objective:

The objective of this course is to impart knowledge of financial derivatives and risk mitigating techniques.

Learning Outcomes:

- Learners will develop an understanding of Financial risk and its management
- Learners will be in position to apply risk management tools in real life situation

Contents:

UNIT I

Genesis of derivatives, Derivatives: nature and features of derivative instruments, Types of derivative instruments, role and Importance of derivative instruments. Myths about derivative instruments. Types of Traders: speculators, hedgers and arbitrageurs, Indian traditional form of Badla system and risk management.

UNIT II

Forward contract and Futures Contracts: Forward and Futures contracts, Basic concepts of futures contract, contract specification of futures, Settlement of futures contract, Futures Markets and the use of Futures for Hedging risk.

UNIT III

Options Markets; features and types of Options: stock options, index options, pricing of options: Black-Scholes option pricing models; Binomial option pricing model. Option trading Strategies: Strangle, straddle, Covered Put etc.

UNIT IV

Currencies Futures Contracts: Currency Derivatives Market in India: An overview, contract specification of currency futures, General Approach to Pricing Currency Derivatives; Commodity Derivatives and its contract specification, Introduction to Commodity Derivative in India: Introduction to International derivative exchanges and status of Indian Exchanges in global derivative trading exchanges. Employability in derivative trading.

Suggested Readings:

- Hull, J. C. & Basu, S. (2022). Options, futures and other derivatives (11th ed). Pearson.
- Brennet, M. (2008). Option pricing: Theory and applications. Lexington Books.
- Cox, J. C. & Rubinstein. (2002). Options markets (4th ed). Prentice Hall Publications.
- Bansal & Bansal. (2010). Derivatives and financial innovation (6th ed). McGraw-Hill.
- Marshall, J.F., Bansal, V. K. (2015). Financial Engineering: A complete guide to financial innovation (1st ed). Pearson Education.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

INTERNATIONAL FINANCE

Course Code: MGT 508 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

The objective of this course is to acquaint students with the principles and practices in international financial management.

Learning Outcomes:

- Learners will develop basic understanding of international financial systems, institutions and agreements
- Learners will be able to apply different tools to manage international forex risk.

Contents:

UNIT I

International financial management- introduction; International Financial management and Domestic financial management; International Monetary system; The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, Balance of Payment. Foreign trade practices and payment mechanism in ancient india

UNIT II

The Foreign exchange markets: Functions of the Foreign Exchange Market, The Foreign Exchange rates –direct and indirect quotations, Spot market and Forward market: forward premiums and discounts, Bid - ask spread, Interest Arbitrage; Participants in foreign exchange market.

UNIT III

Theories of Foreign Exchange rate determination; Management of Foreign Exchange Risk Economic, Transaction and Translation exposure, Management of exposure. Risk exposure management practices in India.

UNIT IV

Financial Management of the Multinational Firm - Cost of Capital of the Multinational Firm, Capital Structure for the multinational firm; Capital Budgeting – Problems and issues in international capital budgeting. Employability in derivative trading.

Suggested Readings:

- Apte, P. G. (2020). International financial management (8th ed). McGraw-Hill.
- Brigham, E. F., & Daves, P. R. (2021). Intermediate financial management (14th ed). Thomson Learning.
- Eun, C. , Resnick, B., Chuluun, T. (2021). International financial management (9th ed). McGraw-Hill.
- Levi, M. D. (2009). International finance (5th ed). Routledge Publications.
- Madura, J. (2014). Financial Institutions and Markets (10th ed). Cengage Learning.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FINANCIAL STATEMENT ANALYSIS AND DECISION MAKING

Course Code: MGT 510 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

The objective of this course is to acquaint students with the financial analysis and decision making about the organisations.

Learning Outcomes:

- Learners will develop understanding of regulations of reporting the annual accounts and annual report.
- Learners will be able to apply different tools to make the analysis of financial information and decision making.

Contents:

UNIT-I

Introduction, Indian Economy, Industry & Industrial scenario in India, Forms of business organizations, Sole Proprietorship, Partnership firms and private companies, Public and Govt. Companies. Content of annual reports, Quality of financial reporting, Reporting regulation in India, Reporting regulations for Partnership firms, Reporting regulations of Companies.

UNIT-II

Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements, Income Statement, Balance Sheet. Cash Flow Statement, Sources of financial information.

UNIT-III

Tools and techniques of financial statement analysis, Ratio Analysis, Comparative Statement, Common Size Statement, Du-Pont Analysis, Concepts on sickness, distress. Report preparation of financial statement analysis, Types of business combinations, Consolidated financial statements.

UNIT-IV

Inter-company transactions and profit confirmations, Minority interest, consolidated net income and consolidated retained earnings, Balance Sheet Under Income Tax Act, Window dressing, Recent scandals in financial reporting.

Suggested Readings:

- Gupta, Ambrish, “Financial Accounting for Management – An Analytical Perspective”, 4th Edition, Pearson Education.2012 Narayanaswamy, R
- “Financial Accounting – A Managerial Perspective”, 5th Edition , Prentice Hall of India. 2015 Subramanyam, K. R. and John, J.W
- “Financial Statement Analysis”, 12th Edition, Tata McGraw Hill. 2014 Penman, S.H
- “Financial Statement Analysis and Security Valuation”, 4th Edition, Tata McGraw Hill. 2014 Erich, A. H □ “Techniques of Financial Analysis: A Guide to Value Creation”, 16th Edition ,Tata McGraw Hill. 2014

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

FIN-TECH AND SUSTAINABLE FINANCE

Course Code: MGT 512 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

The objective of this course is to acquaint students with comprehensive knowledge about FinTech Ecosystem in India and other major FinTech driven Economies

- Generation of innovative ideas about the future development of the FinTech Industry
- Strategic ideas about the adaptation of FinTech for the improvement of financial access to unbanked and unfinanced people in India

Learning Outcomes:

Learners will develop understanding of regulations of reporting the annual accounts and at the end of the course the student should be able to:

- Understand the role FinTech entities are playing in the Finance market and their contribution towards the Economic growth of the country.
- Understand the different phase of FinTech entities and their relationship with existing players in different phases.
- Latest regulatory trend towards FinTech industries specially due to trend showed towards Big Tech across the globe.
- Build up specific skill sets for development of credit score for MSME and Retail borrowers with the help of Machine Learning (ML)
- Develop Early Warning Signals (EWS) with the help of Machine Learning (ML) based software

Contents:

UNIT-I

Evolution of Money and Finance: Overview of Key technological developments and enablers, Stages of Web and FinTech Evolution, Traditional Finance vs. FinTech Contemporary payment methods and role of banks and clearing houses, Evolution of payment technologies and challenger banks, Pure Digital wallets, QR codes, Social Media payments, PayTech Cases: Paypal, mPesa, Alipay, UPI, Venmo, Facebook, Card payments and tokenization, EMV, Square.

UNIT-II

Blockchain in FinTech: Basic concepts of cryptography, Key terminologies and concepts in blockchain, Blockchain revolution in FinTech – applications, Smart contracts, Ethereum, DeFI, Blockchain implementation challenges in business and potential solutions

UNIT-III

Cryptocurrency and other crypto assets: Basics of cryptocurrency and classifications, Key terminologies, Cryptocurrency exchanges and derivatives, Cryptocurrency transactions and settlements, ICO – Initial Coin Offering process, Crypto-assets – Non-fungible Tokens (NFT), Crypto-collectibles, etc. Stablecoins, CBDC's

UNIT-IV

Lending and Crowdfunding technologies: Consumer Credit landscape, Alternative methods of debt financing, Evolution of Peer to Peer (P2P) lending platforms, Opportunities and challenges of crowd funding, WealthTech & InsurTech: Capital Markets FinTech Startups, Zero commission trading (Robinhood case), Robo advisors, Impact Investing, InsurTech. TechFin: Open Banking API, Digital Identity, Rise of TechFin's

Suggested Readings:

- FinTech : The Force of Creative Destruction : RBI Bulletin : Nov 2020
- FinTech development in the People's Republic of China and its macro-economic implications: ADB Publication No 1169 Aug 2020
- Big Tech and changing structure of Financial Intermediation: BIS Working Paper No 779 , August 2019
- Proceeding with caution – a survey on central bank digital currency : BIS Papers No 101, January 2019
- FinTech loans Tricycle drivers in Philippines – ADB Publication – November 2020
- Demystifying Digital Lending – Accion Insights – April 2018
- Digital Lending – A trillion dollar opportunities – BCG Report
- Payment aspects of Financial Inclusion in the FinTech era -April 2020 – Committee on Payments and Market Infrastructures- BIS
- Benchmarking India's Payment System – RBI Publication June 2019

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

MERGER AND ACQUISITION

Course Code: MGT 514 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

- Imparting knowledge on the nitty-gritty of the subject when two or more companies unify to form a bigger economic power.
- Imparting basic nuances to understand the complex M&A architecture;
- Helping scientifically articulate the right M&A decision following the M&A rules of the game and ensuring successful deal-making when students will pursue it in their professional careers.

Learning Outcomes:

Students will be equipped to manage real-life challenges in complex, uncertain business situations

- Be able to clearly identify the central problem or issue in complex business situations.
- Be able to define the challenges and risks related to an uncertain and complex business situation and suggest strategies to manage them effectively.

Contents:

UNIT-I

Corporate restructuring: the cause and effect of mergers and acquisitions (M&A), Forms of mergers and acquisitions, Special forms of mergers and acquisitions; SPAC, Platform acquisition, Motives for M&As: theoretical framework, Stakeholder influence on M&A decision, Overview of M&A process, Strategic Approaches to Mergers and Acquisitions, Value creation strategy, Growth strategy; new project or M&A, Corporate objectives and strategy for M&A, Framework for M&A strategies; application of BCG Matrix, Ansoff Matrix, Product Life Cycle, Porter's Five Force Model & Value Chain, Application of capital budgeting techniques in M&A decision.

UNIT-II

Cross-border M&As: FDI decisions for inbound & outbound cross-border acquisitions, Application of ROI & WACC in cross-border M&A decision, Hostile takeover, Motives, Latent value consideration, Defense against a hostile takeover. Synergy: the key decision criteria for M&A, Growth synergy and efficiency synergy, Sources of synergy; operating & financial, Valuation of operating and financial synergies, Pricing of acquisition

UNIT-III

Corporate Valuation: Concepts and principles of valuation, Approaches and methods of valuation; cost approach, income approach and market approach, Net asset method, Free cash

flow method, Comparable company method, Intangible valuation: Brand, Trade mark, Goodwill, Determining share exchange ratio, Startup valuation.

UNIT-IV

Methods of payment: Cash, paper, a mix of cash and paper, Earn out and RWI, Leveraged Buyout, Variants of LBO, Reverse LBO, LBO valuation. Due Diligence: Scope and types of due diligence, Achieving excellence in due diligence, Integration, Types of integration, Merger repair, M&A success.

Suggested Readings:

- Mergers and Acquisitions: Strategy, Valuation and Integration, (2 nd edition, 2023) by Kamal Ghosh Ray, PHI Learning, ISBN 9789391818500.
- Bruner, F. Robert, Applied Mergers & Acquisitions (2004), John Wiley, New Jersey.
- Cooper, Cary L., and Sydney Finkelstein (ed.) Advances in Mergers and Acquisitions, Volumes 12 (2013), 14 (2015) & 16 (2017), Emerald Publishing, UK.
- Depamphilis, M. Donald, Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, (5e), Elsevier, London.
- Gaughan A. Patrick, Mergers, Acquisitions and Corporate restructurings, (6e, 2015), John Wiley & sons, New Jersey.
- Reed F. Stanley, Lajoux R. Alexandra & Nesvold P.H., The Art of M&A, (4e, 2007), McGraw-Hill, New York.
- Sherman J. Andrew, Mergers and Acquisitions: From A To Z (3e, 2010), American Management Association, New York.
- Sudarsanam, Sudi, Creating Value from Mergers and Acquisitions: The Challenges, (2009), Pearson Education, New Delhi.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

INTEGRATED MARKETING COMMUNICATION

Course Code: MGT 516 DS 40

Credits: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this paper is to acquaint the students with the conceptual and practical dimensions of the contemporary forms of communications and their integration to get desired results in communication programmes.

Learning Outcomes:

The course is designed to inculcate the basic understanding of integrated marketing communication. After completion of the course, students are expected to have:

- Understand the fundamentals of communication.
- Understand the challenges towards communicating to consumer and there solutions.
- Understand and Review various media available. ● Understand the overall dynamics of IMC.

Contents:

UNIT I

Integrated Marketing Communication: Basics, Dissolution of Traditional Media, New Marketing Realities; Role of IMC in Marketing Process; IMC and Consumer Behavior; The Communication Model: Communication Process, Traditional Response Hierarchy Models, Alternate Response Hierarchy Models, FCB Grid

UNIT II

Source, Message and Channel Factors: Source Selection, Message Structure; Establishing Communication Objective: Marketing vs Communication Objectives, DAGMAR Approach; Budgeting for Promotional Program: Sales Response Models and Budgeting Approaches; Brands and IMC; Developing IMC Program: Planning and Development, Creative Strategy, Determinants of Creativity, Creative Process, Account Planning, Unique Selling Proposition.

UNIT III

IMC Programme: Implementation and Evaluation, Appeals and Execution Styles; Media Planning and Strategy; Components of IMC: Advertising – Agencies, Campaigns; Direct Marketing – Database, Strategies, Media; Sales Promotion - Methods, Sales Promotion and Brand Equity, Consumer Oriented and Trade Oriented Sales Promotion.

UNIT IV

Public Relations & Publicity – Marketing Public Relation Functions, Planning, Development and Execution, Measuring Effectiveness; Internet Marketing and IMC; Below the Line Communication, Above the Line and Through the Line Communication; Social, Ethical and Economical aspects of Promotion.

Suggested Readings:

- Batra, R. (2023). *Advertising management (5th ed)*. Pearson India.
- Percy, L. (2023). *Strategic integrated marketing communications (4th ed)*. Routledge.
- Batra, R., Aaker, D., Myers, J., & Swaminathan, F. (2022). *Advertising management (5th ed)*. Pearson India.
- Belch, G. E., Belch, M., & Purani, K. (2021). *Advertising and promotion: An integrated marketing communications perspective (SIE) (12th ed)*. McGraw-Hill.
- Hackley, C., & Hackley, R. A. (2021). *Advertising and promotion (5th ed)*. SAGE Publication.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

DIGITAL MARKETING

Course Code: MGT 518 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

The objective of this paper is to acquaint the students with the conceptual and practical dimensions of the marketing using digital platform for all the dimensions of marketing.

Learning Outcomes:

The course is designed to inculcate the understanding of digital marketing in students so that they can comfortably navigate through the complexities of digital world. After completion of the course, students are expected to have:

- Understand the conceptual and practical aspects of digital marketing.
- Understand the behaviour of consumer across digital platforms.
- Understand to develop the digital strategy.
- Understand, Review and use the various digital media available.

Contents:

UNIT I

Introduction to Digital Marketing: Digital Marketing: Concept, Evolution, Framework; Factors Impacting Digital Marketplace; Value Chain Digitalization; Digital Marketing Business Models; Consumers of Digital Marketing: Consumer Behavior in Digital Market, Managing Consumer Demand; Integrated Marketing Communication.

UNIT II

Digital Marketing Strategies: Strategy Development for Digital Marketing: Elements of Assessment Phase, Macro-Micro Environment Analysis, Marketing Situation Analysis, Internal Analysis, Planning of Objectives; Understanding Digital Marketing Strategy; Digital Marketing Mix; Effective Digital Marketing Strategy Roadmap.

UNIT III

Communication Mix for Digital Marketing: Digital Marketing Communications Mix: Mass Market to Customized Offering, Developing Communications Messages, Communication Mix Across Digital Channels; Digital Marketing Channels: Search Marketing, Display Marketing, Social Media Marketing.

UNIT IV

Execution of Digital Marketing Campaigns: Digital Marketing Execution: Digital Marketing Campaign, Elements of Digital Campaign, Implementing Search Marketing, Implementing

Display Marketing and Social Media Marketing; Campaign Analytics; Marketing ROI in Digital Marketing; Careers in Digital Marketing.

Suggested Readings:

- Gupta, S. (2022) *Digital Press Marketing(3rd ed.)*. McGraw-Hill.
- Bhatia, P. (2020). *Fundamentals of digital marketing (2nd ed)*. Pearson India
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0 – Moving from traditional to digital*. Wiley India.
- Ryan, D., & Jones, C. (2014). *Understanding Digital Marketing-Marketing strategies for engaging the digital generation (3rd ed)*. Kogen. Page.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class

RETAIL & SUPPLY CHAIN MANAGEMENT

Course Code: MGT 520 DS 40

Credits: 4

Nature: Department Centric Elective Course

Objective:

- The core objective of this course is to make the students understand the basics of retail management and other functions associated with effective retail management.

Learning Outcomes:

- Identify and explain the key components of the retail industry ecosystem, including retailers, suppliers, consumers, and regulators.
- Develop the ability to analyse retail market trends, consumer preferences, and competitive dynamics to identify opportunities and challenges.
- Demonstrate proficiency in using retail management tools and technologies, such as point-of-sale systems, inventory management software, and customer relationship management platforms.
- Develop strategic retail business plans, including store layouts, product assortments, and pricing strategies, to maximize profitability and sustainability.
- Collaborate effectively with peers, industry professionals, and stakeholders to address complex retail management problems and achieve shared goals.

Contents:

UNIT-I

Introduction to Retailing: Introduction to Retailing: History of Retail; Retail Formats and Retail Mix; Various Forces Impacting Retail: Social, Economic, Technological, and Competitive Forces; Retailing Definitions; Structure of Retail Formats; Retailing Strategy: Retail Store Location, Traffic Flow and Analysis, Population and its Mobility.

UNIT-II

Merchandise Management: Merchandise Planning: Assortments, Exterior and Interior Layouts; Customer Traffic Flows and Patterns, Creative Display, Stock Turns, Credit Management, Retail Pricing Policies and Strategies; Branding Strategies, Merchandise Presentations, Retail Promotion: Staying Ahead of Competition.

UNIT-III

Retail and Supply Chain Management: Supply Chain Management, Warehousing; Franchising, Direct Marketing/Selling; Building Customer Relationship; Exclusive Shops, Destination Stores, Chain Stores, Discount Stores, Managing Supply Chain Risks in Retailing; Customer

Loyalty and Loyalty Programmes in Retailing; Customer Relationship Management; Customer Data Analysis; Ethics in Retailing.

UNIT-IV

Technology and Retailing: Other Current and Emerging Formats: Issues and Options; Retail Equity; Technology in Retailing; Contemporary Retailing Scenario in India; Future of Retailing; Career Options in Retailing; Use of IT Applications in Retailing and Supply Chain; Bullwhip Effect in Supply Chain; Technological advancement in Supply Chain; Radio Frequency Identification its uses and benefits.

Suggested Readings:

- Levy, M., Weitz, B., & Grewal, D. (2023). Retailing management (10th ed). McGrawHill.
- Fatima, K., & Sheikh, A. (2022). Retail management. Himalaya Publishing House.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2022). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. McGraw-Hill.
- Tate, W. (2020). The definitive guide to supply management and procurement. Pearson
- Pradhan, S. (2020). Retailing management (6th ed). McGraw-Hill.
- Vedamani, G. G. (2018). Retail management (5th ed). Pearson Education.
- Berman, B., Evans, J., Chatterjee, P., & Srivastava, R. (2017). Retail management (5th ed). Pearson Education

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

SUSTAINABLE MARKETING PRACTICES

Course Code: MGT 522 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses Course

Objective:

- To empower the students with the knowledge of sustainable form of business in Contemporary scenario through the emerging concept of environmental (Green) marketing.

Learning Outcomes:

- Transcribing knowledge of marketing domain into the contemporary issues of environmental management.
- Learning to cater to ecological concerns by application of marketing mix for promoting green consumption.
- Be able to decipher the nuances of Green advertising and be aware of fraudulent advertising in the garb of environmentalism.
- Analysing the future trends that can escalate the advent of environmental marketing for increasing the organizational brand image.

Contents:

UNIT-I

Overview of Sustainable Marketing: Meaning and Importance of Sustainable (Green) Marketing; Green Marketing Mix (Green product, Price, Place, Promotion, Packaging); Ethics and Social Responsibilities of Green Marketing; Integrating Green Perspective into Mission, Vision, and Objective; Green Marketing Strategy and Tactics; Evolution of Environmentalism in Marketing; Market Trends and Consumer Behaviour towards Sustainability.

UNIT-II

Environmental STP and Branding: Green Segmentation, Targeting and Positioning; Integrated Green Marketing Communication, Message Strategy; Green Branding Strategy Matrix: Defensive Greens, Extreme Greens, Lean Greens, Shaded Greens; Certification Labelling.

UNIT-III

Green Advertising and Green SCM: Meaning and Tools of Green Advertising, Green Awareness, Green Knowledge, Green Washing; Mitigation Strategies of Green Washing; Legal Issues in Environmental Advertising: Basics of Green Logistics and Green Supply Chain Management.

UNIT-IV

Future Trends in Green Marketing: Packaging Decisions; Pricing Decisions in Green Marketing; Global Trends in Environmental Marketing, Green Marketing as a Sustainable

Tool; Emerging Forms of Green Marketing; Challenges and Opportunities in the way of Green Marketing; Govt. Regulations for Green Marketing.

Suggested Readings:

- Robert D. (2011). Green Marketing: Theory, Practice and Strategies.
- Ottman, J. A. (2017). The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding. Routledge.
- Polonsky, M. J., & Rosenberger III, P. J. (2019). The Handbook of Green Marketing. Routledge.

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

MARKETING ANALYTICS

Course Code: MGT 524 DS 40

Credits: 4

Nature: Discipline Centric Elective Course

Objective:

The objective of this paper is to introduce the students to the advanced techniques of marketing research. Students will learn various methods of research in marketing and will understand its application and implications in marketing research.

Learning Outcomes:

The course is designed to inculcate the basic understanding of methods adopted in business research. After completion of the course, students are expected to have:

- Understand the application of research in marketing.
- Understand the various methods and tools adopted in marketing research.
- Understand and Review the planning and conceptualisation of research from beginning to end in marketing.
- Understand and have working knowledge of applying tools using software in marketing research.

Contents:

UNIT I

Why Marketing Research?; Connection of Statistics and Marketing Research; Marketing Research Process; Research Design: Exploratory, Descriptive and Causal Research Design; Experimental Research; Qualitative vs Quantitative Research

UNIT II

Scales of Measurement; Development of Questionnaire Using Statistical Method; Statistical Approach of Sample Size Determination; Preparation of Data: Editing, Coding, Transcribing, Data Cleaning; Hypothesis Testing; t-test: Levene Statistic; ANOVA:F Statistics, Welch & Brown Forsythe Statistic, Post Hoc Tests, Contrasts.

UNIT III

Regression Analysis: Bi Variate, Multiple, Stepwise Regression, Multicollinearity; Factor Analysis: Concept, Principal Component Analysis, Exploratory Factor Analysis, Application, Misuse of Factor Analysis, Confirmatory Factor Analysis; Cluster Analysis: Concept, Hierarchical Clustering, Non-Hierarchical Clustering, Two Step Clustering

UNIT IV

Discriminant Analysis: Concept and Application; Structural Equation Modelling and Path Analysis: Concept, Measurement Model, Structural Model, Second Order Factor Model, Composite Reliability; Ethics in Marketing Research; SPSS Software: Defining Variable, Application of Various Analysis Using SPSS; Writing Marketing Research Report; Writing Marketing Research Article

Suggested Readings:

- Malhotra, N., & Dash, S. (2021). *Marketing Research – An Applied Orientation (7th ed)*. Pearson Education.
- Tabachnick, B., & Fidell, L. (2021). *Using Multivariate Statistics (7th ed.)*. Pearson Education.
- Johnson, A., & Wichern, D. (2007). *Applied multivariate statistical analysis (6th ed)*. Pearson Education
- Burns, A., Veeck, A., & Bush, R. (2022). *Marketing Research (8th ed)*. Pearson Education.
- Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. (2012). *Business research methods: A South-Asian perspective (8th ed)*. New Delhi: Cenage Learning.
- Aaker, A., Kumar, V., Day, G., & Leone, R. (2019). *Marketing Research*. John Wiley & Sons.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

GLOBAL MARKETING

Course Code: MGT 526 DS 40

Credits: 4

Nature: Discipline Centric Elective Course

Objective:

- The objective of this course is to understand the fundamentals of global marketing and its significance in contemporary business environments along with the functioning of various global institutions regulating the global market.

Course Learning Outcomes:

- Define global marketing its role in helping companies expand their market reach and compete in international markets.
- Identify and analyse key global market trends, including globalization, digitalization, and emerging market opportunities, and their implications for global marketing strategies.
- Evaluate the influence of cultural, economic, legal, and political factors on global marketing decisions and develop strategies accordingly.
- Design and implement global marketing mix strategies, including product adaptation, pricing localization, distribution channel selection, and promotional messaging, to meet the needs of diverse market segments.
- Assess the impact of cultural differences, language barriers, and cross-border regulations on global marketing activities.

Contents:

UNIT I

Introduction to Global Marketing: Overview of Global Marketing: Significance of Global Marketing in Contemporary Business Practices; Differences between Domestic and Global Marketing; Analysis of Global Market Trends; Opportunities and Challenges of Global Marketing; Cultural, Economic, Legal, and Political Factors and their Influence in Global Marketing Strategies; Make in India and its Impact on Indian Economy.

UNIT II

Global Branding and Product Promotion: Global Branding and Brand Equity in International Marketing; Development of Global Branding Strategies: Brand Positioning, Brand architecture, and Brand Extension; Challenges and Opportunities in Global Product Management: NPD, Product Adaptation, and Innovation; Global Promotional Strategies; Analysis of Cultural, Linguistic, and Regulatory Challenges in Global Advertising and Sales Promotion; Introduction to Digital marketing and Social Media Strategies for Global Audiences.

UNIT III

Market Entry Strategies: Drivers of Globalisation; Modes of Entry in Global Markets; Evaluation of Factors Influencing Market Entry Decisions: Market Attractiveness, Competitive Landscape and Regulatory Environment; Concept of Dumping: Types of Dumping, AntDumping Measures and Legislations: Impact of Dumping on Importing and Exporting Nations.

UNIT IV

Regulatory Mechanisms in Global Marketing: Special Economic Zones and its Effect on Global Markets; World Trade Organisation: Role and Functions, Dispute Settlement Mechanism, Technological Innovations; Technology and S-Curve; Environmental Responsibility in Global Marketing; IMF and its Functions, EXIM Policy, FEMA and FERA; Grid Analysis.

Suggested Readings:

- "Global Marketing" by Warren J. Keegan and Mark C. Green
- "International Marketing" by Philip R. Cateora, John Graham, and Mary C. Gilly
- "Global Marketing Management" by Masaaki Kotabe and Kristiaan Helsen
- "Global Marketing: Contemporary Theory, Practice, and Cases" by Ilan Alon, Eugene Jaffe, and Christiane Prange

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HUMAN RESOURCE ANALYTICS

Course Code: MGT 528 DS 40

Credits: 4

Nature: Discipline Centric Elective Course

Objective:

This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.

Learning Outcomes:

- To develop an understanding of analytics grounded in both contemporary and Traditional Indian data practices.
- To be proficient in collecting, cleaning, and managing HR data, ensuring data quality and security.
- To develop strong analytical skills, enabling students to analyze HR data and draw actionable insights to support decision-making.
- To understand and apply key HR metrics and KPIs to evaluate HR effectiveness and workforce performance.
- To understand how HR analytics can promote diversity and inclusion, and develop strategies to reduce bias in hiring and promote a more inclusive workplace.
- To apply HR analytics techniques to real-world HR scenarios, demonstrating the ability to solve HR challenges with data-driven solutions.

Contents:

UNIT-I

Understanding HR indicators, metrics and data: Research and analyze appropriate internal and external human resource metrics, benchmarks, and indicators; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc. HR Functional/process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude, HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); Making HR measurement strategic, The LAMP Framework.

UNIT-II

Analytical Foundations of HR Measurement: Traditional Vs Contemporary HR Measures, Fundamental analytical Concepts from Statics and Research, Data collection tracking, entry of relational databases, Assessing IT requirements to meet HR needs Employ appropriate software record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).

UNIT-III

Relational databases and HR systems; Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods for analyzing Hidden Costs of absenteeism, Cost Employee separation, Employee Health, Wellness and Welfare, Employee Attitudes and Engagement, Financial Effects of Work Life Programes, Costs and Benefits of HR Development Programs. Planning and implementing a new HRIS, Security and privacy considerations.

UNIT-IV

Statistical analysis for HR (regression analysis, measures of central tendency) - Graphs, tables, spreadsheets, data manipulation (using Excel). Benchmarking and best practices Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization; Emerging Challenges and the latest trends. Employability Skills: Data literacy, HRIS handling, dashboard creation, ethical analytics.

Suggested Readings:

- Bassi, L., Carpenter, R., & McMurrer, D. (2012). HR analytics handbook. New York: Mc Bassii Co.
- Becker, B. E., Huselid, M. A., & Ulrich, D. (2021). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press.
- Cascio, W., & Boudreau, J. (2016). Investing in people financial impact of human resource initiatives (2nd ed). Pearson Education, Inc.
- Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page.
- Fitz-Enz, J., & Davison, B. (2016). How to measure Human Resources management. McGraw-Hill.
- Fitz-Enz, J., & Mattox, J. (2014). Predictive analytics for human resources. Wiley.
- Kinley, N, and ben-Hur S. (2013). Talent Intelligence: What you need to know to identify and measure talent. Jossey-Bass. Platform.
- Lahey, D. (2014). Predicting success: Evidence-based strategies to hire the right people and build the best team. Wiley.
- Levenson, A. (2014). Employee surveys that work: Improving design, use, and organizational impact. Berrett-Koehler Publishers.
- Pease, G., & Beresford, B. (2014). Developing human capital: Using analytics to plan and optimize your learning and development investments. Wiley.
- Phillips, J., & Phillips, P. P. (2019). Making human capital analytics work: Measuring the ROI of human capital processes and outcomes (2nd ed). McGraw-Hill
- Sesil, J. C. (2017). Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Pearson Education.
- Mukherjee, B.N. (2000). Administration in Ancient India. D.K. Printworld.

Note: Latest edition of readings may be used. The list of cases, references and relevant articles will be provided by the faculty in the class.

CROSS CULTURAL MANAGEMENT

Course Code: MGT 530 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

This course aims to provide students with a comprehensive understanding of cultural dynamics in global business environments. It equips them with the competencies required to work effectively in multicultural teams and manage international operations by developing sensitivity to cultural differences and applying inclusive leadership strategies.

Learning Outcomes:

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

- Understand national values, beliefs, and cross-cultural competencies in global business contexts.
- Evaluate how organizational culture impacts behaviour, communication, and leadership.
- Interpret and manage cultural diversity in workspaces and multicultural events.
- Apply cross-cultural negotiation and leadership practices in real-time global business situations.
- Develop a culturally intelligent and ethically sound managerial mindset.

Content:

UNIT I

Cultural Foundations of Global Business: International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism; Major Obstacles in International Business Decisions; Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Pan-culturalism.

UNIT II

Cross-Cultural Contexts in Global Management: Global Business, Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations.

UNIT III

Leadership, Communication, and Diversity in a Multicultural World: Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Process

and International-Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context; Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation.

UNIT IV

International Business Intelligence and Cultural Research: International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research. Vasudhaiva Kutumbakam (the world is one family), the Bhagavad Gita's teachings on selfless leadership and duty, Kautilya's Arthashastra on diplomacy and cultural governance, and ancient Pan-Indian trade networks as examples of cultural sensitivity and adaptive business strategies.

Suggested Readings:

- Browaeys, M. J., & Price, R. (2019). *Understanding Cross-Cultural Management* (4th ed.). Pearson.
- David, T. (2021). *Cross Cultural Management: Concepts and Cases*. Sage Publications.
- Adler, N. J., & Gundersen, A. (2008). *International Dimensions of Organizational Behavior*. Cengage Learning.
- Bartlett, C., & Ghoshal, S. (2018). *Managing Across Borders: The Transnational Solution*. Harvard Business Review Press.
- Thomas, D. C., & Peterson, M. F. (2017). *Cross-Cultural Management: Essential Concepts* (4th ed.). Sage Publications.
- Leaptrott, N. (2012). *Rules of the Game: Global Business Protocol*. Cengage Learning.
- Sengupta, N. (2020). *Cultural Intelligence for Global Managers*. PHI Learning.

Note: Students are advised to refer to the latest editions of the suggested readings. Case studies, articles, and regional/global business scenarios will be provided in class.

TALENT PLANNING AND ACQUISITION

Course Code: MGT 532 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

The course aims to provide students with a comprehensive understanding of strategic talent planning and acquisition processes. It focuses on equipping students with the knowledge and skills necessary to identify, attract, select, and onboard top talent to achieve organizational objectives in a competitive global landscape.

Learning Outcomes:

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

- Understand the strategic importance of talent planning and its integration with overall business strategy.
- Analyze various methods for forecasting human resource demand and supply.
- Develop effective talent acquisition strategies, including employer branding and sourcing techniques.
- Design robust selection processes utilizing various assessment tools and techniques.
- Evaluate the effectiveness of talent planning and acquisition initiatives and recommend improvements.

Content:

UNIT I

Strategic Talent Planning: Introduction to talent management and its link to business strategy; Human resource planning (HRP) – concept, objectives, and importance; Environmental scanning and forecasting HR demand (qualitative and quantitative methods); Forecasting HR supply (internal and external sources); Workforce analysis and analytics; Succession planning and career management; Downsizing and rightsizing strategies.

UNIT II

Foundations of Talent Acquisition: Job analysis for talent acquisition – job descriptions, job specifications, and competency modeling; Employer branding and its role in attracting talent; Recruitment strategies – internal vs. external sources, traditional vs. e-recruitment; Sourcing techniques – passive and active candidates, social media recruiting, talent pools; Ethical considerations in recruitment.

UNIT III

Selection Processes and Tools: Designing effective selection processes; Application forms and résumés screening; Selection interviews – types (structured, unstructured, behavioral, situational) and techniques; Psychological testing in selection – aptitude, personality, and integrity tests; Assessment centers and their application; Background checks and reference checks; Decision-making in selection and offer management.

UNIT IV

On boarding, Integration, and Contemporary Issues: On boarding and induction programs – objectives and best practices; Employee retention strategies during the initial phase; Measuring the effectiveness of talent acquisition – metrics and ROI; Contemporary issues in talent acquisition – AI in recruitment, diversity and inclusion in hiring, global talent mobility, gig economy and contingent workforce, legal and regulatory frameworks in hiring.

Suggested Readings:

- Phillips, J. J., & Edwards, L. (2012). *Managing Talent Acquisition: A Guide to Creating, Managing, and Sustaining a Strategy for the Effective Acquisition of Talent*. Pfeiffer.
- Breugh, J. A. (2019). *Recruitment Management (7th ed.)*. Cengage Learning.
- Boudreau, J. W., & Ramstad, P. M. (2007). *Beyond HR: The New Science of Human Capital*. Harvard Business School Press.
- Dessler, G. (2023). *Human Resource Management (16th ed.)*. Pearson Education. (Focus on chapters related to HRP, Recruitment, and Selection)
- Collings, D. G., Scullion, H., & Caligiuri, P. M. (Eds.). (2019). *The Oxford Handbook of Talent Management*. Oxford University Press.
- Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). *HR Transformation: Building Human Resources From the Outside In*. McGraw-Hill Education.

Note: Faculty will provide relevant cases, articles, and additional readings in class. Latest editions of all textbooks are recommended.

LEADERSHIP AND TEAM DYNAMICS

Course Code: MGT 534 DS 40

Credits: 4

Nature: Discipline Centric Elective Course

Objective:

The course aims to provide students with a comprehensive understanding of leadership theories, styles, and their practical application in diverse organizational settings. It also focuses on the principles of effective team dynamics, fostering an appreciation for collaboration, conflict resolution, and high-performing team development.

Learning Outcomes:

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

- Understand various leadership theories and their relevance in contemporary organizations.
- Analyze different leadership styles and their impact on follower motivation and performance.
- Apply effective communication and influence strategies in leadership roles.
- Understand the stages of team development and strategies for building cohesive and high-performing teams.
- Analyze and resolve conflicts within teams and foster a collaborative work environment.

Contents:

UNIT I

Foundations of Leadership: Introduction to leadership – definition, importance, and historical perspectives; Trait theories of leadership; Behavioral theories – Ohio State and Michigan studies; Contingency theories – Fiedler's Contingency Model, Hersey-Blanchard Situational Leadership Theory; Path-Goal Theory; Contemporary leadership theories – transformational, transactional, charismatic, servant leadership.

UNIT II

Leadership in Practice and Context: Power and influence in leadership; Leadership styles and their impact on organizational culture and employee engagement; Ethical leadership and corporate social responsibility; Cross-cultural leadership; Gender and diversity in leadership; Leadership development – training, coaching, and mentoring.

UNIT III

Understanding Team Dynamics: Introduction to groups and teams – types of teams; Stages of team development – forming, storming, norming, performing, adjourning; Characteristics of effective teams; Team roles and responsibilities; Communication within teams – barriers and strategies for effective communication; Decision-making in teams.

UNIT IV

Building and Sustaining High-Performing Teams: Team building strategies and exercises; Conflict management in teams – sources of conflict, conflict resolution styles, negotiation skills; Motivation and performance in teams; Leading virtual teams and distributed workforces; Team assessment and evaluation; Understanding team dynamics from ancient Indian perspectives, particularly referencing insights from the Mahabharata on team cohesion, leadership during adversity, and the importance of diverse strengths within a group.

Suggested Readings:

- Northouse, P. G. (2022). *Leadership: Theory and Practice* (9th ed.). SAGE Publications.
- Lussier, R. N., & Achua, C. F. (2020). *Leadership: Theory, Application, & Skill Development* (7th ed.). Cengage Learning.
- Katzenbach, J. R., & Smith, D. K. (2015). *The Wisdom of Teams: Creating the High-Performance Organization*. Harvard Business Review Press.
- Robbins, S. P., & Judge, T. A. (2024). *Organizational Behavior* (19th ed.). Pearson. (Focus on chapters related to leadership and teams)
- Yukl, G. (2013). *Leadership in Organizations* (8th ed.). Pearson.
- Hackman, J. R. (2002). *Leading Teams: Setting the Stage for Great Performances*. Harvard Business School Press.

Note: Faculty will provide relevant cases, articles, and additional readings in class. Latest editions of all textbooks are recommended.

DIVERSITY AND INCLUSION

Course Code: MGT 536 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

This course aims to equip students with the knowledge, mindset, and skills required to foster inclusive workplaces. It addresses different dimensions of diversity, from gender and culture to generational, physical, and cognitive aspects, and guides learners in designing strategies for inclusive leadership, policy-making, and culture-building within modern organizations.

Learning Outcomes:

After completing the course, students will be able to

- Understand the concepts, dimensions, and significance of diversity and inclusion.
- Recognize unconscious biases and systemic inequalities in organizations.
- Implement inclusive practices for effective people and culture management.
- Create psychologically safe, equitable, and diverse workspaces.
- Promote respect, belongingness, and equity in organizational behaviour.

Content:

UNIT I

Introduction to Diversity and Inclusion: Defines key concepts of diversity, equity, inclusion, and belonging (DEIB). Explores types of diversity—demographic, cultural, cognitive, and identity-based—and their relevance to organizational effectiveness. Introduces global trends and the business case for diversity.

UNIT II

Unconscious Bias and Systemic Inequality: Covers sources and impact of unconscious bias, stereotyping, and discrimination. Discusses social identity theory, privilege, microaggressions, and systemic barriers to inclusion. Students learn techniques for bias mitigation and inclusive behaviour modelling.

UNIT III

Managing Diversity in the Workplace: Inclusive leadership, employee resource groups (ERGs), allyship, and equitable HR practices (recruitment, retention, pay equity). Includes legal frameworks and corporate social responsibility in promoting diversity. Also addresses accessibility and accommodations for differently-abled employees.

UNIT IV

Building an Inclusive Organizational Culture: Psychologically safe environments, foster inclusive communication, and design inclusive policies. Discusses culture change initiatives, measuring inclusion outcomes, and embedding inclusion in leadership, innovation, and strategy. Learning from *Bhagavad Gita*'s teachings on treating all beings equally. Caste and gender equity movements in Indian history and contemporary reforms for inclusion.

Suggested Readings:

- Ferdman, B. M., Deane, B. R. (2014). *Diversity at Work: The Practice of Inclusion*. Jossey-Bass.
- Mor Barak, M. E. (2022). *Managing Diversity: Toward a Globally Inclusive Workplace* (5th ed.). Sage.
- Thomas, D. A., & Ely, R. J. (2001). *Making Differences Matter: A New Paradigm for Managing Diversity*. Harvard Business Review.
- Tapia, A. T. (2009). *The Inclusion Paradox: The Obama Era and the Transformation of Global Diversity*. Hewitt.
- Banaji, M. R., & Greenwald, A. G. (2013). *Blindspot: Hidden Biases of Good People*. Delacorte Press.
- Nayar, B. R. (2020). *Gender, Caste and the Imagination of Equality in India*. Routledge.

Note: Students should refer to the latest editions. Supplementary case studies, research articles, and policy documents will be provided by the faculty.

EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

Course Code: MGT 538 DS 40

Credits: 4

Nature: Discipline Centric Elective Courses

Objective:

The course aims to develop students' understanding of emotional intelligence (EI) and its critical role in enhancing managerial effectiveness. It equips learners with the ability to manage self and relationships more effectively in organizational contexts by integrating EI principles into leadership, decision-making, conflict resolution, and performance management.

Learning Outcomes:

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

- Understand the concept, components, and models of Emotional Intelligence.
- Develop self-awareness, emotional regulation, and empathy in managerial roles.
- Apply EI to improve communication, team dynamics, and leadership effectiveness.
- Evaluate the role of EI in decision-making, conflict resolution, and stress management.
- Integrate emotional and social competencies into ethical and resilient management practices.

Content:

UNIT I

Foundations of Emotional Intelligence: Concept of emotional intelligence, its origin, and significance in the workplace. It introduces various models of EI, including Daniel Goleman's mixed model, Mayer-Salovey's ability model, and Bar-On's model. The unit also delves into the five core components of EI: self-awareness, self-regulation, motivation, empathy, and social skills, highlighting their relevance for managerial roles in dynamic organizational environments.

UNIT II

Emotional Competencies for Managerial Roles: Application of emotional intelligence in managing oneself and others. Topics include emotional self-assessment, handling workplace emotions, cultivating emotional resilience, and managing stress. It discusses how EI influences leadership style, decision-making, and interpersonal relationships. Students also examine how emotionally intelligent managers handle feedback, lead change, and model ethical behavior under pressure.

UNIT III

Interpersonal Effectiveness and Team Dynamics: EI in communication, trust-building, teamwork, and managing group emotions. It discusses how EI contributes to resolving conflicts, managing diversity, and motivating teams. Special emphasis is placed on empathy, active listening, influencing others, and creating psychologically safe environments. Real-life cases and roleplays are used to demonstrate the use of EI in cross-functional collaboration.

UNIT IV

Developing EI for Managerial Excellence: Emotional Competence Inventory (ECI), 360-degree feedback, and mindfulness practices. The unit concludes with designing personal development plans for emotional competence, and applying EI to build resilience, ethical decision-making, and inclusive leadership practices in the workplace. *Bhagavad Gita* (emotional balance in action), *Yoga Sutras of Patanjali* (mindfulness and self-awareness), and Buddhist principles of *mindfulness, compassion, and equanimity*.

Suggested Readings

- Goleman, D. (2020). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam.
- Bradberry, T., & Greaves, J. (2016). *Emotional Intelligence 2.0*. TalentSmart.
- Cherniss, C., & Goleman, D. (2001). *The Emotionally Intelligent Workplace*. JosseyBass.
- Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). *Emotional Intelligence: Theory, Findings, and Implications*. Psychological Inquiry.
- Cooper, R. K., & Sawaf, A. (1998). *Executive EQ: Emotional Intelligence in Leadership and Organizations*. Grosset/Putnam.
- Boyatzis, R., & McKee, A. (2005). *Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion*. Harvard Business Review Press.
- Rao, T. V. (2021). *Effective People: Insightful Lessons for Managers*. Productivity Press.

Note: Students should refer to the latest editions. Additional articles, tools, and case materials will be provided in class.

RESEARCH THESIS (OPTION 2)

Course Code: MGT 550 SRP

Credit: 20

Nature: Core Course

The evaluation criteria as per the following weightages:

1. Submission of approved research proposal: 10%
2. Periodic presentation: 20%
3. Evaluation of final research thesis: 50%
4. Viva- voce: 20%

RESEARCH THESIS (OPTION 3)

Course Code: MGT 590 YRP

Credit: 20

Nature: Core Course

The evaluation criteria as per the following weightages:

1. Research review presentation-III: 30%
2. Evaluation of final research thesis: 40%
3. Final viva-voce: 30%