SYLLABUS

DEPARTMENT OF MANAGEMENT

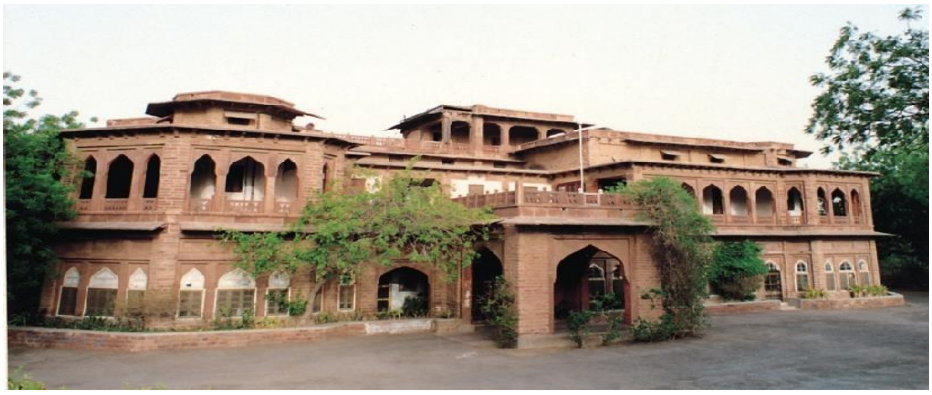
FACULTY OF MANAGEMENT

(Recognized by AICTE)

MASTER OF BUSINESS ADMINISTRATION

Two Years Regular Full-Time Four Semester Course

2026-2028



JAI NARAIN VYAS UNIVERSITY, JODHPUR

(Accredited B++ by NAAC)

NOTIFICATION

In compliance of decision of the Hon’ble High Court all students are required to fulfill75% attendance rule in each subject and there must be 75% attendance ofthe student before he/she could be permitted to appear in the examination.

REGISTRAR

(Academic)

DEPARTMENT OF MANAGEMENT
FACULTY OF MANAGEMENT

LIST OF TEACHERS

1.	Prof. Shishu Pal Singh Bhadu M.Com.(Bus.Adm.),Ph.D.,	Dean & Professor
2.	Dr. Puja Gehlot M.T.A.,MBA,Ph.D.,FDP(IIM-A)	Head & AssistantProfessor
3.	Dr. Neelam Kalla M.B.A.,UGC-NET,Ph.D,FDP(IIM-A)	AssistantProfessor
4.	Dr. Nishant Gehlot M.B.A.,M.B.L.,Ph.D	AssistantProfessor

Master of Business Administration

The Department of Management Studies (DMS), under Jai Narain Vyas University, is a well-established institution imparting quality management education since 1968. It is a co-educational department offering postgraduate and research programmes in management, and has earned a reputation as a preferred destination for pragmatic and application-oriented learning. The alumni of DMS are part of a diverse range of organizations, including entrepreneurial ventures, established corporations, government bodies, and non-profit institutions across India and globally. The department has produced distinguished professionals who hold leadership positions as corporate executives, entrepreneurs, academicians, and thought leaders.

The MBA programme was initiated under the guidance of D. N. Elhance within the Department of Commerce, making it one of the earliest MBA programmes in India, modelled on the lines of premier institutions like Indian Institutes of Management. Over the years, the department has emerged as a pioneer in management education and continues to uphold its legacy of excellence.

In the contemporary globalized economy, business and trade play a crucial role as engines of growth. The MBA programme is designed to equip students with knowledge and skills across various functional areas, enabling them to meet future challenges effectively. It aims to nurture competent professionals and visionary leaders who can contribute meaningfully to industry and society. The programme emphasizes holistic development, innovation, and leadership, preparing students to seize emerging opportunities and achieve sustained career growth.

Eligibility: Bachelor's Degree (Graduation): The applicant must have a bachelor's degree or an equivalent qualification in any discipline with minimum 50% marks.

Selection Process: Through a Departmental Level Entrance Test/ Merit Basis (Graduation percentage), Reservation as per university rules.

Number of Seats: 60 (30 Government Aided Seats + 30 Self Finance Seats)

Course Fee: INR 21000 per Semester for GAS and INR 42,000 per Semester for SFS

Scheme of Examination for Master of Business Administration (MBA)

1. **Duration and Structure of the Programme**: A candidate admitted to the Master of Business Administration (MBA) programme shall be required to pursue a regular course of study for a period of two academic years, comprising four semesters. The candidate must complete all four semesters within a maximum duration of four years from the date of admission to the programme.
2. **Semester-wise Course of Study and Examination**: There shall be a separate course of study and a separate examination for each semester. The curriculum shall consist of Theory Papers and Practical Components, which include Social Outreach and Community Engagement, Seminar, Summer Internship Project andCapstone Project. The maximum marks for each component shall be as prescribed in the detailed course design.
3. **Evaluation Pattern for Theory Papers**: All theory papers shall carry a maximum of 100 marks, distributed as follows:
   - **Semester End Examination**: 70 marks (to be conducted and evaluated as per university rules).
   - **Continuous Assessment**: 30 marks (The mode and components of continuous assessment shall be at the discretion of the concerned faculty member and may include attendance, quizzes, presentations, case studies, class participation, or any other appropriate criteria).
4. **Practical Components and Their Objectives:**

a. **Social Outreach and Community Engagement (60 Hours)**: The Social Outreach and Community Engagement component aims to sensitize students to societal challenges and community development issues. Through participation in outreach activities, students engage with local communities, NGOs, or social initiatives to understand social problems and contribute to sustainable development efforts. This activity helps students develop social responsibility, ethical awareness, teamwork, and leadership skills while applying management knowledge for community welfare.

b. **Seminar (60 Hours)**: The Seminar provides students with an opportunity to explore contemporary issues, emerging trends, and research developments in management and related fields. Students are expected to select a relevant topic, review existing literature, and present their analysis through a structured presentation. The seminar aims to develop critical thinking, research orientation, and presentation skills while encouraging academic discussion and knowledge sharing.

c. **Summer Internship Project (180 Hours)**: Students shall undertake a Summer Internship Project for a duration of 6–8 weeks after the completion of the Second Semester. The internship provides practical exposure to organizational functioning and real business environments. Students work on assigned tasks or projects related to management functions in an approved organization. This experience helps students understand workplace dynamics, apply theoretical concepts in practice, and develop professional skills such as communication, teamwork, and problem-solving.

d. **Capstone Project (120 Hours)**: The Capstone Project enables students to integrate the knowledge and skills acquired during the programme and apply them to real-world business problems within their chosen functional area. The project involves identifying a managerial issue, collecting and analysing relevant data, and proposing practical solutions. It helps students develop analytical thinking, problem-solving abilities, and professional presentation skills.

5. **Evaluation of Practical Components**

a. **Social Outreach and Community Engagement:**

This component shall be evaluated for a total of **50 marks**, distributed as follows:

• Continuous Assessment: 15 marks (Project Proposal – 5 marks; Interim Progress Review – 10 marks)

• Final Evaluation: 35 marks (Project Report and Presentation – 20 marks; Viva-Voce – 15 marks)

Continuous assessment shall be conducted by the faculty mentor assigned by the Head of the Department. The final evaluation shall be carried out jointly by two faculty members appointed by the Head of the Department.

b. **Seminar:**

The Seminar shall be evaluated for a total of **50 marks**, distributed as follows:

• Continuous Assessment: 15 marks

• Final Evaluation: 35 marks

Continuous assessment shall be conducted by the faculty mentor assigned by the Head of the Department. The final evaluation shall be carried out jointly by two faculty members appointed by the Head of the Department.

c. **Summer Internship Project and Capstone Project:**

These components shall be evaluated for a total of **100 marks**, distributed as follows:

• Continuous Assessment: 30 marks (Project Proposal – 15 marks; Interim Progress Review – 15 marks)

• Final Evaluation: 70 marks (Project Report and Presentation – 40 marks; Viva-Voce – 30 marks)

Continuous assessment shall be conducted by the faculty mentor assigned by the Head of the Department. The final evaluation shall be carried out jointly by one internal faculty member and one external examiner.

Note:

Practical components (Social Outreach and Community Engagement, Seminar, Summer Internship Project and Capstone Project) shall not be subject to re-evaluation.

6. **Minimum Pass Percentage**: A candidate must secure a minimum of **40%** marks in each paper (considering the aggregate of Semester End Examination and Continuous Assessment) and **50%** of the aggregate marks in all papers of the semester examination to be declared passed in that semester.

7. **Reappearance as an Ex-Student**: A candidate who fails at an examination and reappears as an ex-student shall not be required to submit or appear again for the practical papers (Social Outreach and Community Engagement, Seminar, Summer Internship Project and Capstone Project). The marks

previously obtained in these components shall be carried forward, unless the candidate has failed in that particular practical component. However, marks of continuous assessment shall be retained and transferred in all cases. Absentees in the practical examination will have to appear with the subsequent semester batch. No re-exam will be conducted.

8. **Elective Specializations**: Every candidate is required to opt for **two elective specializations**. Once chosen, the elective specializations cannot be changed. The elective courses will be announced by the Head of the Department at the commencement of the relevant semester, and the decision of the Head of the Department shall be final.

   The candidate shall study **three subjects** of the Major Specialization (two in the third semester and one in the fourth semester) and **two subjects** of the Minor Specialization (one in the third semester and one in the fourth semester).

9. **Medium of Instruction and Examination**: The medium of instruction and examination for all courses shall be **English**.

10. **Additional Provisions:**

- All theory papers shall include case study discussions as an integral part of the teaching-learning and assessment pedagogy.
- Although all subjects include suggested teaching pedagogies and assessment tools, the detailed pedagogy, assessment methods, academic schedule, case studies, and reference materials will be shared by the concerned faculty member at the commencement of the course.

Master of Business Administration (MBA)

NSQF Level : 7

Programme Outcomes:

After successful completion of the MBA programme, learners will be able to:

PO1: Apply fundamental management theories and concepts across functional areas such as finance, marketing, operations, and human resource management.

PO2: Analyse complex business problems using critical thinking, quantitative techniques, and data-driven approaches for effective decision-making.

PO3: Utilize modern digital tools, analytics, and emerging technologies, including artificial intelligence, to support managerial decisions.

PO4: Demonstrate leadership, teamwork, and effective communication skills in diverse organizational and cross-cultural settings.

PO5: Develop innovative and entrepreneurial solutions by identifying business opportunities and creating sustainable business models.

PO6: Evaluate business environments and formulate strategies to enhance organizational competitiveness and long-term growth.

PO7: Apply ethical principles, social responsibility, and sustainability considerations in managerial decision-making and business practices.

PO8: Integrate theoretical knowledge with practical exposure through internships, projects, and experiential learning.

PO9: Adapt to dynamic global business environments and respond effectively to technological, economic, and social changes.

PO10: Engage in continuous learning, professional development, and self-reflection to enhance managerial effectiveness and career growth.

DCC: Discipline Centric Course

DSE: Disciplinary Specific Elective

SEM: Seminar

DPR: Dissertation/Project

GEC: Generic Elective Course

AEC: Ability Enhancement Course

SEC: Skill Enhancement Course

VAC: Value Aided Course

IOJ: Internship or On the JobExperience

CEE: Community Engagement Course

L: Lecture

T: Tutorial

P: Practical

CA: Continuous Assessment

EOSE: End of Semester Examination

SEMESTER I

S. No.	Course Code	Name of Course	Category	L-T-P	CA	EOSE	Total	Credits
1	**MBA7101T**	Principles of Management	DCC	4-0-0	30	70	100	4
2	**MBA7102T**	Organizational Behaviour	DCC	4-0-0	30	70	100	4
3	**MBA7103T**	Accounting for Managers	DCC	4-0-0	30	70	100	4
4	**MBA7104T**	Managerial Economics	DCC	4-0-0	30	70	100	4
5	**MBA7105T**	Entrepreneurial Skills and Start-Up Ecosystem	SEC	4-0-0	30	70	100	4
6	**MBA7106T**	Data Analysis and Quantitative Decision Tools	GEC	4-0-0	30	70	100	4
7	**MBA7107S**	Social Outreach & Community Engagement	CEE	-	15	35	50	2
	TOTAL			**24-0-0**	**195**	**455**	**650**	**26**

SEMESTER II

S. No.	Course Code	Name of Course	Category	L-T-P	CA	EOSE	Total	Credits
1	**MBA7201T**	Human Resource Management	DCC	4-0-0	30	70	100	4
2	**MBA7202T**	Financial Management	DCC	4-0-0	30	70	100	4
3	**MBA7203T**	Operations Research and Decision Modelling	DCC	4-0-0	30	70	100	4
4	**MBA7204T**	Field Research for Social Sciences	SEC	4-0-0	30	70	100	4
5	**MBA7205T**	Marketing Management	DCC	4-0-0	30	70	100	4
6	**MBA7206T**	Indian Knowledge Systems	GEC	4-0-0	30	70	100	4
7	**MBA7207S**	Seminar	SEM	-	15	35	50	2
	TOTAL			**24-0-0**	**195**	**455**	**650**	**26**

SEMESTER III

S. No.	Course Code	Name of Course	Category	L-T-P	CA	EOSE	Total	Credits
1	**MBA7301T**	Production and Operations Management	DCC	4-0-0	30	70	100	4
2	**MBA7302T**	Artificial Intelligence and Data-Driven Decisions for Managers	SEC	4-0-0	30	70	100	4
3	**MBA7303T**	Elective 1 (Major Specialization- Subject 1)	DSE	4-0-0	30	70	100	4
4	**MBA7304T**	Elective 2 (Major Specialization- Subject 2)	DSE	4-0-0	30	70	100	4
5	**MBA7305T**	Elective 3 (Minor Specialization- Subject -1)	DSE	4-0-0	30	70	100	4
6	**MBA7306S**	Summer Internship Project	IOJ	-	30	70	100	4
	TOTAL			**20-0-0**	**180**	**420**	**600**	**24**

SEMESTER IV

S. No.	Course Code	Name of Course	Category	L-T-P	CA	EOSE	Total	Credits
1	**MBA7401T**	Strategic Analysis and Management	DCC	4-0-0	30	70	100	4
2	**MBA7402T**	Project Management and Implementation Skills	SEC	4-0-0	30	70	100	4
3	**MBA7403T**	Business Regulations and Economic Environment	DCC	4-0-0	30	70	100	4
4	**MBA7404T**	Elective 4 (Major Specialization- Subject 3)	DSE	4-0-0	30	70	100	4
5	**MBA7405T**	Elective 5 (Minor Specialization- Subject 2)	DSE	4-0-0	30	70	100	4
6	**MBA7406S**	Capstone Project	DPR	-	30	70	100	4
	TOTAL			**20-0-0**	**180**	**420**	**600**	**24**

LIST OF ELECTIVE COURSES

CULTURE, PHILOSOPHY & MANAGEMENT GROUP

CPM1: Cultural, Philosophical and Spiritual Foundations of Management

CPM2: Business Transformation through Spiritual Leadership

CPM3: Spirituality at Workplace

STRATEGIC MANAGEMENT GROUP

SM1: Strategic Capability Building and Innovation

SM2: Strategic Management in Social Enterprises

SM3: International Business Strategy

SM4: Strategic Management of Startups

SM5: Strategic Innovation in Health Care and Education

FINANCE GROUP

F1: Financial Analytics

F2: International Financial Management

F3: Financial Services and Merchant Banking

F4: Corporate Taxation

F5: Security Analysis & Portfolio Management

ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT GROUP

H1: Human Resource Analytics

H2: Counselling Skills for Managers

H3: Managing Training, Learning and Development

H4: Organisational Development and Intervention Strategies

H5: Strategic Human Resource Management

MARKETING GROUP

M1: Marketing Analytics

M2: Brand Management

M3: Services & Global Marketing

M4: Digital Marketing

M5: Retail Management

OPERATIONS MANAGEMENT AND DECISION SCIENCES GROUP

OPD1: Predictive Analytics and Big Data

OPD2: Total Quality Management for Business Excellence

OPD3: Technology, Innovation and New Product Management

OPD4: Service Operations Management

OPD5: Operations Strategy

SEMESTER I

MBA7101T: PRINCIPLES OF MANAGEMENT

Course Objective:

The objective of this course is to provide learners with a comprehensive understanding of fundamental management concepts, principles, and processes. It aims to develop managerial thinking, decision-making ability, and leadership skills required to manage organizations effectively in a dynamic and global business environment.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand fundamental management concepts, functions, roles, and major schools of management thought.
- Explain the management process, including planning, organizing, staffing, directing, and controlling functions in organizations.
- Analyse planning processes, organizational structures, and decision-making approaches in dynamic business environments.
- Evaluate leadership theories, managerial roles, and contemporary organizational designs for effective management practices.
- Apply decision-making and control techniques to improve organizational effectiveness and managerial performance.

Contents:

UNIT I

Introduction to Management: Basic concepts: Manager, Managing, Workplace, Organization, Management functions and roles of managers, Mintzberg's managerial roles, Universality of management, Approaches to management, Managerial competencies and managerial skills, Changing nature of the manager's job, Importance of customers, innovation, and sustainability in management.

UNIT II

Planning: Concept, nature, need, and importance of planning, Management by Objectives (MBO): Concept, process, and benefits, Planning and performance, Goals and plans: Types of goals and plans, setting goals and developing plans, Approaches to goal setting and planning, Planning in dynamic and uncertain environments.

UNIT III

Organizing and Staffing: Concept and process of organizing, Organizational structures and design, Principles of organizing: Work specialization, departmentalization, chain of command, span of control, centralization and decentralization, formalization in organizations, Mechanistic and organic structures, Factors affecting organizational structure.

Staffing: Concept, importance, manpower planning, recruitment, selection, training and development, performance appraisal.

UNIT IV

Directing, Leadership and Contemporary Organizational Designs: Directing- Concept, importance, supervision, motivation, and communication.

Leadership: Concept, importance, leadership theories (trait, behavioural, contingency), leadership styles, and leadership skills.

Contemporary organizational designs: Adaptive organizations, boundaryless organization, virtual organizations, learning organizations, flexible work arrangements (flexi work and tele-working), global organizations.

UNIT V

Decision Making and Controlling: Decision-making process, rationality, bounded rationality, and intuition in decision making, Evidence-based management, Types of decisions and decision-making conditions, Decision-making approaches and biases.

Controlling: Concept, need, and importance, The control process, Types of controls: Feed-forward, concurrent, and feedback control, Financial and information controls, Benchmarking of best practices.

Suggested Readings:

- Essentials of Management, S. P. Robbins, S. Bhattacharyya, D. A. DeCenzo, M. N. Agarwal, Pearson Education
- Management, R. W. Griffin, Cengage Learning
- Essentials of Management, H. Koontz, C. O'Donnell, H. Weihrich, Tata McGraw Hill
- Management, J. A. F. Stoner, PHI Learning
- Principles of Management, R. L. Daft, Cengage Learning
- Management: A Global Perspective, H. Weihrich, H. Koontz, Tata McGraw Hill
- Management, S. P. Robbins, M. Coulter, Pearson
- Organisation Theory, J. H. Jackson, C. P. Morgan, Prentice Hall
- Understanding Cross-Cultural Management, M.-J. Browaey, FT Press

- *Suggested Teaching Pedagogy and Assessment Tools:Lectures, case study discussions, role plays, management games, group discussions, presentations, quizzes, and exercises.*

MBA7102T: ORGANIZATIONAL BEHAVIOUR

Course Objective:

The objective of the course is to develop an understanding of fundamental concepts and behavioural processes of Organizational Behaviour, including individual, group, and organizational dynamics, to enable students to effectively adapt and perform in a changing corporate environment.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the fundamental concepts, theories, and importance of Organizational Behaviour and individual behaviour in organizations.
- Analyse personality, perception, attitudes, emotions, and motivation and their influence on employee behaviour and performance.
- Evaluate leadership styles and approaches and their role in guiding individuals and teams within organizations.
- Explain group dynamics, team behaviour, communication, and conflict management in organizational settings.
- Apply concepts of stress management, well-being, organizational development, and positive organizational behaviour to improve organizational effectiveness.

Contents:

UNIT I

Introduction to Organizational Behaviour and Individual Behaviour: Meaning, nature, and scope of Organizational Behaviour, Introduction to Individual Behaviour, Personality: Determinants, measurement, and personality traits, Perception: Perceptual process, factors influencing perception, attribution theory, Learning: Concept, approaches to learning, and measurement, Attitudes, values, and emotions in organizations, Emotional Intelligence.

UNIT II

Interpersonal Relationships and Motivation: Interpersonal relationships in organizations, Transactional Analysis: Ego states, transactions, life positions, stroke analysis, games analysis, Johari Window and interpersonal communication, Motivation at work: Meaning and importance, Content models of motivation (Maslow, Herzberg, McClelland), Process models of motivation and application in organizations.

UNIT III

Leadership and Followership: Introduction to leadership and followership, Trait theories of leadership, Behavioural approaches to leadership, Contingency approaches to leadership, Transactional and transformational leadership.

UNIT IV

Groups, Teams, and Organizational Communication: Introduction to work groups and teams, Reasons for joining groups, Types of groups and teams, Group cohesiveness, Groupthink and risky shift, Conflict management, Communication in organizations.

UNIT V

Stress, Well-being, and Organizational Development: Stress and well-being at work-Meaning and sources of stress, Reactions to workplace stress and stress management techniques, Organizational structure and design, Positive psychology and psychological capital, Organizational citizenship behaviour (OCB), Organizational effectiveness and organizational development (OD)

Suggested Readings:

- Organizational Behaviour: An Evidence-Based Approach, F. Luthans, McGraw-Hill Irwin
- Organizational Behaviour: A South Asian Perspective, D. L. Nelson, J. C. Quick, Cengage Learning India Pvt. Ltd.
- Understanding Organizational Behaviour, U. Pareek, S. Khanna, Oxford University Press, New Delhi
- Organizational Behaviour, S. P. Robbins, T. A. Judge, N. Vohra, Pearson Education, New Delhi
- Organizational Behaviour: Text and Cases, K. Singh, Vikas Publication, New Delhi

➢ *Suggested Teaching Pedagogy and Assessment Tools:Lectures, case study discussions, role plays, management games, group discussions, presentations, quizzes, classroom exercises, and analysis of organizational behaviour cases.*

MBA7103T: ACCOUNTING FOR MANAGERS

Course Objective:

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of accounting and utilisation of accounting information for general purpose decision making in an organisation. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the fundamentals of management accounting including its nature, scope, tools, and role in supporting managerial decision-making, and distinguish it from financial and cost accounting.
- Analyse and interpret financial statements using techniques such as ratio analysis, trend analysis, comparative statements, and common-size statements to assess organizational performance.
- Apply marginal costing and cost–volume–profit (CVP) analysis to evaluate business decisions, including break-even analysis, pricing, and profit planning.
- Develop and utilize budgeting and standard costing techniques by preparing various types of budgets and performing variance analysis for effective cost control and performance evaluation.
- Evaluate the role of accounting analytics in managerial decision-making, including its application in financial analysis, budgeting, cost control, fraud detection, and performance improvement.

Contents:

UNIT I

Introduction to Management Accounting:Meaning, nature, scope, and objectives of management accounting, Difference between financial accounting, cost accounting, and management accounting, Role of management accounting in managerial decision making, Tools and techniques of management accounting, Limitations of management accounting.

UNIT II

Financial Statement Analysis: Meaning and objectives of financial statement analysis, Comparative financial statements, Common size statements, Trend analysis, Ratio analysis and interpretation.

UNIT III

Marginal Costing and Cost–Volume–Profit Analysis: Concept of marginal costing, Break-even analysis, P/V ratio, margin of safety, Cost–volume–profit analysis, Decision making under marginal costing.

UNIT IV

Budgetary Control: Meaning and objectives of budgeting, Types of budgets (sales, production, cash, flexible budgets), Preparation of budgets, Budgetary control and its advantages, Zero-based budgeting.

Standard Costing and Variance Analysis: Meaning and objectives of standard costing, Setting of standards, Variance analysis: material, labour, and overhead variances, Interpretation and managerial use of variances.

UNIT V

Accounting Analytics: Concept and meaning of Accounting Analytics in financial decision-making, Importance of Accounting Analytics in analyzing financial statements and business performance, Applications of Accounting Analytics in budgeting, cost control, fraud detection, and financial reporting.

Suggested Readings:

- Accounting: Text and Cases, R. N. Anthony, F. D. Hawkins, K. A. Merchant, Tata McGraw Hill
- Principles of Financial Accounting, B. E. Needles, M. Powers, S. V. Crosson, South-Western College/West
- Managerial Accounting, R. W. Hilton, D. E. Platt, Tata McGraw Hill
- Financial Accounting: A Managerial Perspective, R. Narayanaswamy, Prentice Hall of India
- Cost Accounting: A Managerial Emphasis, T. C. Horngren, S. M. Datar, M. V. Rajan, Pearson
- Introduction to Management Accounting, T. C. Horngren, G. L. Sundem, J. Schatzberg, D. Burgstahler, Pearson
- Financial Accounting, D. Spiceland, W. M. Thomas, D. Herrmann, McGraw-Hill
- Management Accounting, M. Vij, Excel Books
- Cost Accounting, T. C. Horngren, S. M. Datar, M. V. Rajan, Pearson
- Financial Accounting: Fundamentals, Analysis and Reporting, R. K. Arora, Wiley

- *Suggested Teaching Pedagogy and Assessment Tools: Interactive learning through mini-cases, Critical thinking exercises, Class presentations, Problem based learning, Class discussions to encourage critical thinking and evaluation, Project work.*

MBA7104T: MANAGERIAL ECONOMICS

Course Objective:

The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory and to develop managerial capabilities for effective decision-making in a variety of different business situations and market conditions. Managerial Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. This course provides the foundation for a variety of other courses, like finance, marketing, and strategy.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Apply fundamental principles of managerial economics in business decision-making.
- Analyse demand, production, and cost functions under varying market conditions.
- Evaluate firm behaviour and pricing strategies across different market structures.
- Interpret macroeconomic indicators and assess the impact of economic policies.
- Utilize economic analytics for forecasting, market analysis, and strategic decisions.

Contents:

UNIT I

General Foundations of Managerial Economics: Economic approach; opportunity cost; marginal analysis; incremental concept and contribution analysis; time value of money.

UNIT II

Demand Analysis and Forecasting: Demand analysis and estimation: individual, market, and firm demand; determinants of demand; elasticity of demand and its business applications; demand forecasting techniques.

UNIT III

Production and Cost Analysis: Law of variable proportions; theory of the firm; production functions in the short and long run; cost functions; determinants of cost; short-run and long-run costs; types of costs; analysis of risk and uncertainty.

UNIT IV

Market Structure and Macroeconomic Environment: Market structures: perfect competition, monopoly, monopolistic competition, oligopoly (Bertrand and Cournot models); pricing strategies; price discrimination; game theory basics; market failures (externalities, public goods); economics of information (moral hazard, adverse selection). Macroeconomic environment: national income, economic indicators, business cycles, multiplier, inflation, fiscal and monetary policy; Indian economic environment including PPP, industrial finance, and FDI.

UNIT V

Economic Analytics for Decision-Making: Concept and importance of economic analytics; role in business decision-making; applications in demand forecasting, market analysis, policy evaluation, and strategic planning; introduction to data-driven economic decision tools.

Suggested Readings:

- Managerial Economics: Theory, Applications and Cases, W. B. Allen, N. A. Doherty, K. Weigelt, E. Mansfield, W. W. Norton & Company
- Microeconomics, B. D. Bernheim, M. Winston, A. Sen, McGraw Hill Education
- Managerial Economics, Geetika, P. Ghosh, P. Roy Chowdhury, McGraw Hill Education
- Managerial Economics: An Integrative Approach, M. Hirschey, Cengage Learning
- Modern Microeconomics, A. Koutsoyiannis, Palgrave Macmillan
- Fundamentals of Managerial Economics, H. Mark, Cengage Learning
- Managerial Economics, K. Paul, K. Y. Philip, E. Steve, C. Dickinson, S. Banerjee, Pearson
- Managerial Economics, D. Salvatore, Oxford University Press
- Managerial Economics: Foundations of Business Analysis and Strategy, C. R. Thomas, S. C. Maurice, McGraw Hill Education
- Intermediate Microeconomics, H. R. Varian, East-West Press Pvt. Ltd.

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Discussions, Exercise, Quiz,Short Notes.*

MBA7105T: ENTREPRENEURIAL SKILLS AND START-UP ECOSYSTEM

Course Objective:

This course aims to provide necessaryinput for entrepreneurialeffort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the concept, nature, and role of entrepreneurship, including the functions, types, and qualities of successful entrepreneurs.
- Analyse the structure, role, and significance of MSMEs and start-ups in the Indian economy, including the challenges faced and institutional and policy support available.
- Develop the ability to identify business opportunities, scan the environment, and evaluate feasibility for setting up a small business venture.
- Acquire skills for preparing a comprehensive business plan, covering financial, marketing, human resource, technical, and social aspects.
- Gain awareness of institutional support, financial and non-financial assistance, incentives, and infrastructure facilities available for small-scale and entrepreneurial ventures.

Contents:

UNIT I

Entrepreneurship: Meaning and concept of entrepreneurship, entrepreneur, and enterprise. Characteristics and qualities of successful entrepreneurs. Role and functions of entrepreneurs in economic development. Types of entrepreneurs and development of an entrepreneurial mindset. Importance of entrepreneurship in innovation, employment generation, and economic growth.

UNIT II

Entrepreneurial Skills and Opportunity Recognition: Core entrepreneurial skills such as creativity, innovation, leadership, risk-taking, and problem-solving. Opportunity identification and idea generation. Environmental scanning and market opportunity analysis. Evaluation of business opportunities and entrepreneurial decision-making.

UNIT III

Start-Up Ecosystem: Meaning and components of the start-up ecosystem. Role of government, incubators, accelerators, venture capitalists, and other support institutions. Government initiatives and policies promoting start-ups and innovation. Importance of networking and collaboration in the entrepreneurial ecosystem.

UNIT IV

Business Model and Start-Up Planning: Concept of business models and value proposition. Business Model Canvas and lean start-up approach. Preparation of a business plan including marketing, financial, operational, and human resource aspects. Common challenges in start-up planning and strategies to overcome them.

UNIT V

Financing and Growth of Start-Ups: Sources of start-up financing such as bootstrapping, angel investors, venture capital, and crowdfunding. Government schemes and financial support for start-ups. Strategies for managing growth and scaling up start-ups. Innovation management and sustainability in start-up ventures.

Suggested Readings:

- Entrepreneurship Development and Small Business Enterprises, Poornima M. Charantimath, Pearson Education.
- Entrepreneurship, Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, McGraw Hill Education.
- Entrepreneurship Development, S. S. Khanka, S. Chand Publishing.
- Innovation and Entrepreneurship, Peter F. Drucker, Harper Business.
- New Venture Creation: Entrepreneurship for the 21st Century, Jeffry A. Timmons and Stephen Spinelli, McGraw Hill Education.
- The Lean Startup, Eric Ries, Crown Business.
- Entrepreneurship: Successfully Launching New Ventures, Bruce R. Barringer and R. Duane Ireland, Pearson Education.

➢ *Suggested Teaching Pedagogy and Assessment Tools: Lectures, Discussion of short cases / reports, Quiz, Assignments, Written tests.*

MBA7106T:DATA ANALYSIS AND QUANTITATIVE DECISION TOOLS

Course Objective:

The course aims to develop a strong foundation in statistical and quantitative techniques for effective managerial decision-making. It equips students with analytical skills in probability, statistical inference, and regression analysis to interpret data accurately. Further, it enables learners to apply optimization models such as linear programming to solve real-world business problems efficiently.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Apply statistical tools and techniques to support managerial decision-making.
- Analyse probability distributions and apply probabilistic models in business contexts.
- Conduct sampling, estimation, and hypothesis testing for data-driven conclusions.
- Evaluate relationships using correlation, regression, and non-parametric tests.
- Formulate and solve optimization problems using linear programming and related models.

Contents:

UNIT I

Introduction to Statistics for Managers: Meaning and importance of statistics in managerial decision-making. Data collection methods and sources of data. Quality and reliability of data. Descriptive statistics including measures of central tendency and dispersion.

UNIT II

Introduction to probability: concept and basic terminologies. Probability rules, joint and conditional probability, and Bayes' theorem.Probability Distributions and Random Variables: Concept of random variables and types of distributions – discrete and continuous. Discrete probability distributions including Binomial, Poisson, Negative Binomial, and Hypergeometric distributions. Continuous probability distributions including Uniform, Normal, Exponential, Log-normal, and Weibull distributions.

UNIT III

Sampling and Statistical Inference: Sampling from a population and sampling distributions. Sampling distribution of the sample mean and Central Limit Theorem. Point estimation and properties of estimators. Confidence intervals for population mean and proportion. Introduction to hypothesis testing, Type I and Type II errors, and hypothesis testing for population mean and proportion. Hypothesis testing for comparison of two populations.

UNIT IV

Statistical Tests and Regression Analysis:Analysis of Variance (ANOVA). Chi-square test. Non-parametric tests including Sign test, Mann–Whitney U test, Wilcoxon signed-rank test, Kruskal–Wallis test, and Kolmogorov–Smirnov test. Covariance and correlation. Introduction to regression analysis: concept of linear regression, fitting the regression model, and use of regression for prediction.

UNIT V

Linear Programming and Optimization Models: Introduction to linear programming and its role in quantitative decision-making. Formulation of linear programming models, graphical method of solution, duality, and sensitivity analysis. Applications of linear programming in marketing, finance, and operations management. Transportation and transshipment problems, assignment problems, and introduction to integer programming including model building and applications.

Suggested Readings:

- Business Statistics: A First Course, David M. Levine, David F. Stephan, and Kathryn A. Szabat, Pearson Education.
- Statistics for Management, Levin & Rubin, Pearson Education.
- Business Statistics, S. C. Gupta and V. K. Kapoor, Sultan Chand & Sons.
- Quantitative Techniques in Management, N. D. Vohra, McGraw Hill Education.
- Statistics for Business and Economics, Paul Newbold, William Carlson, and Betty Thorne, Pearson Education.
- Operations Research: Theory and Applications, J. K. Sharma, Macmillan India.
- Introduction to Operations Research, Frederick S. Hillier and Gerald J. Lieberman, McGraw Hill Education.

- *Suggested Teaching Pedagogy and Assessment Tools: Lectures, discussion of short cases and reports, classroom discussions, quizzes, assignments, software-based exercises, numerical problem-solving, and written tests.*

MBA7107S SOCIAL OUTREACH &COMMUNITY ENGAGEMENT

Course Objective:

To encourage community engagement and cultural awareness through participation in socially relevant activities.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Promote community engagement and cultural awareness by providing students with experiential learning opportunities through participation in socially relevant activities.
- Engage in NGO internships, Swachh Bharat initiatives, organization of cultural events, and village surveys, enabling them to develop social sensitivity, civic responsibility, teamwork, leadership, and organizational skills.
- Develop an understanding of social, cultural, and environmental issues affecting communities and contribute to meaningful community development initiatives.
- Enhance interpersonal skills, empathy, and leadership qualities through active participation in community engagement activities and reflective learning experiences.
- Apply critical and reflective thinking to social and cultural contexts through discussions, integrated with other courses in the programme during faculty consultation hours.

➢ **A detailed teaching plan shall be shared prior to the commencement of the semester for all courses.**

➢ **The list of case studies and other relevant references, including recent articles, shall be communicated by the instructor at the commencement of the course.**

SEMESTER II

MBA7201T: HUMAN RESOURCE MANAGEMENT

Course Objective:

The objective of the course is to sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts. The course is designed to familiarize participants with human resource policies and practices that they need to know regardless of their field of managerial functions. The course highlights the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives. The course will provide basic concepts, techniques, and practices of human resource management in diverse contexts.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the concepts, functions, and contemporary issues of Human Resource Management, including job analysis and workforce management.
- Analyse human resource planning processes, demand–supply forecasting, and talent acquisition strategies including recruitment, selection, and induction.
- Evaluate training, development, performance management systems, and compensation and reward practices in organizations.
- Examine industrial relations, trade unions, employee engagement, and conflict management in organizational and global contexts.
- Apply HR analytics and data-driven techniques for effective decision-making in recruitment, performance, and workforce planning.

Contents:

UNIT I

Foundations and Principles of Managing People in Organizations: Meaning and importance of Human Resource Management (HRM), concepts and perspectives of managing people in organizations. Contemporary issues and challenges in managing human resources in modern organizations. Job analysis: concept, process, methods, and outcomes including job description and job specification.

UNIT II

Human Resource Planning: Concept, importance, and process of human resource planning. Demand and supply forecasting techniques. Managing workforce changes including downsizing and employee retention strategies. Talent acquisition process including recruitment, selection, and employee induction/orientation.

UNIT III

Training and Development: Concept, importance, process, and methods of employee training and development. Performance Management: Performance management systems, appraisal methods, and strategies for improving employee performance. Learning in organizations and management of compensation and rewards, including salary structures, incentives, and employee benefits.

UNIT IV

Industrial Relations: Dynamics of employer, employee, and the state in industrial relations. Trade unions: evolution, role, and future trends. Industrial harmony through workers' participation in management, collective bargaining, grievance handling, discipline, dispute resolution, and conflict management. Employee engagement and its importance in organizational performance. International dimensions of Human Resource Management.

UNIT V

Concept and Meaning of HR Analytics – Introduction to HR analytics, role of data in human resource management, and importance of data-driven HR decision making. Types and Metrics in HR Analytics – Descriptive, predictive, and prescriptive analytics; key HR metrics such as employee turnover, absenteeism, performance indicators, and workforce productivity. Applications of HR Analytics – Use of HR analytics in recruitment and selection, performance management, employee engagement, retention strategies, and workforce planning.

Suggested Readings:

- Armstrong's Handbook of Human Resource Management Practice, M. Armstrong, S. Taylor, Kogan Page, London
- Human Resource Management: Text and Cases, K. Aswathappa, McGraw Hill Education, New Delhi
- Principles of Human Resource Management, G. W. Bohlander, S. A. Snell, Cengage Learning India, New Delhi
- Manager's Guide to Employee Engagement, S. Carbonara, McGraw Hill Education, New York
- Managing Human Resources: Productivity, Quality of Work Life, Profits, W. Cascio, McGraw Hill Education, New York
- Human Resource Management (12th ed.), D. A. DeCenzo, S. P. Robbins, S. L. Verhulst, Wiley
- Human Resource Management, G. Dessler, B. Varkkey, Pearson Education, New Delhi
- Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce, C. Espinoza, M. Ukleja, Wiley, New Jersey
- Managing Human Resources, L. R. Gomez-Mejia, D. B. Balkin, R. L. Cardy, Pearson Education, Essex
- Human Resource Management, J. M. Ivancevich, McGraw Hill Education, New York

- Human Resource Management: A Case Study Approach, M. Muller-Camen, R. Croucher, S. Leigh, Viva Books, New Delhi
- Industrial Relations and Labour Legislation, R. C. Sharma, Prentice Hall India, New Delhi
- Industrial Relations, C. S. Venkat Ratnam, M. Dhal, Oxford University Press, New Delhi

➢ *Suggested Teaching Pedagogy and Assessment Tools: Lectures, case study discussions, role plays, management games, group discussions, presentations, classroom exercises, quizzes, and analysis of practical HR situations.*

MBA7202T: FINANCIAL MANAGEMENT

Course Objective:

The course aims to provide a comprehensive understanding of financial management principles and their role in maximizing shareholder value. It equips students with analytical skills to evaluate investment, financing, and dividend decisions using modern financial tools and techniques. Further, it develops the ability to apply financial analytics and working capital strategies for efficient financial planning and performance evaluation.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Apply core financial management concepts, including time value of money, in decision-making.
- Evaluate investment opportunities using capital budgeting techniques like NPV, IRR, and Payback.
- Analyse cost of capital and capital structure decisions to determine optimal financing strategies.
- Assess dividend policies and their impact on firm value and shareholder wealth.
- Utilize working capital management and financial analytics tools for effective financial planning and control.

Contents:

UNIT I

Financial Management – An Overview: Evolution of finance and the changing scope of financial management. The basic goal of financial management: creating shareholder value. Agency issues in financial management. Business ethics and social responsibility in finance. Time Value of Money: concept and applications in financial decision-making.

UNIT II

Importance of capital budgeting in financial management; techniques of capital budgeting including Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), and Profitability Index; estimation of cash flows in investment decisions; comparison of NPV and IRR; risk analysis in capital budgeting including sensitivity analysis and certainty equivalent approach.

UNIT III

Cost of Capital and Capital Structure: Concept and calculation of cost of capital; weighted average cost of capital (WACC); Capital Asset Pricing Model (CAPM) and risk-adjusted cost of capital; international dimensions of cost of capital.

Capital structure decisions and theories: Net Income Approach, Net Operating Income Approach, Traditional Approach, and Modigliani–Miller Model; determination of optimal capital structure; EBIT–EPS analysis; operating, financial, and combined leverage.

UNIT IV

Dividend policy and decisions: Concept and determinants of dividend policy; dividend theories including Gordon Model, Walter Model, and Modigliani–Miller hypothesis; forms of dividend such as cash dividend, bonus shares, stock splits, and share repurchase; dividend practices in corporate decision-making.

UNIT V

Working capital management: concepts, policies, and risk–return trade-off. Cash management and receivables management. Introduction to Financial Analytics: meaning and importance of financial analytics in managerial decision-making. Financial metrics and analytical tools such as profitability ratios, liquidity ratios, cost analysis, budgeting analysis, and financial forecasting. Applications of financial analytics in investment decisions, risk assessment, financial planning, cost control, and performance evaluation.

Suggested Readings:

- Principles of Corporate Finance, R. A. Brealey, S. C. Myers, F. Allen, P. Mohanty, Tata McGraw Hill
- Intermediate Financial Management, E. F. Brigham, P. R. Daves, South Western
- Fundamentals of Financial Management, E. Brigham, J. Houston, Thomson
- Foundations of Finance, A. J. Keown, J. D. Martin, J. W. Petty, Pearson Prentice Hall
- Corporate Finance, W. L. Megginson, S. B. Smart, L. J. Gitman, Thomson
- Financial Management, P. Chandra, McGraw Hill
- Fundamentals of Corporate Finance, S. A. Ross, R. W. Westerfield, J. Jaffe, B. D. Jordan, Tata McGraw Hill
- Fundamentals of Financial Management, J. Wachowicz, Pearson Education
- Corporate Finance: Principles and Practice, D. Watson, A. Head, Pearson Education
- Financial Management: Theory & Practice, E. F. Brigham, M. C. Ehrhardt, Cengage Learning

- *Suggested Teaching Pedagogy and Assessment Tools:Lectures, case study discussions, numerical problem-solving exercises, financial analysis of real-world cases, group discussions, presentations, quizzes, assignments, and software-based financial modelling exercises.*

MBA7203T: OPERATIONS RESEARCH AND DECISION MODELLING

Course Objective:

The course aims to develop an understanding of operations research techniques and their application in managerial decision-making. It equips students with analytical skills in modelling, simulation, decision analysis, and project scheduling. Further, it enables learners to apply stochastic models and game theory for solving complex business problems.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Develop and apply optimization and network models for solving managerial decision problems.
- Analyse queuing systems and simulation models to improve operational efficiency.
- Evaluate decision-making under uncertainty using decision trees and risk analysis techniques.
- Apply project scheduling techniques such as PERT and CPM for effective project management.
- Utilize Markov processes and game theory for strategic and stochastic decision-making.

Contents:

UNIT I

Optimization Modelling and Network Analysis: Concept of model building in operations research; types of models and their role in managerial decision-making. Network models: shortest path problem, maximum flow problem, minimum spanning tree, and routing problems. Applications of network models in logistics, transportation, and supply chain management. Introduction to multi-criteria decision-making (MCDM): goal programming—formulation, solution, and business applications.

UNIT II

Queuing Theory and Simulation Techniques: Introduction to waiting line models and their managerial relevance. Structure and characteristics of queuing systems; basic queuing models including M/M/1 and M/M/c (conceptual understanding and applications). Economic implications of waiting lines. Simulation techniques: concept, types of simulation models, Monte Carlo simulation method, steps in simulation modelling, and applications in business decision-making. Verification and validation of simulation models.

UNIT III

Decision Analysis and Project Scheduling: Decision-making under uncertainty: decision criteria (Maximax, Maximin, Minimax Regret, Laplace), decision trees, expected value, and value of perfect and sample information. Risk analysis and risk profiling. Project scheduling techniques: PERT and CPM, critical path analysis, time-cost trade-offs (crashing), and applications in project management under certainty and uncertainty.

UNIT IV

Markov Analysis and Stochastic Models: Introduction to stochastic processes and their relevance in business. Markov processes: concept, assumptions, transition probabilities, steady-state analysis, and long-run behaviour. Applications of Markov models in marketing (brand switching), inventory control, manpower planning, and customer retention analysis.

UNIT V

Game Theory and Strategic Decision Models: Theory of games: concepts and assumptions. Two-person zero-sum games, saddle point, dominance principle, and mixed strategies. Solution of games using graphical method (2×n and m×2 cases). Introduction to non-zero-sum and constant-sum games (conceptual understanding). Managerial applications of game theory in competitive strategies, pricing decisions, and conflict resolution

Suggested Readings:

- Quantitative Techniques in Management, N. D. Vohra, McGraw Hill Education.
- Operations Research: An Introduction, Hamdy A. Taha, Pearson Education.
- Introduction to Operations Research, Frederick S. Hillier and Gerald J. Lieberman, McGraw Hill Education.
- Operations Research: Theory and Applications, J. K. Sharma, Macmillan India.
- Quantitative Methods for Management, C. R. Kothari, Vikas Publishing House.
- Quantitative Methods for Business, David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, Cengage Learning.
- Business Statistics and Operations Research, P. K. Gupta and D. S. Hira, Sultan Chand & Sons.
- Operations Research for Management, Kanti Swarup, P. K. Gupta and Man Mohan, Sultan Chand & Sons.
- Managerial Decision Modeling with Spreadsheets, Nagraj Balakrishnan, Barry Render and Ralph Stair, Pearson Education.
- Operations Research in Management Science, A. Ravindran, Don T. Phillips and James J. Solberg, Wiley.

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Discussions, Exercise, Quiz,Numerical Questions, Practical exercises.*

MBA7204T: FIELDRESEARCH FOR SOCIAL SCIENCES

Course Objective:

This course aims to provide students with an understanding of field research methods used in social sciences. It focuses on the process of designing research studies, collecting and analyzing field data, and interpreting findings related to social and economic issues. The course also develops students' ability to conduct ethical and systematic research in real-world social contexts.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the nature, scope, and process of field research in social sciences.
- Design appropriate research methods including data collection techniques and sampling procedures for field studies.
- Apply qualitative and quantitative tools to collect, organize, and analyse field data.
- Interpret research findings to understand social, economic, and behavioural phenomena.
- Prepare systematic research reports while adhering to ethical principles in social science research.

Contents:

UNIT I

Introduction to Research: Nature and scope of research, importance of research in management. Research process and stages in conducting research. Formulation of research problem. Research design: exploratory, descriptive, and conclusive research designs. Scaling techniques: comparative and non-comparative scaling techniques. Reliability and validity of scales.

UNIT II

Data Collection and Qualitative Research Methods: Primary and secondary data: concept and sources. Sources of secondary data and review of literature. Qualitative research methods including depth interviews, focus group discussions, and projective techniques. Observation method in research. Survey method and principles of questionnaire design including form, layout, and pilot testing.

UNIT III

Sampling and Data Preparation: Concept of sampling and sample design. Probability and non-probability sampling techniques. Determination of sample size. Data coding, data preparation, and tabulation. Graphical presentation of data. Sampling and non-sampling errors.

UNIT IV

Hypothesis Testing and Data Analysis: Concept of hypothesis and hypothesis testing. Parametric and non-parametric tests. Introduction to data analysis techniques. Univariate and multivariate data analysis methods. Role of statistical software in research data analysis.

UNIT V

Report Writing and Research Ethics: Types of research reports and structure of a research report. Format and guidelines for writing research reports. Applications of research in management including consumer research and attitude measurement. Ethical considerations and issues in research.

SuggestedReadings:

- Research Methodology: Methods and Techniques, C. R. Kothari, New Age International
- Business Research Methods, McGraw-Hill
- Marketing Research: An Applied Orientation, Naresh K. Malhotra, Pearson
- Research Methodology, R. Paneerselvam, PHI Learning
- Multivariate Data Analysis, Joseph F. Hair Jr. et al., Pearson

➢ *Suggested Teaching Pedagogy and Assessment Tools:Lectures, field-based assignments, case study discussions, group discussions, presentations, Questionnaire design exercises, data analysis exercises, quizzes, and preparation of short research reports.*

MBA7205T:MARKETING MANAGEMENT

Course Objective:

This course aims to develop an understanding of the fundamental concepts, principles, and strategies of marketing in a dynamic business environment. It focuses on analyzing consumer behaviour, market segmentation, product and pricing strategies, distribution, and promotion decisions. The course also equips students with the ability to design effective marketing strategies to create customer value and achieve organizational goals.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the fundamental concepts of marketing, marketing environment, and evolving marketing philosophies including customer value and holistic marketing.
- Analyse consumer and organizational buying behaviour, market segmentation, targeting, positioning, and strategic marketing planning processes.
- Evaluate product and pricing strategies including product development, branding, product life cycle, and pricing decisions.
- Examine distribution channels and integrated marketing communication strategies including advertising, sales promotion, and logistics management.
- Apply contemporary marketing practices and marketing analytics for data-driven decision-making in areas such as customer analysis, campaign evaluation, and market trends.

Contents:

UNIT I

Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing. Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.

UNIT II

Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information. Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process

UNIT III

Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling. Developing Pricing Strategies: Setting Price, Factors influencing Price Determination

UNIT IV

Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics. Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Public Relations, Personal Selling and Sales Management.

UNIT V

Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends. Concept, meaning, and importance of Marketing Analytics in marketing decision-making. Types of Marketing Analytics and key marketing metrics (Descriptive, Predictive, and Prescriptive Analytics). Applications of Marketing Analytics in customer analysis, market segmentation, campaign evaluation, and sales forecasting.

Suggested Readings:

- Marketing, M. J. Etzel, B. J. Walker, W. J. Stanton, A. Pandit, Tata McGraw-Hill Education, New Delhi
- Principles of Marketing, P. Kotler, G. Armstrong, Pearson Education
- Marketing Management: A South Asian Perspective, P. Kotler, K. L. Keller, A. Koshy, M. Jha, Pearson Education, New Delhi
- Basic Marketing, W. D. Perreault Jr., J. P. Cannon, E. J. McCarthy, Tata McGraw-Hill Education, New Delhi
- Marketing Management: Global Perspective, Indian Context, V. S. Ramaswamy, S. Namakumari, Macmillan India, New Delhi
- Marketing Management, R. Saxena, Tata McGraw-Hill Education, New Delhi
- Marketing, R. A. Kerin, S. W. Hartley, W. Rudelius, McGraw-Hill Education, New York
- Marketing, C. W. Lamb, J. F. Hair, C. McDaniel, Cengage Learning
- Marketing, D. Grewal, M. Levy, McGraw-Hill Education, New York
- Principles and Practice of Marketing, D. Jobber, F. Ellis-Chadwick, McGraw-Hill Education

➢ *Suggested Teaching Pedagogy and Assessment Tools:Lectures, case study discussions, analysis of contemporary marketing cases, group discussions, presentations, quizzes, assignments, and market analysis exercises.*

MBA7206T: INDIAN KNOWLEDGE SYSTEMS

Course Objective:

This course aims to introduce students to the philosophical foundations, values, and traditional knowledge embedded in Indian knowledge systems. It helps students understand the relevance of ancient Indian wisdom in areas such as ethics, leadership, sustainability, and management. The course also encourages the integration of indigenous knowledge with contemporary perspectives for holistic development and responsible decision-making.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the philosophical and epistemological foundations of the Indian Knowledge Systems.
- Explain the contribution of ancient Indian texts and traditions to science, governance, economics, and management.
- Analyse the relevance of IKS principles in contemporary management practices.
- Apply ethical, sustainable, and value-based decision-making frameworks derived from IKS.
- Appreciate the role of IKS in nation-building, innovation, and global knowledge systems.

Contents:

UNIT I

Introduction to Indian Knowledge Systems: Meaning, scope, and characteristics of Indian Knowledge Systems (IKS). Sources of Indian knowledge including Shruti, Smriti, Itihasa, Puranas, oral traditions, and the Guru–Shishya Parampara. Holistic and integrative nature of IKS and its relevance in contemporary education and society.

UNIT II

Indian Knowledge Traditions in Science and Society: Contributions of Indian knowledge traditions in fields such as mathematics, astronomy, medicine (Ayurveda and Yoga), architecture, town planning, metallurgy, and environmental wisdom. Education systems in ancient India with reference to institutions such as Takshashila and Nalanda.

UNIT III

Indian Knowledge Systems and Management Thought: Principles of governance and administration in the Arthashastra, Leadership, decision-making, and management practices in Indian classical texts. Indian perspectives on wealth creation, ethics, entrepreneurship, and risk-taking.

UNIT IV

Ethics, Sustainability, and Indian Worldview: Concepts of Dharma, Karma, and ethical conduct in Indian philosophy. Sustainability and harmony with nature in Indian traditions. Indian perspectives on work, duty, well-being, inclusive growth, and social equity.

UNIT V

Contemporary Relevance of Indian Knowledge Systems: Application of IKS in modern management and leadership practices. Role of Yoga, mindfulness, and emotional intelligence in personal and organizational development. Relevance of IKS in innovation and its integration with global knowledge systems in the 21st century.

Suggested Readings:

- Dharmic Leadership: A New Perspective on Leadership Based on Ancient Indian Wisdom, B. Mahadevan, Sage Publications
- Indian Philosophy, B. Prasad, Motilal Banarsidass Publishers
- Indian Knowledge System, R. Sivaraman, Prentice Hall India
- Indian Philosophy (Vol. I & II), S. Radhakrishnan, Oxford University Press
- Arthashastra, Kautilya (Translated by R. Shamasastry), Mysore Printing and Publishing House
- Introduction to Indian Philosophy, R. Balasubramanian, MunshiramManoharlal Publishers
- Bhagavad Gita (Various Commentaries), Various Authors, Various Publishers
- A History of Indian Philosophy, S. Dasgupta, Cambridge University Press

➢ *Suggested Teaching Pedagogy and Assessment Tools: Student-led seminars and presentations, Group discussions and debates, Case studies linking IKS with contemporary business practices, Expert talks / guest lectures, Multimedia, documentary, and text-based discussions, Reflective learning and experiential activities,Seminar Presentation / Poster Presentation, Written Assignment / Reflective Essay, Case Analysis.*

MBA7207S:SEMINAR

Course Objective:

This course is designed to expose MBA students to emerging trends, current debates, and contemporary issues in business, economy, society, technology, governance, and sustainability. The course adopts a seminar-based approach emphasizing critical thinking, discussion, analysis of real-time developments, and interdisciplinary perspectives.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Identifyandexplain majorcontemporary issuesaffectingbusinessand management.
- Analyse current developments in the economic, technological, social, and regulatory environment.
- Evaluatebusinessdecisionsinthecontextofsustainability,ethics,and social responsibility.
- Demonstrate effectivecommunicationskills throughseminars, presentations, and discussions.
- Apply critical and reflective thinking to real-world business challenges through discussions and integration with other courses during faculty consultation hours.

Suggested Readings/Sources:

- Business news papers and magazines (national & international)
- Government policy documents and reports
- Industry reports(NITI Aayog,World Bank,IMF,etc.)
- Peer-reviewed journals and case studies

- **A detailed teaching plan shall be shared prior to the commencement of the semester for all courses.**
- **The list of case studies and other relevant references, including recent articles, shall be communicated by the instructor at the commencement of the course.**

SEMESTER III

MBA7301T: PRODUCTION AND OPERATIONS MANAGEMENT

Course objectives:

The course aims to provide an understanding of production and operations management and its strategic role in organizations. It equips students with analytical skills in process design, inventory control, and production planning. Further, it enables learners to apply quality management and lean principles for improving operational efficiency and competitiveness.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Analyse the role of operations management and formulate operations strategies aligned with business objectives.
- Evaluate facility location, process design, and layout decisions using appropriate analytical tools.
- Apply product/service design concepts and inventory models for efficient resource management.
- Assess production planning systems and quality management techniques for process improvement.
- Utilize lean systems, JIT, and constraint-based approaches to enhance operational efficiency and performance.

Contents:

UNIT I

Introduction and Operations Strategy: Nature, evolution, and scope of Production and Operations Management in manufacturing and service sectors. Role of operations in organizational performance and competitiveness. Emerging trends such as automation, digitalization, and sustainability. Operations strategy and its linkage with business and competitive strategy; formulation based on cost, quality, flexibility, and delivery.

UNIT II

Facility Location, Process and Layout Design:Facility location decisions in a global environment and their impact on supply chain efficiency. Factors affecting location and methods like factor rating and break-even analysis. Process design: types of production processes. Facility layout: process, product, fixed position, and cellular layouts. Use of process analysis tools like flow charts.

UNIT III

Product/Service Design and Inventory Management:Stages in product and service design and supporting tools. Inventory management: objectives and costs. Deterministic models (EOQ) and probabilistic models (single-period and multi-period). Selective inventory control techniques such as ABC analysis.

UNIT IV

Production Planning and Quality Management:Aggregate Production Planning (APP), Master Production Schedule (MPS), and Material Requirements Planning (MRP). Concepts of quality management, Statistical Process Control (SPC), process capability, and Six Sigma for quality improvement.

UNIT V

Lean Systems and Advanced Concepts:Just-in-Time (JIT), Lean operations, and Toyota Production System. Theory of Constraints for managing bottlenecks. Introduction to Critical Chain Project Management for handling project uncertainties and improving efficiency.

Suggested Readings:

- Production and Operations Management, K. Bedi, Oxford University Press, New Delhi
- Matching Supply with Demand, G. Cachon, C. Terwiesch, McGraw Hill, Chennai
- Operations and Supply Chain Management, R. B. Chase, R. Shankar, R. F. Jacobs, McGraw Hill, Chennai
- Operations Management, N. Gaither, G. Frazier, Cengage Learning, New Delhi
- Operations Management, J. Heizer, B. Render, C. Munson, A. Sachan, Pearson Education, Delhi
- Operations Management: Processes and Supply Chains, L. J. Krajewski, M. K. Malhotra, L. P. Ritzman, Pearson Education, Delhi
- Operations Management, B. Mahadevan, Pearson Education, Delhi
- Production and Operations Analysis, S. Nahmias, T. L. Olsen, Waveland Press, Inc.
- Operations and Supply Chain Management, R. S. Russell, B. W. Taylor, Wiley, New Delhi
- Operations Management, W. J. Stevenson, McGraw Hill, Chennai

- *Suggested Teaching Pedagogy and Assessment Tools:Lectures, case study discussions, problem-solving exercises, numerical questions, practical exercises, group discussions, quizzes, assignments, and analysis of real-world operations and production management cases.*

MBA7302T: ARTIFICIAL INTELLIGENCE AND DATA-DRIVEN DECISIONS FOR MANAGERS

Course objective:

This course introduces the fundamental concepts of Artificial Intelligence and data-driven decision-making in business and management. It aims to help students understand how data, analytics, and AI tools support managerial decisions across different functional areas. The course also creates awareness about the opportunities, challenges, and ethical implications of using AI in modern organizations.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the fundamental concepts of Artificial Intelligence and data analytics in business contexts.
- Identify the role of data in supporting managerial and strategic decision-making.
- Explain basic machine learning concepts and their applications in different business functions.
- Analyse business problems using data-driven approaches and simple analytical tools.
- Evaluate ethical and managerial challenges associated with the use of AI and data in organizations.

Contents:

UNIT I

Introduction to Artificial Intelligence: Meaning and concept of Artificial Intelligence, Evolution and importance of AI in business and management, Types of AI: Narrow AI, General AI, Applications of AI in different industries, Role of AI in managerial decision-making

UNIT II

Data and Data-Driven Decision Making: Meaning and importance of data in organizations, Types of data: structured and unstructured data, Data-driven decision-making in management, Data sources and data collection in business, Introduction to business analytics

UNIT III

Basics of Machine Learning: Concept of machine learning and its importance, Types of machine learning: supervised, unsupervised, and reinforcement learning, Examples of machine learning applications in business, Predictive analytics and pattern recognition, Limitations and challenges of machine learning

UNIT IV

AI Applications in Business: AI in marketing, finance, HR, and operations, Chatbots and virtual assistants, Recommendation systems and personalization, AI in supply chain and customer analytics, Case examples of AI in organizations

UNIT V

Ethical and Managerial Issues in AI: Ethical issues in AI and data use, Data privacy and security concerns, Responsible AI and governance, Impact of AI on jobs and organizations, Future of AI and managerial roles

Suggested Readings:

- Artificial Intelligence for Business, Doug Rose, McGraw Hill Education.
- Prediction Machines: The Simple Economics of Artificial Intelligence, Ajay Agrawal, Joshua Gans, and Avi Goldfarb, Harvard Business Review Press.
- Data Science for Business, Foster Provost and Tom Fawcett, O'Reilly Media.
- Artificial Intelligence Basics: A Non-Technical Introduction, Tom Taulli, Apress.
- Competing on Analytics: The New Science of Winning, Thomas H. Davenport and Jeanne G. Harris, Harvard Business School Press.

➢ *Suggested Teaching Pedagogy and Assessment Tools:Lectures, case study discussions, interactive classroom sessions, demonstrations of AI and analytics tools, and group discussions. Real-life business examples and short case studies, quizzes, assignments, case study analysis, presentations, class participation, and written examinations.*

MBA7306S: SUMMER INTERNSHIP PROJECT

Course Objective:

This course is designed to provide MBA students with practical exposure to organizational functioning and real business environments through an industry internship. It enables students to apply theoretical knowledge to real-world business situations, understand managerial practices, and develop professional competencies through structured reporting and evaluation of their internship experience.

Course Learning Outcomes: After successful completion of the course, learners will be able to

- Identify and understand organizational structure, functions, and managerial practices in real business settings.
- Apply management concepts and analytical tools to practical problems encountered during the internship.
- Analyse business processes, operational challenges, and industry practices observed during the internship.
- Demonstrate professional communication skills through preparation of an internship report and presentation.
- Reflect on learning experiences and develop problem-solving and decision-making abilities relevant to managerial roles.

- **A detailed teaching plan shall be shared prior to the commencement of the semester for all courses.**
- **The list of case studies and other relevant references, including recent articles, shall be communicated by the instructor at the commencement of the course.**

SEMESTER IV

MBA7401T: STRATEGIC ANALYSIS AND MANAGEMENT

Course Objective:

The course structure gives an insight into the strategic planning process done by organizations. The studentsare required to learn the basics of how a strategy is formed and finally implemented by organizations.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the concept, evolution, and process of strategic management and its role in achieving competitive advantage.
- Analyse an organisation's internal resources, capabilities, and core competencies for formulation of effective strategies.
- Evaluate the external and industry environment using strategic analysis tools and competitive models.
- Examine and apply generic, grand, and corporate-level strategies across different industry life-cycle stages.
- Develop the ability to implement, evaluate, and control strategies, including new business models in the digital economy.

Contents:

UNIT I

Strategyand the Quest for Competitive Advantage: Militaryorigins ofstrategy – Evolution - Concept and Characteristics of strategic management– Defining strategy – Mintzberg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.

UNIT II

Strategic Intent &StrategyFormulation: Vision, missionand purpose – Business definition, objectives and goals. Strategic analysis: Analyzing Company's Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

UNIT III

External Environment Analysis: Environmental appraisal; scenario planning; Environmental Threat and Opportunity Profile (ETOP); industry analysis using Porter's Five Forces model.Corporate Portfolio Analysis:Business portfolio analysis; synergy and dysergy; BCG Matrix; GE Nine-Cell Model; concepts of stretch, leverage, and fit.Generic Competitive Strategies:Low-cost leadership; differentiation; focus strategies.

UNIT IV

Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Industry Analysis – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.

UNIT V

New Business Models and strategies for Internet Economy: E-Commerce Business Model and Strategies, Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy

Behavioural issues in implementation – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.Analysis of digital transformation in business, platform-based business models, and strategic implications of emerging technologies in the global digital economy.

Suggested Readings:

- Crafting and Executing Strategy: The Quest for Competitive Advantage (4th ed.), A. A. Thompson Jr., A. J. Strickland III, J. E. Gamble, Tata McGraw Hill
- Crafting the Strategy: Concepts and Cases in Strategic Management, R. Das, Tata McGraw Hill
- Strategy Safari, H. Mintzberg, B. Ahlstrand, J. Lampel, Free Press, New York
- Business Policy and Strategic Management, W. J. Gluek, L. R. Jauch, Tata McGraw Hill
- Business Policy and Strategic Management, A. Kazmi, Tata McGraw Hill
- Strategic Management: Concepts and Cases, A. A. Thompson, A. J. Strickland, Tata McGraw Hill
- Strategy and the Business Landscape, P. Ghemawat, Pearson Education Asia
- Exploring Corporate Strategy, G. Johnson, K. Scholes, Prentice Hall India
- Strategic Management, J. A. Pearce, R. B. Robinson, AITBS
- Competing for the Future, G. Hamel, C. K. Prahalad, HBS Press

➢ *Suggested Teaching Pedagogy and Assessment Tools: Lectures, case study discussions, group discussions, strategy analysis exercises, presentations, quizzes, assignments, and analysis of real-world corporate strategy cases.*

MBA7402T: PROJECT MANAGEMENT AND IMPLEMENTATION SKILLS

Course Objective:

The objective of this course is to promote a sound understanding of the theory and practice of project management. More specifically itintroduces students to the purpose, principles, problems and challenges, concepts,techniques, and practice ofproject management and its various facets; impart skills in project planning, execution and control methods; introduce students to project management software and applications

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the concept, types, life cycle, and organizational structures of projects, along with methods of project selection and market potential analysis.
- Develop competency in project planning techniques, including budgeting, cost estimation, scheduling, and network analysis using tools such as PERT, CPM, and Gantt charts.
- Analyse and apply project monitoring, control, and quality management practices, including Total Quality Management (TQM) in projects.
- Understand the processes involved in project closure and project audit, and to develop skills for managing and leading effective project teams.
- Gain exposure to the use of information technology in project management and to understand the challenges of managing international projects and cross-cultural issues.

Contents:

UNIT I

Project Management: Concept and characteristics of a project, importance of project management, types of projects, project life cycle, Project selection, project organizational structure, Market potentiality Analysis, Identification of Opportunity, Evaluation of Market and Potential Demand.

UNIT II

Budgeting and cost estimation – Scheduling – Networktechniques: PERT and CPM –Gantt charts – Precedence Diagram Method -Resource allocation – Resource loading – Resource Leveling.

UNIT III

Project Monitoring and Control – Types of control processes – planned cost and schedule performance; Concept of project quality: quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects.

UNIT IV

Project Closure: Meaning of closure/ termination, project audit process, termination steps, final closure. Managing Project Teams: Team development process, stages in developing a high-performance project team, project team pitfalls

UNIT V

IT inProjects:Overviewoftypesofsoftware's for projects, major featuresofsoftware's like MS Project, criterion for software selection. International Projects: Issues in managing international projects, cross cultural considerations.

Suggested Readings:

- Project Management: The Managerial Process, C. F. Gray, E. W. Larson, Tata McGraw Hill Publishing
- Project Management for Business and Technology, J. M. Nicholas, Prentice Hall
- Project Planning, Scheduling and Control, J. P. Lewis, Tata McGraw Hill
- Project Management: A Managerial Approach, J. R. Meredith, S. J. Mantel, John Wiley and Sons
- Projects: Planning, Analysis, Selection, Implementation and Review, P. Chandra, Tata McGraw Hill
- Textbook of Project Management, P. Gopalakrishnan, V. E. Ramamoorthy, Macmillan India Limited

➢ *Suggested Teaching Pedagogy and Assessment Tools:Lectures, case study discussions, project planning exercises, group discussions, project simulation activities, presentations, quizzes, assignments, and analysis of real-world project management cases.*

MBA7403T: BUSINESS REGULATIONS AND ECONOMIC ENVIRONMENT

Course Objective:

This course aims to provide students with an understanding of the economic and regulatory environment in which businesses operate. It focuses on the role of government policies, legal frameworks, and regulatory institutions that influence business decisions and strategies. The course also helps students analyse contemporary economic and legal issues affecting organizations in a dynamic business environment.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the economic and regulatory factors that influence business operations and managerial decision-making.
- Explain the role of government policies, legal frameworks, and regulatory institutions in shaping the business environment.
- Analyse the impact of economic reforms, globalization, and policy changes on business organizations.
- Evaluate legal and regulatory issues affecting business practices and corporate governance.
- Apply knowledge of economic and regulatory environments to interpret contemporary business challenges.

Contents:

UNIT I

Introduction to Business Environment: Meaning and nature of business environment, Components of business environment: economic, legal, political, social, and technological, Importance of business environment for managers, Interaction between business and environment, Contemporary business environment in India.

UNIT II

Economic Environment of Business: Structure of the Indian economy, Economic policies: fiscal policy, monetary policy, and industrial policy, Role of government in business, Liberalization, privatization, and globalization (LPG reforms), Economic planning and current economic trends.

UNIT III

Legal Framework of Business: Nature and importance of business laws, Indian Contract Act: essential elements of a valid contract, Sale of Goods Act: key provisions, Consumer Protection Act and its significance for business, Intellectual Property Rights (IPR) and business.

UNIT IV

Business Regulations and Corporate Governance: Regulatory environment for business in India, Competition law and fair-trade practices, Corporate governance: concept and importance, Role of regulatory bodies (SEBI, RBI, etc.), Ethical issues in business regulation.

UNIT V

Contemporary Issues in Business Environment: Environmental protection and sustainability regulations, Corporate social responsibility (CSR), Digital economy and regulatory challenges, Global business environment and international trade regulations, Emerging policy issues affecting business.

Suggested Readings:

- Business Environment: Text and Cases, Francis Cherunilam, Himalaya Publishing House.
- Business Environment, K. Aswathappa, McGraw Hill Education.
- Economic Environment of Business, S. K. Misra and V. K. Puri, Himalaya Publishing House.
- Business Environment, Justin Paul, McGraw Hill Education.
- Indian Economy, Ramesh Singh, McGraw Hill Education.
- Business Law, N. D. Kapoor, Sultan Chand & Sons.
- Mercantile Law, M. C. Kuchhal and Vivek Kuchhal, Vikas Publishing House.

➢ *Suggested Teaching Pedagogy and Assessment Tools:Lectures, case study discussions, project planning and scheduling exercises, group discussions, project simulations, presentations, quizzes, assignments, and analysis of real-world project management cases.*

MBA7406S: CAPSTONE PROJECT

Course Objective:

This course is designed to enable MBA students to undertake an in-depth research study on a management-related problem or contemporary issue. The course emphasizes the application of research methodologies, analytical tools, and critical thinking to investigate business problems and generate meaningful insights and managerial implications.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Identify and formulate a research problem related to management or the chosen specialization.
- Review relevant literature and develop a conceptual or theoretical framework for the study.
- Apply appropriate research methodologies for data collection and analysis.
- Analyse and interpret research findings to address managerial problems and business issues.
- Present research outcomes through a structured research report and defend the findings in a viva-voce examination.

- **A detailed teaching plan shall be shared prior to the commencement of the semester for all courses.**
- **The list of case studies and other relevant references, including recent articles, shall be communicated by the instructor at the commencement of the course.**

CPM1: CULTURAL, PHILOSOPHICAL AND SPIRITUAL FOUNDATIONS OF MANAGEMENT

Course Objective:

The course is designed to persuade management students to study philosophy, and convincing them that a study of philosophy is relevant for them in a business environment underscored by uncertainty.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Explain the cultural and philosophical foundations of management education.
- Analyse the contributions of major Eastern and Western philosophers to management thought.
- Evaluate core values such as trust, justice, honesty, integrity, fairness, prudence, respect, competition, and professionalism in organizational contexts.
- Examine enlightened management practices derived from literature and philosophical traditions.
- Apply the understanding of cultural context to human behaviour and its implications in organizational settings.

Contents:

UNIT I

Introduction to Eastern and Western philosophies on education and understanding human nature, Philosophical foundations of management, Application of Trusteeship theory in management.

UNIT II

The psychological foundations of values and its impact on behaviour, Morality and business, Consciousness and capitalism, Theory of Justice and management. Doctrine of karma and Kant's postulate of morality.

UNIT III

Analysis of the theories of trust, justice, honesty, integrity, fairness, prudence, respect, competition, professionalism and examining its contemporary relevance for organizational development and growth.

UNIT IV

Indian philosophy and its ontology and epistemology, Yoga and mental health, Understanding bio-sphere and bio-energy, Sri Aurobindo's Integral Yoga and levels of being, Causation theories in Indian philosophy, Four principles of Mahatma Gandhi.

UNIT V

Insights from Indian and Western literature on Management, Insights from folklores and folktales, Insights on enlightened management practices from fictions, understanding enlightened management practices in cultural context, cultural intelligence and organizational performance.

Suggested Readings:

- Management and Cultural Values: The Indigenization of Organizations in Asia, H. S. R. Kao, D. Sinha, B. Wilpert
- Social Values and Development: Asian Perspectives, H. S. R. Kao, D. Sinha
- Comparative Foundations of Eastern and Western Philosophies, D. Memmi
- The Theory of Moral Sentiments, A. Smith
- An Enquiry Concerning the Principles of Morals, D. Hume
- An Essay Concerning Human Understanding, J. Locke
- Navigating Cultures: The Role of Metacognitive Cultural Intelligence, J. Klafehn, P. M. Banerjee, C. Chiu, in S. Ang, L. Van Dyne (Eds.), Handbook of Cultural Intelligence: Theory, Measurement and Applications, M.E. Sharpe, Armonk, NY
- Understanding Cultures and Implicit Leadership Theories Across the Globe: An Introduction to Project GLOBE, R. J. House, M. Javidan, P. J. Hanges, P. W. Dorfman, Journal of World Business

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Role Plays, Games, Presentations and Discussions, Exercise, Quiz, Cases.*

CPM2: BUSINESS TRANSFORMATION THROUGH SPIRITUAL LEADERSHIP

Course Objective:

Today's workplace is battling with an economic downturn, diversity issues, ethical and moral dilemmas, and skepticism about the integrity of leaders and managers despite the visionary statements and an empire built on defined core values. Employees are starving for upright leaders/managers who exhibit authenticity and sincerity, and who inspire and guide work life leading to complete organizational transformation. The objective of the course is to make the students understand the role of spirituality in business transformation and to explore how the emerging context can serve as a panacea for building inclusive sustainable businesses models.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Explain the concept and significance of spiritual leadership in organizational contexts.
- Analyse approaches to creating a culture of inspiration and aspiration for enhancing employee engagement.
- Examine spiritual leadership as a component of organizational transformation and its linkage with organizational development.
- Evaluate various theories and models of spiritual leadership.
- Apply tools and techniques for developing and implementing a spiritual excellence model in organizations.

Contents:

UNIT I

Introduction to history of leadership, Charismatic leadership, Transformational leadership, Authentic leadership, Servant leadership, Spiritual leadership, Integral leadership styles, Level 5 Integral Leadership Styles.

UNIT II

Energy a missing concept in organizational culture, Concept of energy at workplace and creating energy at workplace, Energy based organizational culture.

UNIT III

Foundations of organizational development, Various theories of organizational development, Focus on internal and external orientation, Role of spirituality in strength-based employee engagement, purpose driven approach to work, virtue-based management practices.

UNIT IV

Role of greed and malaise of modern organizations, Different models of management, Spirituality – perceptions and definitions, Workplace spirituality, Spirituality and organizational performance, models of organizational transformation, spirituality and organizational transformation, Role of Emotions in organizational transformation, Intrinsic motivation and spirituality, Theories of spiritual leadership through vision, hope faith, and altruistic love.

UNIT V

Different Business Excellence Models, Linkage between organizational transformation and development interventions, Spiritual excellence model for employee wellbeing and organizational excellence, Strategic scorecard business model of spiritual leadership.

Suggested Readings:

- Compendium on Integrating Spirituality and Organizational Leadership, S. S. Sengupta, New Delhi Publishers, New Delhi
- Transforming Work: A Collection of Organizational Transformation Readings, J. Adams, Miles River Press, New York
- SUNetd: Spirituality and Business Leadership, E. M. Alberts
- Culture and Consciousness: Measuring Spirituality in the Workplace by Mapping Values, R. Barrett, in R. Giacalone, C. Jurkiewicz (Eds.), Handbook of Workplace Spirituality and Organizational Performance, M.E. Sharpe, New York
- Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness, R. Greenleaf, Paulist Press, New York

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Role Plays, Games, Presentations and Discussions, Exercise, Quiz, Cases.*

CPM3: SPIRITUALITY AT WORKPLACE

Course Objective:

This course will be conducted in Seminar mode and help the students understand, review and explore the ways to integrate spirituality into organizational structure and processes. The explorations will be discussed at four levels of analysis: individual, group, organizational, and societal. Topics covered will work as a spiritual path, leadership and spirituality, spirituality in teams, and systemic organizational approaches to creating enlightened organizations.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Analyse interdisciplinary perspectives and spiritual traditions to understand the field of spirituality in management.
- Examine the integration of spirituality with management theory and its application in organizational leadership and practices.
- Reflect on personal and professional experiences to understand the role of spirituality in achieving personal and organizational integration.
- Explain the concept of "vocation" or "calling" as interpreted in various spiritual traditions and its relevance to management.
- Evaluate the conditions under which business leadership fulfils the expression of vocation or calling.

Contents:

UNIT I

Introduction to Spirituality at workplace, Different approaches to understand spirituality at workplace, Perspectives from wisdom traditions, monasticism and organizational leadership, Understanding creating an inclusive organization through spirituality.

UNIT II

Various theories of organizational structure and design; Business need challenges and the need for self-integration, Personal mastery for managerial excellence, Role of self in creating inclusive organization.

UNIT III

Spirituality and innovation, mind sciences for creativity, role of intentions in decision making; systemic organizational approaches to creating enlightened organizations.

UNIT IV

UN Agenda 21, Spiritual dimension of sustainable development, Spirituality for creating inclusive societies, Green consciousness, Sustainable living.

UNIT V

Value based social engagement: Role of business, NGOs and Government; Socially Responsible Investment, Role of Civil Societies for creating socially responsible and morally sensitive business social partnership for economic and social development;

Suggested Readings:

- Compendium on Integrating Spirituality and Organizational Leadership (2nd ed.), S. S. Sengupta, New Delhi Publishers, New Delhi
- Spirit at Work: Discovering the Spirituality in Leadership, J. A. Conger, Jossey-Bass, San Francisco
- Capturing the Heart of Leadership: Spirituality and Community in the New American Workplace, G. W. Fairholm, Praeger, Westport, CT
- Toward a Paradigm of Spiritual Leadership, L. W. Fry, The Leadership Quarterly
- Handbook of Workplace Spirituality and Organizational Performance, R. A. Giacalone, C. L. Jurkiewicz, M.E. Sharpe, New York
- God at Work: The History and Promise of the Faith at Work Movement, D. W. Miller, Oxford University Press, New York

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Role Plays, Games, Presentations and Discussions, Exercise, Quiz, Cases.*

SM1: STRATEGIC CAPABILITY BUILDING AND INNOVATION

Course Objective:

The course is designed to look at the key issues relating to development of organizational resources and capabilities that can serve as a basis for competitive advantage.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the difference between organisational resources and capabilities.
- Comprehend how resources are transformed into capabilities.
- Analyse how core competencies serve as a basis for competitive advantage.
- Examine issues relating to sustainability of competitive advantage.

Contents:

UNIT I

Concept of resources and capabilities in strategic management. Resources as the basis for capability formation. Types of resources: tangible, intangible, and human resources. Types of capabilities: functional capabilities and cross-functional capabilities. Operational capabilities versus strategic capabilities.

UNIT II

Transforming resources into organizational capabilities. Evolutionary nature of capability formation. Path dependence and cumulative change in capability development. Role of strategic vision and leadership in building organizational capabilities. Learning and knowledge management in capability development.

UNIT III

Concept of core competence and its role in strategy. Distinctive capabilities as a source of competitive advantage and superior profitability. Role of tacit knowledge in capability development. Core competencies and the risk of core rigidities. Leveraging capabilities for sustainable competitive advantage.

UNIT IV

Strategic capability building through innovation and learning. Incremental and disruptive innovation. Role of technology and knowledge in innovation. Organizational culture and innovation management. Strategies for developing innovative capabilities.

UNIT V

Sustainability of competitive advantage. Guarding against complacency and capability erosion. Strategic renewal and dynamic capabilities. Managing change and adapting to technological and market disruptions. Case studies of organizations building long-term strategic capabilities.

Suggested Readings:

- Firm Resources and Sustained Competitive Advantage, J. B. Barney, Journal of Management
- Economics of Strategy, D. Besanko, D. Dranove, M. Shanley, S. Schaefer, John Wiley
- A Behavioral Theory of the Firm, R. M. Cyert, J. G. March, Prentice Hall/Pearson Education, Upper Saddle River, NJ
- Contemporary Strategy Analysis: Text and Cases (8th ed.), R. M. Grant, Wiley
- Competitive Strategy, M. E. Porter, Simon and Schuster, New York
- The Core Competence of the Corporation, C. K. Prahalad, G. Hamel, Harvard Business Review

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Role Plays, Games, Presentations and Discussions, Exercise, Quiz, Cases.*

SM2: STRATEGIC MANAGEMENT IN SOCIAL ENTERPRISES

Course Objective:

The course aims to explore the key issues relating to strategy formulation and execution with respect to social enterprises at various stages of their organizational development.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the key characteristics of social enterprises and the social sector.
- Explore the distinctive aspects of social enterprises.
- Examine issues relating to start up and financing of social ventures.
- Explore issues relating to scaling up and key managerial challenges.
- Explore how the performance of social enterprises can be measured.

Contents:

UNIT I

Meaning and characteristics of social enterprises; Difference between social enterprises, NGOs, and traditional businesses; Types of social enterprises: Not-for-profit organizations, Profit-making social enterprises (hybrid models); Need for social enterprises in addressing social problems; Opportunities in sectors like health, education, environment; Role of social enterprises in economic and social development

UNIT II

Concept of social ventures; Role and characteristics of social entrepreneurs; Motivation of social entrepreneurs: Social impact, Personal values and mission, Community development; Models of social entrepreneurship: Non-profit model, For-profit model, Hybrid model, Innovation and value creation in social enterprises

UNIT III

Startup and Financing of Social Enterprises; Process of starting a social enterprise; Identifying opportunities and developing a business idea; Business plan development: Mission, vision, objectives; Operational and financial planning; Sources of funding: Grants and donations, Impact investors, Crowdfunding, Government support, Diversity of funding models; Linkages to CSR (Corporate Social Responsibility): Role of companies in supporting social ventures, CSR funding and partnerships

UNIT IV

Scaling and Financial Strategies;Concept of scaling in social enterprises; Growth strategies: Internal sources of finance: External sources of finance:Key managerial challenges: Resource constraints, Balancing social mission and financial sustainability, Governance and leadership issues

UNIT V

Performance Measurement and Evaluation; Importance of measuring performance in social enterprises; Difference between profit and non-profit performance measures; Financial performance vs social impact; Tools for performance measurement: Benchmarking: Challenges in measuring social impact; Reporting and accountability

Suggested Readings:

- Economics of Strategy, D. Besanko, D. Dranove, M. Shanley, S. Schaefer, John Wiley
- The Emergence of Social Enterprise, C. Borzaga, J. Defourny, Routledge
- Contemporary Strategy Analysis: Text and Cases (8th ed.), R. M. Grant, Wiley
- The Nonprofit Guide to Competitive Strategy, D. LaPiana, Jossey-Bass
- New Models of Sustainable Development, A. Nicholls, Oxford University Press

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Role Plays, Games, Presentations and Discussions, Exercise, Quiz, Cases.*

SM3: INTERNATIONAL BUSINESS STRATEGY

Course Objective:

The course aims to examine the major issues relating to strategy formulation and execution with respect to international business.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the global context in which business operates
- Explore the various drivers and patterns of international business activity
- Examine the various forms of international business activity
- Examine business strategies for going global and key managerial issues.
- Explore differences between multinational versus transnational management models.

Contents:

UNIT I

The global context of business: drivers of globalization including technology, trade liberalization, and global competition. Distinction between national, regional, and global integration of markets. Role of institutions like WTO and regional trade blocs. Challenges to globalization such as protectionism, geopolitical tensions, cultural differences, and sustainability concerns.

UNIT II

Porter's National Diamond Model and determinants of competitive advantage. Role of factor conditions, demand conditions, related industries, and firm strategy. Economies of scale and scope in international operations. Strategic choices between standardization and differentiation in global markets and their implications for cost and responsiveness.

UNIT III

Forms of international business: exporting, franchising, licensing, joint ventures, and wholly owned subsidiaries. International trade and foreign direct investment (FDI). Licensing and strategic alliances as entry modes. Transaction cost theory and its role in explaining firm decisions regarding international expansion and governance structures.

UNIT IV

Competence building for internationalization and global competitiveness. Cross-cultural management: cultural differences, communication, and leadership challenges. Knowledge transfer and sharing competencies across borders. Transfer pricing: concept and managerial implications. Expatriate management including selection, training, adaptation, and performance issues.

UNIT V

Stages of evolution in international strategic management: domestic, international, multi-domestic, multinational, and transnational strategies. Characteristics and challenges of each stage. Balancing global efficiency with local responsiveness. Emerging trends in global strategy and organizational structures for managing international operations.

Suggested Readings:

- Economics of Strategy (6th ed.), D. Besanko, D. Dranove, M. Shanley, S. Schaefer, John Wiley and Sons
- International Business: Text and Cases, F. Cherunilam, Prentice Hall of India
- Contemporary Strategy Analysis: Text and Cases (8th ed.), R. M. Grant, Wiley
- Transaction Cost Economics and Multinational Enterprises, D. Teece, Journal of Economic Behavior and Organization
- The Competitive Advantage of Nations, M. E. Porter, Free Press

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Role Plays, Games, Presentations and Discussions, Exercise, Quiz, Cases.*

SM4: STRATEGIC MANAGEMENT OF STARTUPS

Course Objective:

The course aims to explore issues relating to the creation and management of startups

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the concept, characteristics, and ecosystem of startups, including the role of digital technologies and government initiatives.
- Analyse value propositions, customer needs, and apply design thinking principles for identifying and evaluating innovative business ideas.
- Apply lean startup principles, prototyping, and Minimum Viable Product (MVP) approaches to test and validate business ideas.
- Evaluate various startup financing options such as bootstrapping, angel investment, venture capital, crowdfunding, and government support.
- Examine strategies for scaling and managing startup growth, including innovation, leadership, resource management, and competitive challenges.

Contents:

UNIT I:

Introduction to Startups and Ecosystem, Meaning and characteristics of startups, Difference between startups and traditional businesses, Role of digital technologies:Internet, mobile apps, cloud computing, Digital platforms enabling scalability and innovation; Startup ecosystem: Incubators, accelerators, mentors, investors; Role of government and institutions; Startup movement in India:, Growth of startups in India, Government initiatives (Startup India, Digital India), Challenges and opportunities in Indian startup ecosystem.

UNIT II:

Concept of value proposition (what value startup offers to customers), Importance of new ideas and innovation, Evaluating the feasibility of ideas, understanding customer needs and problem identification; Design Thinking Principles, Empathy, Define, Ideate, Prototype, Test, Concept of problem-solution fit.

UNIT III:

Prototyping and Lean Startup Approach, Concept of prototype and Minimum Viable Product (MVP),Importance of experimentation in startups, Lean startup principles:Build → Measure → Learn cycle, testing business ideas in real market conditions, learning through failure, Customer feedback and iteration, achieving product-market fit.

UNIT IV:

Startup Financing Options; Need for finance in startups; Self-financing (Bootstrapping): Personal savings, family funds, Angel investors: Early-stage funding and mentorship, Venture Capital (VC): Growth-stage funding; Crowdfunding, Government schemes; Advantages and limitations of each funding source .

UNIT V:

Scaling and Growth Management**;** Meaning and importance of scaling up, Strategies for scaling: Market expansion, Product diversification, Strategic partnerships; Need for continuous innovation and customer feedback; Building strong teams and leadership; Key managerial issues; Resource management, maintaining quality during growth, Managing rapid change and competition, Challenges in scaling startups.

Suggested Readings

- The Lean Startup, E. Ries, Crown Business
- The Startup Owner's Manual, S. Blank, B. Dorf, K&S Ranch
- Running Lean, A. Maurya, O'Reilly Media
- Economics of Strategy, D. Besanko, D. Dranove, M. Shanley, S. Schaefer, John Wiley
- Contemporary Strategy Analysis: Text and Cases (8th ed.), R. M. Grant, Wiley
- Zero to One, P. Thiel, Random House

➢ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Role Plays, Games, Presentations and Discussions, Exercise, Quiz, Cases.*

SM5: STRATEGIC INNOVATION IN HEALTH CARE AND EDUCATION

Course Objective:

The course aims to explore innovative strategic models for delivering low cost and effective services in the key areas of health care and education in developing countries, especially India.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understanding the importance of the health care and education sectors
- Examine current models of service delivery in health care and education
- Explore low cost and innovative models of service delivery
- Examine lessons from other nations with respect to the above

Contents:

UNIT I

Importance of health care and education in economic growth and social development; Human capital formation and productivity; Health care and education as public goods and merit goods; Concept of externalities (positive spillover effects); Economics of public goods: non-excludability and non-rivalry; Government role in providing essential services; Issues of access, affordability, and equity in developing countries.

UNIT II

Overview of Health care sector in India (primary, secondary, tertiary levels); Structure of Education system in India; Current challenges: infrastructure, workforce, quality, accessibility; Public vs private provision: Advantages and limitations of both sectors; Public-Private Partnership (PPP) models: Concept, need, and types, Role in improving efficiency and access, Government initiatives and policy framework in India.

UNIT III

Concept of low-cost (frugal) innovation, Need for affordable service delivery models; Role of social enterprises and NGOs; Health insurance schemes:Importance in reducing financial burden, Government and private insurance models; Financial inclusion in health care.

UNIT IV

Telemedicine and digital health services:Concept and applications, Web-based education models (e-learning platforms, MOOCs), Role of digital technologies in improving access and quality; Artificial Intelligence (AI) Contributions:AI in diagnostics and treatment planning, AI in personalized learning and education Automation and data-driven decision-making.

UNIT V

Comparative analysis of health care systems in developed and developing countries, Education models across countries, best practices in low-cost and efficient service delivery, Lessons for India from global experiences, Adaptation of international models to local context, Policy implications and future directions.

Suggested Readings:

- Economics of Strategy, D. Besanko, D. Dranove, M. Shanley, S. Schaefer, John Wiley and Sons
- Healthcare Disrupted: Next Generation Business Models and Strategies, J. Elton, Wiley
- Reverse Innovation in Health Care: How to Make Value-Based Delivery Work, V. Govindarajan, R. Ramamurti, Harvard Business Review Press
- Contemporary Strategy Analysis: Text and Cases (8th ed.), R. M. Grant, Wiley
- Paths to the Professoriate: Strategies for Enriching the Preparation of Future Faculty, D. H. Wulff, A. E. Austin, J. D. Nyquist, J. Sprague, Jossey-Bass

➤ *Suggested Teaching Pedagogy and Assessment Tools: Cases, Role Plays, Games, Presentations and Discussions, Exercise, Quiz, Cases.*

F1: FINANCIAL ANALYTICS

Course Objective:

This course aims to develop an understanding of financial data analytics and forecasting techniques used in financial decision-making. It focuses on applying econometric and statistical models to analyse financial data, forecast trends, and measure financial risks. The course also introduces software tools such as EViews, @Risk, and MS Excel for practical financial analysis and portfolio decision-making.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand different types of financial data and techniques used in financial data analysis and forecasting.
- Apply econometric and time-series models such as ARIMA, regression, and volatility models for financial analysis.
- Analyse financial data using statistical software tools such as EViews, @Risk, and spreadsheet models.
- Evaluate portfolio performance and asset risk using quantitative financial models.
- Assess financial risks using models such as Value at Risk (VaR), stress testing, and credit risk models.

Contents:

UNIT I

Introduction to Financial Data Analytics and Software Tools: Introduction to financial data analytics and forecasting. Overview of software tools such as @Risk and EViews for financial analysis. Concepts of simulation, decision-making, and uncertainty. Techniques of financial data analysis and forecasting. Types of financial data: cross-sectional data, panel data, and time series data—introduction to time series analysis, exponential smoothing, and the classical linear regression model.

UNIT II

Time Series Analysis and Forecasting Techniques: Advanced techniques of financial data analysis and forecasting. Autocorrelation Function (ACF), Partial Autocorrelation Function (PACF), and correlogram. Stationary and non-stationary time series. Tests of stationarity. Autoregressive (AR), Moving Average (MA), and ARMA models for stationary time series. ARIMA (p, d, q) models for analysis and forecasting of financial data.

UNIT III

Forecast Evaluation and Econometric Models: Diagnostic checking in time series models, including the Q-statistic and the Ljung–Box (LB) statistic. Box–Jenkins methodology for ARIMA models. Practical applications using financial data. Evaluation of forecasts using Root Mean Square Error (RMSE) and

Theil statistics. Multiple regression models for financial data. Cointegration, Vector Autoregression (VAR), and Vector Error Correction Models (VECM). Introduction to Logit and Probit models.

UNIT IV

Asset Return Volatility and Portfolio Models: Modelling asset return volatility using ARCH, GARCH, and EGARCH models for estimating asset price volatility and volatility forecasting. Applications using MS Excel, @Risk, and EViews. Equity research and portfolio models. Measuring systematic and unsystematic risk using regression and simulation techniques. Spreadsheet models for portfolio construction and evaluation of portfolio performance.

UNIT V

Financial Risk and Valuation Models: Equity and bond valuation techniques. Valuation using the Black–Scholes–Merton option pricing model. Financial risk models using spreadsheets for measuring market risk. Value at Risk (VaR) models. Market risk calculation using historical simulation and Monte Carlo simulation. Stress testing and back testing. Altman Z-score model, estimation of probability of default using equity prices, and introduction to discriminant analysis.

Suggested Readings:

- Analysis of Financial Time Series, R. S. Tsay, Wiley
- Introductory Econometrics for Finance, C. Brooks, Cambridge University Press
- Applied Econometric Time Series, W. Enders, Wiley
- Risk Management and Financial Institutions, J. C. Hull, Pearson Education
- Robust Portfolio Optimisation and Management, F. J. Fabozzi, S. M. Focardi, C. Jonas, Wiley

➢ *Suggested Teaching and Assessment Tools: Lectures, software-based demonstrations, case study discussions, financial data analysis exercises, spreadsheet modelling, presentations, quizzes, assignments, and analysis of real-world financial data.*

F2: INTERNATIONALFINANCIALMANAGEMENT

Course Objective:

The course has been designed to acquaint the students with the conceptual framework of the keydecision areas in multinational business finance. The objective of the courseis to provide an overview of the financial environment in which multinational firms operate.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Explain globalization, the international monetary system, and their relevance for multinational financial management.
- Analyse the functioning of foreign exchange markets, exchange rate movements, and international parity conditions.
- Evaluate foreign exchange risks faced by multinational corporations and appropriate risk management strategies.
- Apply capital budgeting techniques (NPV, IRR, APV) and determine cost of capital and capital structure for multinational investment decisions.
- Examine cash management practices and country risk assessment techniques in multinational firms.
- Assess international financial markets, including the Eurocurrency market, and evaluate instruments such as interest rate swaps and currency swaps.

Contents:

UNITI

MultinationalBusinessFinance:Anoverview,AgencyProblem,Objectivesofthe Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.

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, Bid- Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Practical Examples, Theories of Foreign Exchange Rate Movement and International Parity Conditions- Purchasing Power Parity, International Fisher Effect.

UNIT III

Management of Foreign Exchange Risk- Translation Exposure, Comparison of Four Translation Methods, Exposure- Measurement and Management of Transaction Exposure, Economic Exposure-Transaction Exposure Versus Economic Exposure.

UNIT IV

Financial Management of the Multinational Firm- Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs v/s Domestic firms, International experiences on Cost of Capital, Multinational Capital Budgeting: Problems and issuesinForeign InvestmentAnalysis,TechniquesofMultinationalCapitalBudgeting- NPV, IRR, APV.

UNIT V

Multinational Cash Management- Centralised perspective of Cash Flow Analysis, Techniques to OptimiseCash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Raters of Country Risk.Managing Foreign Operations- Eurocurrency markets- Eurocurrency Interest Rates, Domestic Issues v/s Euro Issues, International Bonds Markets, External Commercial Borrowings, Performance of Indian Euro Issues, GDRs and ADRs; Growth of the Swap market,InterestRateandCurrencySwaps-Forms,InterestRateSwaps:ExamplesfromIndian and Global scenario.

Suggested Readings:

- Multinational Finance, A. Buckley, Pearson Education
- Multinational Financial Management, A. C. Shapiro, John Wiley and Sons
- Intermediate Financial Management, E. F. Brigham, P. R. Daves, South-Western Cengage Learning
- International Financial Management, C. S. Eun, B. G. Resnick, McGraw-Hill Education
- Options, Futures, and Other Derivatives, J. C. Hull, S. Basu, Prentice Hall of India
- International Financial Management, J. Madura, Cengage Learning India Pvt. Ltd.
- Multinational Finance: Evaluating Opportunities, Costs, and Risks of Operations, K. C. Butler, Thomson South-Western
- Global Corporate Finance: Text and Cases, S. Kim, S. H. Kim, Blackwell Publications
- International Finance, M. D. Levi, Routledge Publications
- International Financial Management, M. Vij, Excel Books

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, written tests.*

F3: FINANCIAL SERVICES AND MERCHANT BANKING

Course Objective:

The objective of the course is to provide students with a comprehensive understanding of the financial system, merchant banking, and various financial services. It aims to develop analytical skills for evaluating financial instruments, banking operations, and risk management practices. The course also seeks to equip students with knowledge of advanced financial services and their application in strategic financial decision-making.

Course Learning Outcomes: After successful completion of the course, learners will be able to

- Explain the structure of the financial system, financial markets, risk management systems, and global financial services.
- Analyse the role of merchant bankers, depositories, and stock exchanges in corporate advisory and capital market operations.
- Evaluate the functions of credit rating agencies, financial instruments such as credit and debit cards, and key financial documents like term sheets.
- Examine banking performance using financial ratios, asset-liability management (ALM) techniques, and regulatory frameworks including Basel norms.
- Assess mutual fund valuation, insurance sector developments, private equity, hedge funds, and securitization processes.

Contents:

UNIT I

Financial Systems, Markets and Services: An Overview: Indian and Global Perspective- Managing New Challenges, Regulatory Perspectives, Future Challenges for Indian Banks, Improving Risk Management Systems.

UNIT II

Merchant Banking and Issue Management: Meaning, Different Kinds of Issues, Book Building, Green Shoe Option, Depository System, Stock Exchange. Credit Rating Agencies: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Are Indian Credit Ratings Credible? International Credit Rating Agencies, Consumer Finance, Venture Capital, Factoring and Forfaiting.

UNIT III

Analyzing Banks' Financial Statements, Asset Liability Management in Banks and Financial Institutions: ALM Process, Techniques – Gap, Duration, Simulation, Value atRisk,Book value of equity and market value of equity perspective, ALM and Inter estrate Swaps, Bank Capital: Risk, Regulation and Capital Adequacy

UNIT IV

Risk Management in Banks-Credit Risk Management, Operational Risk Management, Market Risk Management, Corporate Treasury Management, Liquidity Risk Management, GovernanceRisk and Compliance.

UNIT V

Mutual Funds and Insurance Services: Banc Assurance, Reinsurance. Private Equity and Hedge Funds, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization. Leasing and Hire Purchase, Factoring and Forfeiting, Mergers and Acquisitions.

Suggested Readings:

- Fundamentals of Risk Management, P. Hopkin, Kogan Page Publishers
- Bank Management, S. S. MacDonald, T. W. Koch, Cengage Learning
- Financial Markets and Institutions, J. Madura, Thomson Business Information
- Financial Markets and Institutions, F. S. Mishkin, S. G. Eakins, Pearson Education
- Bank Management and Financial Services, P. S. Rose, S. C. Hudgins, McGraw-Hill Education
- Financial Institutions Management, A. Saunders, M. M. Cornett, McGraw-Hill Education
- Management of Financial Markets and Institutions, A. Saunders, M. M. Cornett, Tata McGraw-Hill
- Merchant Banking and Financial Services, M. Vij, S. Dhawan, McGraw-Hill Education (India) Pvt. Ltd.
- International Financial Management, M. Vij, Excel Books
- Financial Services, R. Shanmugham, Wiley India

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests.*

F4: CORPORATE TAXATION

Course Objective:

This course aims to familiarize the student with the latest provisions of the Indian Corporate Tax Laws and related judicial pronouncements that have implications for various aspects of corporate planning, with a view to deriving legitimate tax benefits permissible under the law. The knowledge acquired may find useful application in making various financial/managerial decisions after considering the impact of corporate tax laws.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Analyse the fundamental principles and analytical framework of Indian tax laws.
- Apply procedures for preparation and filing of income tax returns manually and using software tools.
- Evaluate corporate tax planning strategies in diverse managerial situations.
- Compute taxable income and tax liability of companies in accordance with prevailing tax laws.
- Assess the implications of tax benefits and incentives on corporate decision-making.

Contents:

UNIT I

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income based on residential status Computation of income under different heads Salaries Profits and gains of business or profession Capital gains Total income and tax computation - and set-off and carry forward of losses Deductions from gross total income.

UNIT II

Preparation of return of income manually as well as through software, Advance payment of tax, Tax deduction at source, e-TDS return/return of TDS and assessment.Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management. Computation of taxable income and tax liability of companies : Concept and application of Minimum Alternate Tax; Carry forward and set off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unitholders.

UNIT III

Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business. Tax planning with reference to financial management decisions; Capital structure decisions; Dividend Policy; Bonus Share; Investments and

Capital Gains.

UNIT IV

Tax planning with reference to specific management decisions- Make or buy; own or lease; repair or replace. Tax planning with reference to employees' remuneration; Tax planning with reference to the distribution of assets at the time of liquidation. Tax Planning in respect of amalgamation or demerger of companies; Slump sale; conversion of a firm into a company.

UNITV

International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like the USA, the UK, Mauritius, Singapore ,etc. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties:OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

Suggested Readings:

- Simplified Approach to Corporate Tax Planning and Management, G. Ahuja, R. Gupta, Bharat Law House, Delhi
- Direct Taxes including Planning and Management, H. C. Mehrotra, S. P. Goyal, Sahitya Bhawan, Agra
- The Law and Practice of Income Tax, P. Kanga, D. Vyas, LexisNexis
- Public Finance in Theory and Practice, R. A. Musgrave, P. B. Musgrave, McGraw-Hill, New York
- Direct Tax Planning and Management, D. Pagare, Sultan Chand and Sons, New Delhi
- Direct Taxes: Law and Practice, V. K. Singhania, Taxmann Publications, New Delhi
- Direct Tax Planning and Management, V. K. Singhania, M. Singhania, Taxmann Publications, New Delhi

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests.*

F5: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

This course provides a broad overview of investment management, focusing on the application of finance theory to the issues faced by portfolio managers and investors in general, and on providing a conceptual foundation for undertaking Investment analysis of securities and portfolios.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Explain the nature, scope, and process of investment decisions and investment planning.
- Analyse various investment alternatives, financial instruments, and derivative products.
- Examine the structure and functioning of capital markets, stock exchanges, and the regulatory framework in India.
- Evaluate securities using risk–return analysis, fundamental analysis, and technical analysis.
- Apply portfolio theory, asset pricing models, and performance evaluation techniques for portfolio construction.

Contents:

UNIT I

Introduction to Financial Investments:

Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to invest. Investment Philosophies and Wisdom.

UNIT II

Equity Investment: Economy-Industry-CompanyAnalysis. Valuation &EquityPricing. Active and Passive strategies of equity investment. Technical Analysis. Market Efficiency & Anomalies.

UNIT III

Fixed Income and Other Investment Alternatives: Pricing, yields and risks of investments in Fixed Income Securities. Active and passive strategies for fixed-

Income investments. Real Estate, Commodities, Derivatives and other Alternative Investments. Strategies for investments in various Investment alternatives.

UNIT IV

Modern Portfolio Theories: Investor Preferences. Portfolio Formulation. Portfolio Optimization. Leveraged Portfolios and Separation Theorem. Simple Portfolio Formulation using the Index model.

UNIT V

Asset Pricing: Standard Capital Asset Pricing Model. Extensions of the Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management. EvaluationofInvestmentPerformances: Measures of Portfolio Performance. Return Decomposition and Attribution. Portfolio Revision. Performance Evaluation of Public Investment Funds.

Suggested Readings:

- Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd.
- Security Analysis and Portfolio Management, D. E. Fischer, R. J. Jordan, Pearson Education of India
- Security Analysis and Portfolio Management, P. Pandian, Vikas Publication House
- Investment Analysis and Portfolio Management, P. Chandra, Tata McGraw-Hill
- Investment Management: Securities Analysis and Portfolio Management, V. K. Bhalla, S. Chand

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests.*

H1: HUMAN RESOURCE ANALYTICS

Course Objective:

To provide a detailed understanding of qualitative and quantitative HR measures, enable participants to research and compile datasets using statistical tools, and familiarise them with generating reports and dashboards for evidence-based HR decision-making.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand various qualitative and quantitative measures of HR processes and outcomes.
- Track, compile, and interpret HR data for evidence-based management.
- Develop research and analytical tools for decision-support scenarios.
- Apply software-based quantitative and qualitative data analysis skills to generate actionable insights.
- Evaluate the synergy between HR outcomes and organisational performance.

Contents:

UNIT I

Foundations of HR Metrics and Frameworks Concepts: Approaches, and objectives of measuring HR functions and processes. Tools for compiling HR data and fundamental frameworks: Balanced Scorecard, Employee Surveys, and Employment Test Scores and aligning HR metrics with overall organisational performance and data-based reasoning for support.

UNIT II

HR Functional and Process Metrics: Workforce planning and HR deployment metrics. Talent Acquisition Metrics: Recruitment and selection analytics. Development and Reward Metrics: Performance management, training, learning, and compensation & benefits metrics.

UNIT III

HR Outcome and Demographic Metrics: Quantitative Outcome Metrics: Attrition, absenteeism, and workforce stability.Qualitative Outcome Metrics: Job satisfaction, employee engagement, perceptions, attitudes, and HRD climate. Social and Occupational Metrics: Diversity, safety, wellness, and employee health. Methods of data capture and industry benchmarking.

UNIT IV

HR Analytics and Predictive Modelling:Meaning, scope, and typical sources of data in HR analytics.Overview of data formats and data analysis techniques (Quantitative and Qualitative)—predictive Analytics: Basic methods, techniques, scenario planning, and integration with strategic decisions.

UNIT V

Impact Analysis, Reporting, and Governance:Effectiveness and Efficiency: Outcome and impact analysis. Visualisation: Designing HR Dashboards for Decision Support. Data Governance: Data integrity, security issues, and ethical considerations in HR analytics.

Suggested Readings:

- HR Analytics Handbook, L. Bassi et al., McBassi and Co.
- Predictive HR Analytics, M. R. Edwards, K. Edwards, Kogan Page
- Winning on HR Analytics, R. Soundararajan, K. Singh, Sage
- Data-Driven HR, B. Marr, Kogan Page

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Written tests.*

H2: COUNSELLING SKILLS FOR MANAGERS

Course Objective:

This course aims to develop counselling skills among managers and supervisors to handle behavioural and interpersonal issues in the workplace effectively. It focuses on understanding various counselling approaches and applying appropriate techniques to improve employee well-being and organisational effectiveness. The course also helps students develop the ability to address workplace conflicts, manage problem subordinates, and promote positive behavioural change through counselling.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understanding the concept of counselling skills in the business environment
- Develop an understanding of different approaches to counselling
- Identify the goals and process of counselling in the context of the work environment by identifying the procedures and skills of counselling
- Develop an understanding of organisational application of counselling
- Understanding how behaviours can be changed by the use of counselling skills
- Identifying and understanding the specific techniques of counselling
- Understanding the role conflicts as experienced by the counsellors and managers
- Develop an understanding of dealing with the Problem Subordinates
- Identify the relevance of ethics in counselling

Contents:

UNIT I

Overview of Counselling, Introduction to Counselling: Historical evolution; Definition- Common elements; Counselling and Psychotherapy and Instruction; Why Workplace Counselling – Goals of Counselling.

UNIT II

Theoretical Foundations of Counselling**:** Elements of a Theory; Psychoanalysis; Behaviourism; Humanism, Counsellor's attitudes and Skills in Counselling**:** Qualities of a Counsellor; Counsellor's needs in Counselling; Personal characteristics of an effective Counselor.

UNIT III

Counselling Process**:** 5 D Model of counselling process; Initial Interview – Assessing Client's needs; Rational Emotive Behaviour Therapy (REBT); Final phase – Role of Emotions.

UNIT IV

Organisational Applications of Counselling Skills**:** Changing behaviour through Counselling; Specific Techniques; Context of Counselling,

UNIT V

Role conflicts of Managers and Counsellors; counselling at the workplace; Problem subordinates, Ethics in Counselling.

Suggested Readings:

- Workplace Counselling: A Systematic Approach to Employee Care, M. Carroll, Sage Publications
- Counselling: Theories and Practices (1st ed.), J. A. Kottler, D. S. Shepard, Cengage Learning
- The Process of Counselling and Therapy, J. Moursund, Prentice Hall, Englewood Cliffs, NJ
- The Counselling Process: A Multi-Theoretical Integrative Approach (Skills, Techniques, and Process), L. E. Patterson, E. R. Welfel, Cengage Learning
- On Becoming a Person: A Therapist's View of Psychotherapy, C. R. Rogers, Houghton Mifflin, Boston
- Client-Centred Therapy: Its Current Practice, Implications and Theory, C. R. Rogers, Houghton Mifflin, Boston
- Counselling Skills for Managers, K. Singh, Prentice Hall of India, New Delhi

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Written tests.*

H3:MANAGING TRAINING, LEARNING AND DEVELOPMENT

Course Objective:

The objective of the course is to familiarise students with the basic concepts and principles of Human Resource Training and Development, and to equip them with the ability to understand the learning environment of a firm. The knowledge so obtained will enable them to provide training to the Human Resources department of a business firm.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the training process and the roles, responsibilities, and challenges of training managers.
- Identify training needs and design effective training programs with clear objectives and lesson plans.
- Develop skills in learning processes, training methods, techniques, and module development.
- Gain knowledge of training facilities planning, training aids, and training communication.
- Evaluate training programs and understand training and development issues and challenges in India.

Contents:

UNIT I:

Training Process: An Overview; Role Responsibilities and Challenges to Training Managers.

UNIT II:

Organisation and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning.

UNIT III:

Learning Process; Training Climate and Pedagogy; Developing Training Modules, Training Methods and Techniques.

UNIT IV:

Facilities Planning and Training Aids; Organising the Training Department, Controlling Training, Training Communication.

UNIT V:

Training Evaluation- Process, Designs for Evaluation of Training Program, Training and Development in India-Issues and Challenges.

Suggested Readings:

- Learning, Training, and Development in Organisations, S. W. J. Kozlowski, E. Salas (Eds.), Routledge, New York
- The Trainer's Handbook, K. Lawson, Pfeiffer/Wiley, New Jersey
- Training for Organisational Transformation (3rd ed., Vols. I–III), R. Lynton, U. Pareek, Sage Publications, New Delhi
- A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate, M. Moskowitz, John Wiley and Sons, New York
- Employee Training and Development, R. A. Noe, McGraw-Hill College, USA
- How to Measure Training Results: A Practical Guide to Tracking the Six Key Indicators, J. J. Phillips, R. Stone, McGraw-Hill, USA
- The ROI Field Book: Strategies for Implementing ROI in HR and Training, P. Phillips, J. J. Phillips, R. Stone, H. Burkett, Elsevier, USA
- The ASTD Handbook of Training Design and Delivery, G. M. Piskurich, G. P. Beckschi, B. Hall, McGraw-Hill, USA

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Written tests, and Report Writing.*

H4: ORGANIZATIONAL DEVELOPMENT AND INTERVENTION STRATEGIES

Course Objective:

To study how environmental events affect organizations and drive the need for continuous change. Analyse change at the individual, group, and systemic levels. Contrast planned and unplanned change. Evaluate and apply integrative models for assessing, diagnosing, and implementing the need for change. Identify the role of leaders and managers, change agents and change recipients in various stages of organizational change.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the nature, types, and process of organisational change and the models used to implement and absorb change.
- Gain knowledge of Organisational Development (OD) concepts, values, processes, and diagnostic methods.
- Develop the ability to apply various OD interventions at individual, role, group, and organisational levels.
- Understand conflict, stress, and their impact on behaviour and productivity, along with conflict management strategies.
- Build skills in team building, leadership, group dynamics, and team intervention techniques.

Contents:

UNIT I

Understanding change-nature of change, forces of change, perspective on change, Types of Change, Implementing change, Change Process and Model, Absorbing Change.

UNIT II

Organisational Development: Concept, Scope, Values and Assumptions, Importance. Historical Perspective, Characteristics, OD as a Process-Diagnostic Phase, Intervention Phase, Stabilisation Phase, Problem Identification, Diagnosing Organisational Issues/Problems.

UNIT III

OD Interventions: Concept, Types of Interventions, Person Focused Interventions, Role Focused Interventions, Sensitivity Training, Teams and Teamwork, Participation and Empowerment, Survey Feedback, Process Consultation, Action Research, Applied Behavioural Science, Parallel Learning Structures, Designing New Need-Based Interventions for OD.

UNIT IV

Organisational Development for planned change: Individuals, roles, dyads, groups, intergroup as targets of planned change; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter-group conflicts; Conflict levels; Reactions to conflict; Management of Conflict; Resolution Strategies.

UNIT V

Team intervention strategies: Team and groups; Team building interventions- Johari window; leadership skills for team building; sensitivity training; Transactional analysis; group dynamics; developmental activities based on simulations, role-plays and games.

Suggested Readings:

- Human Behaviour at Work, K. Davis, McGraw-Hill Education
- Organisation Development: Principles, Processes, Performance, G. N. McLean, Berrett-Koehler Publishers
- Organization Development and Change (9th ed.), T. G. Cummings, C. G. Worley, Cengage Learning
- Strategic Organisation Development: Managing Change for Success, T. F. Yaeger, P. F. Sorensen, Information Age Publishing
- Organisation Development: A Practitioner's Guide for OD and HR, M. Y. Cheung-Judge, L. Holbeche, Kogan Page
- Organisation Development: Accelerating Learning and Transformation, S. Ramnarayan, T. V. Rao, Sage Publications
- Organizational Development and Change, T. G. Cummings, C. G. Worley, Thomson South-Western
- Organisation Development: Behavioural Science Interventions for Organisation Improvement, W. L. French, C. H. Bell, Prentice Hall

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Written tests, and Report Writing.*

H5: STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objective:

This course aims to develop an understanding of Strategic Human Resource Management and its role in achieving organisational goals and competitive advantage. It focuses on aligning human resource strategies with business strategies and managing people strategically in a dynamic environment. The course also highlights the role of HR in organisational change, performance improvement, and global business contexts.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the concepts, models, and strategic role of Human Resource Management in aligning HR strategies with business strategies.
- Develop knowledge of functional strategic HR practices, including resourcing, performance management, HR development, rewards, and employee relations.
- Analyse behavioural and change-related issues in strategy implementation, such as culture, leadership, ethics, talent management, and mergers.
- Evaluate the impact of Strategic HRM using tools like the Balanced Scorecard and high-performance work practices.
- Gain insights into global HR strategies and contemporary strategic HRM issues in a competitive global environment.

Contents:

UNIT I:

Introduction to business and corporate strategies; Concept and Aims of Strategic Human Resource Management –Models of Strategic HRM – Integrating HR strategies with business strategies, Strategic role of HR function.

UNIT II

Functional Strategic Human Resource Strategies- Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy.

UNIT III

Behavioural issues in strategy implementation; Strategic HR issues and role of HR in the context of Change, Culture Management, Total Quality Management, Knowledge Management, Talent management; Human side of mergers and acquisitions; Leadership, power and politics; Personal values and business ethics; HR Perspective of Corporate Governance.

UNIT IV

Evaluating and Measuring the Impact of Strategic HRM–Balanced Scorecard and Scorecard Perspective, Strategic contribution of HRM to organizational success–High-performance Work Practices

UNIT V

Introduction to global HR strategies; Developing HR as a value-added function; Human Resource Strategy and the Dynamics of industry-based Competition; Corporate HR Strategy in the global economy and other contemporary issues in strategic HRM.

Suggested Readings:

- Strategic HRM, J. Mello, Thomson Publication
- Strategic HRM: A General Managerial Approach, C. R. Greer, Pearson Education Asia
- Handbook of Human Resource Management Practice, M. Armstrong, Kogan Page
- Strategic Human Resource Management: A Guide to Action, M. Armstrong, Kogan Page
- Human Resource Strategy, G. F. Dreher, T. W. Dougherty, Tata McGraw-Hill
- Human Resource Management: A Strategic Introduction, C. Mabey, G. Salaman, J. Storey, Blackwell Publishing
- Strategy and Human Resource Management, P. Boxall, J. Purcell, Palgrave
- HR Transformation, D. Ulrich, Tata McGraw-Hill Education
- Learning, Training, and Development in Organisations, S. W. J. Kozlowski, E. Salas, Routledge, New York

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests, and Report Writing.*

M1: MARKETINGANALYTICS

Course Objective:

The course will introduce marketing analytics and its commonly used tools. It wouldfocus on developing an understanding of the data available to marketing managers, the tools for generating insights from data, and how such insights are used in marketing decision-making. Students would have a hands-on opportunity to learn these skills.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Understand the importance of data and analytics in marketing decisions
- Ability to apply key marketing analytics tools and techniques
- Understand the marketing decision-making process and the role of marketing analytics in better decisions.
- Ability to apply marketing analytics procedures to business problem-solving
- Ability to analyse complex issues, think critically and communicate effectively
- Awareness of ethical issues related to marketing data collection and use of analytics

Contents:

UNIT I

Introduction to Marketing Analytics: Meaning and scope of marketing analytics, sources of marketing data, marketing metrics and measurements, offline and digital marketing measures, marketing analytics in the era of big data.

UNIT II

Marketing Data and Analytical Tools: Types of marketing data, data collection methods, basic analytical tools and techniques, dashboards and visualisation, use of analytics in marketing decision-making.

UNIT III

Customer Analytics: Customer lifetime value, customer choice behaviour, market basket analysis, cross-selling and optimisation.

UNIT IV

Digital and Social Media Analytics: Web analytics, social media analytics, campaign performance measurement, search engine marketing metrics, and customer engagement analytics.

UNIT V

Emerging Issues in Marketing Analytics: Data collection and protection laws, ethical use of data and analytics, privacy concerns, and future trends in marketing analytics.

Suggested Readings:

- Database Marketing: Analysing and Managing Customers, R. C. Blattberg, B. D. Kim, S. A. Neslin, Springer, New York
- Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, M. Jeffery, Wiley
- Principles of Marketing Engineering and Analytics, G. L. Lilien, A. Rangaswamy, A. De Bruyn, Decision Pro
- Marketing Analytics: Strategic Models and Metrics (1st ed.), S. Stephan, CreateSpace Independent Publishing
- Cutting-Edge Marketing Analytics: Real-World Cases and Data Sets for Hands-On Learning, R. Venkatesan, P. Farris, R. T. Wilcox, Pearson Education.

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests, and Report Writing.*

M2: BRAND MANAGEMENT

Course Objective:

This course seeks to impart an understanding of the role brands play in contemporary Businesses. Brands have come to occupy centre stage in marketing, and they are often labelled as 'the' asset for value creation. This course is designed to provide an understanding of how brands are created and managed over time.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Explain the role of branding in gaining competitive advantage in dynamic markets.
- Analyse key issues involved in creating and managing brands.
- Examine theoretical concepts and frameworks related to branding.
- Apply strategies for developing and managing brands across different contexts.
- Evaluate branding strategies for diverse sectors such as commodities, technology, and services.

Contents:

UNIT I

Brand and marketing success: corporate and country perspective; Firm, balance sheet, assets and 'the' asset; brand outcomes: customer and company; Anatomy of brand, brandmeaning;Brandtypesandconsumervaluespaces-functional,emotional,experiential brands.

UNIT II

Creating a brand- brand visioning; Brand identity and image, brand identity frameworks; Product and brand position, brand relevance and differentiation; Brand positioning strategies, positioning statement, choice of category, interest positioning.

UNIT III

Growthstrategiesandoptions;Leveraginginternalassets;lineextensionstrategy; Brand equity- Keller and Aaker Framework; Brand and customer response; External leveraging – locating external assets; Brand stretch; brand extensions.

UNIT IV

Brand strategies- trade off between efficiency and effectiveness; Brand architecture and portfolio; Product life cycle, brand life cycle-challenges and strategies; Managing brand over time.

UNIT V

Brand and consumer insights: consumer behaviour analysis and insight mining; Branding in different industries- political, industrial, technology, service; Brand outcomes and value; valuation methods.

Suggested Readings:

- Brand Leadership: The Next Level of the Brand Revolution, D. A. Aaker, E. Joachimsthaler, The Free Press, New York
- The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term, J. N. Kapferer, Kogan Page, London
- Strategic Brand Management: Building, Measuring, and Managing Brand Equity, K. L. Keller, Prentice Hall, New Jersey
- Managing Indian Brands, R. Kumar, Vikas Publishing House, New Delhi
- Emotional Branding: The New Paradigm for Connecting Brands to People, D. Travis, Random House, California
- Brand Management: Text and Cases, H. V. Verma, Excel Books, New Delhi
- Branding Demystified: From Plans to Payoffs, H. V. Verma, Sage Publications, New Delhi

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests, and Report Writing.*

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M3: SERVICES & GLOBAL MARKETING

Course Objective

The objective of the course is to develop an understanding of service and global marketing, including marketing concepts, consumer behaviour, service design, and international market dynamics, to enable effective decision-making in a global business environment.

Course Learning Outcomes: After successful completion of the course, learners will be able to-

- Explain the nature, scope, and evolution of marketing in the service economy.
- Analyse the service marketing mix, consumer behaviour, and service product development.
- Examine service process design, pricing, revenue management, service quality, and productivity improvement.
- Evaluate global marketing concepts, international market entry strategies, and multinational operations.
- Assess the impact of cultural, political, legal, and economic factors on international marketing strategies.

Contents:

UNIT I

New perspectives on Marketing in the service economy, the traditional marketing MIX, the extended services marketing Mix for managing customer interface, consumer behaviour in the service context.

UNIT II

Market segmentation in services, planning and developing service product – core and supplementary elements, new service development. Designing and managing service process, pricing and revenue management.

UNIT III

Promoting services and educating customers, balancing demand and productive capacity. Improving service quality and productivity – SERVQUAL and GAP analysis, managing people for service advantage. Case Analysis.

UNIT IV

Global markets –Definition –Basic modes of entry – Nature of International Marketing – Benefits of Global Marketing – Global Marketing Task – World Trade – India‘s Foreign Trade – Characteristics of MNCs – Global and Domestic marketing –International Product Life cycle – EPRG Framework – Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade.

UNIT V

Global Marketing Environment Business culture around the world – language, customs, attitudes – marketing strategy adjustments – product adaptations. Geographic Description of Market – Political risk – Political Environment – Import quotas – tariffs– customs restrictions – required licenses – registrations – permits. Development and scope of International law – INCOTERMS – WTO – GATT – Current economic conditions of the country or countries involved – creditworthiness of the international buyer/seller – Regional economic groupings and their influences on the market.

Suggested Readings:

- Global Marketing (3rd ed.), W. J. Keegan, M. C. Green, Prentice Hall
- International Marketing (13th ed.), P. R. Cateora, J. L. Graham, P. Salwan, Tata McGraw-Hill
- International Marketing, S. Onkvisit, J. J. Shaw, Prentice Hall of India, New Delhi
- Creating Markets across the Globe, A. Korwar, Tata McGraw-Hill, New Delhi
- The Lexus and the Olive Tree: Understanding Globalisation, T. L. Friedman, Farrar, Straus and Giroux, New York
- Services Marketing: Operations, Management and Strategy, V. Jauhari, K. Dutta, Oxford University Press
- Services Marketing: Text and Cases, R. Nargundkar, Tata McGraw-Hill

- *Suggested Teaching and AssessmentTools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Written tests, and Report Writing.*

M4: DIGITALMARKETING

Course Objective:

This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is imperative for bothbusinessandsocialorganisations.Thetheoriesandmodelsapplicablerequirearevisit,as digital marketing is not the same as offline marketing. The course seeks to familiarise the participants with the concepts and techniques applicable to digital marketing.

Course Learning Outcomes: After successful completion of the course, learners will be able to :

- Compare and contrast digital and non-digital marketing approaches.
- Analyse consumer behaviour in digital media environments.
- Develop effective digital marketing strategies.
- Apply social media marketing techniques for brand engagement and communication.
- Evaluate digital performance using social media metrics and web analytics tools.

Contents:

UNITI

Internet penetration and digital commerce; Characteristics of Internet:Web1.0,Web2.0 and Web 3.0; social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.

UNIT II

Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimisation, paid advertising,search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimisation, mapping search engine journey; On-page and off-page search engine optimization.

UNIT III

Online consumer behaviour: decision making process; problem recognition, information search, evaluation, choice and post-purchase behaviour; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience.

UNIT IV

Social Media analytics: data type and collection, structured and semi-structured data,socialmediametrics,socialmediaROI,Socialnetworksandsocialnetworkanalysis; Social media analytics with unstructured data: text mining, social customer relationship management,textminingforcommunicationandreputationmanagement;Bigdata,Internet of Things.

UNITV

Mobile Marketing, E-marketing, Internet marketing strategy: content marketing.

Suggested Readings:

- The 7 Critical Principles of Effective Digital Marketing, K. Aslam, The Stone Soup Hustler Publication, Arizona (Scottsdale)
- The Digital Marketing Handbook, R. W. Bly, Entrepreneur Press
- The Digital Marketing Planning, E. Giovannoni, Chasefive.com, Brisbane
- Internet Marketing, M. Maity, Oxford University Press, New Delhi
- Digital Marketing for Dummies, D. Ryan, H. Russ, John Wiley, New Jersey

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests, and Report Writing.*

M5: RETAILMANAGEMENT

Course Objective:

To introduce the student to the field of retail management and enable them to understand the problems and issues faced by retailers, and develop winning strategies for retail business.

Course Learning Outcomes: After successful completion of the course, learners will be able to:

- Explain the nature, scope, and significance of retail management in the business environment.
- Analyse different retail formats and their strategic implications.
- Examine the role of marketing, finance, information technology, and supply chain in retail strategy formulation.
- Apply merchandising principles and techniques in retail management.
- Evaluate retail store operations, design, and management practices to enhance performance and customer experience.

Contents:

UNIT I

Introduction to the World of Retailing – Concept, Nature and Scope, Functions, Economic Significance of Retailing, Retail Mix, The Retailing Environment in India, Types of Retailers – Retail Formats, Theories of Retail Development, The Retail Life Cycle.

UNIT II

The Retail Strategy: Retail Market Strategy, Financial Strategy, Retail Locations, Human Resource Management, Inventory Management, Information Systems and Supply Chain Management.

UNIT III

Retail Management: Situation analysis, Retail organisation structure, Identifying and understanding the customer, Customer Service, store positioning, CRM-Building and sustaining relationships.

UNIT IV

Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, National brands or Private labels, Retail Pricing.

UNIT V

Store Management: Managing retail service store Layout and Design, Visual Merchandising, Retail Communication Mix, store maintenance and store security, Retail Promotions, Future of Retailing: Retailing through Internet, Career opportunities in Retail, Road ahead in India.

Suggested Readings:

- Retail Management, C. Bajaj, R. Tuli, N. Srivastava, Oxford University Press, New Delhi

- Retail Management: A Strategic Approach, B. Berman, J. R. Evans, Pearson Education, New Delhi
- Retailing, P. Dunne, R. Lusch, J. Carver, Cengage Learning
- Retailing Management, M. Levy, B. A. Weitz, D. Grewal, McGraw-Hill Education, New Delhi
- Retailing: Environment and Operations, A. J. Newman, P. Cullen, Cengage Learning, London
- Retailing Management: Text and Cases, S. Pradhan, McGraw-Hill Education, New Delhi

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Written tests, and Report Writing.*

OPD1: PREDICTIVE ANALYTICSANDBIGDATA

Course Objective:

Data-driven decision-making and data-related technologies are transforming the way organisations function. A huge amount of data is available today, and organisations can get a competitive advantage by utilising this resource efficiently. This course introduces the use of analytics as a strategic resource, specifically in the context of big data. Participants should be able to develop skills in integrating the knowledge of analytics tools with organisational strategies and processes.

Course Learning Outcomes: After successful completion of the course, learners will be able to:

- Explain the concepts and applications of big data analytics in organizations.
- Apply predictive analytics tools and techniques for data-driven decision-making.
- Analyse business problems using big data analytics to support managerial decisions.
- Solve complex problems using analytical methods and effectively communicate insights to diverse audiences.
- Evaluate opportunities and challenges associated with investments in analytics within organizations.

Contents:

UNIT I

Types of data: Structured, semi-structured, and unstructured data; Sources of data: transactional systems, social media, sensors, and web data; Data warehouses and data marts: concepts, architecture, and differences; ETL process; Data quality: dimensions (accuracy, completeness, consistency, timeliness); Data cleaning techniques: removing duplicates, correcting errors; Handling missing data: deletion and imputation methods (mean, median, mode); Detection and treatment of outliers; Overview of Big Data: meaning, characteristics (5Vs), and importance; Applications of big data in decision-making.

UNIT II

Data analytics lifecycle: problem definition, data collection, preparation, modelling, evaluation, and deployment; Data exploration (EDA): Summarizing and understanding datasets; Data visualization: charts, graphs, dashboards; Tools for visualization (Excel, Tableau, Power BI basics); Linear Regression and Logistic Regression; Decision Trees; Model comparison and evaluation (accuracy, precision, recall); Clustering (K-means); Classification techniques; Association rules (support, confidence); Market Basket Analysis and its applications.

UNIT III

Concept and importance of predictive analytics; Applications in various domains: Marketing: customer segmentation, churn prediction; Healthcare: disease prediction, patient analytics; Operations: demand forecasting, supply chain optimization; Finance: fraud detection and risk analysis; Introduction to text data and unstructured text; Text preprocessing; Sentiment analysis basics; Applications of text analytics (social media analysis, customer feedback).

UNIT IV

Nature of unstructured data (text, images, videos, social media); Techniques for analyzing unstructured data; Introduction to Natural Language Processing (NLP) basics; Big data tools for handling unstructured data; In-Database Analytics:Concept and importance, Performing analytics within databases, Advantages: speed, efficiency, reduced data movement, Real-time analytics and large-scale data processing.

UNIT V

Analytics Implementation and Organizational Strateg;Technology solutions for analytics; Selection of analytics tools in organizations; Integration of analytics with business processes; Managing implementation of analytics projects; Challenges in implementation (cost, skills, data privacy); Change management in adopting analytics; Communicating analytical insights to stakeholders; Measuring ROI of analytics investments; Ethical issues: data security, bias, and governance.

Suggested Readings:

- Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking, F. Provost, T. Fawcett, O'Reilly Media
- An Introduction to Statistical Learning with Applications in R, G. James, D. Witten, T. Hastie, R. Tibshirani, Springer, New York
- Big Data: Principles and Best Practices of Scalable Real-Time Data Systems, N. Marz, J. Warren, Dreamtech Press
- Modelling Techniques in Predictive Analytics: Business Problems and Solutions with R, T. W. Miller, Pearson FT Press
- Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, E. Siegel, John Wiley and Sons

- *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests, and Report Writing.*

OPD2:TOTALQUALITYMANAGEMENTFORBUSINESSEXCELLENCE

Course Objective:

The course aims to develop an understanding of Total Quality Management (TQM), quality systems like ISO standards, and their integration with reliability, safety, and operational excellence to achieve business and service quality improvement.

Course Learning Outcomes: After successful completion of the course, learners will be able to:

- Explain the principles of total quality management (TQM) and its relationship with operational and business excellence.
- Analyse quality design, off-line control, and the costs associated with quality and losses.
- Apply quality management tools, including hazard analysis and statistical process control techniques.
- Examine Total Productive Maintenance (TPM), Overall Equipment Effectiveness (OEE), and their role in process improvement.
- Evaluate quality improvement practices in supply chain, vendor management, environmental sustainability, and safety systems.

Contents:

UNIT I

Concept of Total Quality and its evolution, Components of a Total Quality Loop.TQM and business excellence frameworks, e.g., MBNQA, EFQM, Deming, TBEM, etc.QualityofDesign;Taguchi'sLossFunction,CostsofQuality.

UNIT II

FMEA/FTA,HAZOP and HACCP; concepts and application, TPM; model,organization and implementation, losses and concept of OEE.

UNIT III

Critical-to-Quality Characteristics: Attributes and Variables, Statistical Process Control, Process Capability Studies, Concept of Six Sigma and Lean Operations.

UNIT IV

Quality of Purchasing; Supplier qualification systems. TQM and JIT., Quality improvement tools; basic and advanced, Quality Function Deployment (QFD)

UNIT V

Total Quality, Environment and Occupational Health and Safety: Introduction to relevant standards; their integration in implementation.

Suggested Readings:

- Total Quality Management, D. H. Besterfield, C. Besterfield-Michna, G. H. Besterfield, M. Besterfield-Sacre, Pearson Education, New Delhi
- TQM: Concepts, Strategy and Implementation for Operational Excellence, S. Sharma, Sage Publications, New Delhi
- Managing Quality, B. G. Dale, Blackwell Publishing, UK
- Juran's Institute: Six Sigma Breakthrough and Beyond, J. A. De Feo, W. W. Barnard, Tata McGraw-Hill, New Delhi
- Total Quality Management: Text with Cases, J. S. Oakland, Butterworth-Heinemann, Burlington
- Delivering Service Quality, M. Raghavachari, K. V. Ramani (Eds.), Macmillan India, New Delhi
- Six Sigma Leadership Handbook, S. Rath, John Wiley and Sons, New Jersey
- TPM: A Route to World-Class Performance, P. Willmott, D. McCarthy, Butterworth-Heinemann, UK
- ISO 14001 Auditing Manual, G. Woodside, P. Aurrichio, McGraw-Hill, New York
- The Ultimate Six Sigma: Beyond Quality Excellence to Total Business Excellence, K. R. Bhote, PHI Learning, New Delhi

- *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Written tests, and Report Writing.*

OPD3: TECHNOLOGY,INNOVATIONANDNEWPRODUCT MANAGEMENT

Course Objective:

The course aims to develop understanding of technology, innovation, and new product management, focusing on strategic decision-making, competitive advantage, and the role of policy and organizational culture in managing technological change.

Course Learning Outcomes: After successful completion of the course, learners will be able to:

- Explain the diversity of innovation types, innovators, and innovation environments.
- Analyse the strategic role of innovation and the tools used in innovation management.
- Examine technological change and the role of incremental and disruptive innovations in sustaining competitiveness.
- Apply management techniques for technological new product development.
- Evaluate the feasibility and viability of new product development from both organizational and societal perspectives.

Contents:

UNITI

Introduction, Understanding innovation, Levels and types of innovation, Key drivers of innovation, Sources of innovation, and the relationship between innovation and research and technology development. Understanding creativity as a building block to innovation, Innovation Management, Framework for the management of innovation, Public sector services innovation, Diffusion of Innovation, Creating Organisational innovative effectiveness.

UNIT II

Strategic aspects of technology, Critical factors in managing technology innovations, Critical issues/factors in choice of technology and Processes; Indian context, Technology Portfolio. Open Innovation, New technology transfer- Channels, Modes, levels and various concerns involved.

UNIT III

Absorption, Adaptation, and adoption of Technology, Technology considerations in a Lean environment. Strategic Role of R&D, New R&D approaches, Strategic evaluation of technology investments.

UNIT IV

New product development and life cycle management, Understanding Product platform strategy, Commercialization of core competencies, Marketing new products and technologies.

UNITV

Public policy issues; role, rationale and requisites of a National Technology Policy, IPR and licensing issues; Role of WTO in new age technology.

Suggested Readings:

- Technology Management: Key to Competitiveness and Wealth Creation, T. A. Khalil (Ed.), Tata McGraw-Hill, New Delhi
- Applying Innovation, D. O'Sullivan, L. Dooley, Sage, New Delhi
- Innovation Management and New Product Development, P. Trott, Pearson
- New Product Planning, K. B. Kahn, Response Books, New Delhi
- The PDMA Handbook of New Product Development, K. B. Kahn, Wiley
- Strategic Management of Technological Innovation, M. A. Schilling, McGraw-Hill Irwin
- The Innovator's Dilemma, C. M. Christensen, Collins Business
- Open Innovation, H. W. Chesbrough, Harvard Business School Press, Boston
- Technology and Competitive Advantage, M. E. Porter, Journal of Business Strategy
- Mastering the Dynamics of Innovation, J. M. Utterback, Harvard Business School Press, Boston

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests, and Report Writing.*

OPD4: SERVICEOPERATIONSMANAGEMENT

Course Objective:

The objective of this course is to acquaint the participants with decision-making in planning, design, delivery, quality, maintenance and scheduling of service operations on a global basis. The participants are also expected to appreciate the roles of service quality and the supply chain in India's emerging service economy in relation to the international business environment and global benchmarks.

Course Learning Outcomes: After successful completion of the course, learners will be able to:

- Explain the nature, classification, and characteristics of services in operations management.
- Analyse factors influencing location, capacity planning, and service design and delivery systems.
- Examine job design, work standards, and scheduling of services and resources.
- Apply techniques to measure, control, and improve service quality and performance.
- Evaluate service operations in terms of supply chain management, distribution, maintainability, and reliability.

Contents:

UNIT I

Matrix of Service Characteristics; Taxonomy of services, Challenges in Operations Management of Services, Aggregate Capacity Planning for Services; Facility Location; subjective and objective factors.

UNIT II

Servicedesignanddeliverysystems;layoutsin services. Job and Work Design in Services- Safety and Physical Environment; Effect of Managing queues, Automation; Operations standards and Work measurement.

UNITIII

Determinants of Quality in Services, Measurement, control and improvement of Quality of Services; Concept of a Total Quality Service, Dynamics of Service Delivery System.

UNITIV

Scheduling for Service operations, personnel and vehicles. SupplyChainand Distribution of Services.

UNITV

Maintainability and Reliability in Services; Total Productive Maintenance (TPM) in Services, Case Studies of exemplary professionally managed services.

Suggested Readings:

- Services Management Effectiveness (2nd ed.), D. E. Bowen, R. B. Chase, T. G. Cummings

(Eds.), Jossey-Bass, San Francisco

- Service Management, J. A. Fitzsimmons, M. J. Fitzsimmons, McGraw-Hill, New Delhi
- Service Management and Operations, C. Haksever, B. Render, R. S. Russell, R. G. Murdick, Prentice Hall, New Jersey
- Service Breakthroughs: Changing the Rules of the Game, J. L. Heskett, W. E. Sasser, C. W. L. Hart, Free Press, New York
- Logistics and SCM: Strategies for Reducing Cost and Improving Service, C. Martin, Pearson Education, New Delhi
- Successful Service Operations Management, R. D. Metters, K. H. King-Metters, M. Pullman, S. W. Walton, Cengage Learning, New Delhi
- Service Operations Management, R. G. Murdick, Allyn and Bacon, Boston
- Delivering Service Quality: Managerial Challenges for the 21st Century, M. Raghavachari, K. V. Ramani (Eds.), Macmillan, New Delhi
- Service Operations Management, R. W. Schmenner, Prentice Hall, New Jersey
- Operations Management in Service Industries and the Public Sector, C. Voss, Wiley, New York.

- *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, Written tests, and Report Writing.*

OPD5:OPERATIONSSTRATEGY

Course Objective:

The key objective of this course is to appreciate the need and role of operations as a strategy, particularly in view of cost, quality, flexibility and time competitiveness. Various strategic choices are analysed in different sub-functions of operations. The operationsstrategies, especially in the light of globalisation, environmental, ethical, and social concerns, as well as the workforce diversity issues, are to be discussed.

Course Learning Outcomes: After successful completion of the course, learners will be able to:

- Explain the nature, scope, and strategic role of operations strategy in organizations.
- Analyse transformation processes, process flows, layout, and capacity decisions in operations management.
- Examine innovation, new product development, and process improvement strategies in operations.
- Apply analytical skills to develop operations improvement, purchasing, and outsourcing strategies.
- Evaluate operations strategy formulation and its alignment with sustainability and competitive priorities.

Contents:

UNIT I

Need for Operations Strategy, Impact of globalization on Operations Management, The Marketing link in the Operations Strategy -Role in competitive advantage, time-based competitiveness and other criteria of success—thes and cone model.

UNIT II

Process of designing, analysing and implementing operations' strategies, Strategic management of transformation processes and flow strategies, Strategic choices in layout and capacity planning.

UNIT III

Managing innovations and new product and process development strategies, Strategic purchasing and supply management, Outsourcing decisions, Strategic Purchasing Portfolio analysis,

UNIT IV

Operations Improvement Strategies, Breakthrough vs continuous, The Direct, Develop and Deploy strategies and the market strategy, Bohn's stages of process matrix, Measures of performance. Process of Operations strategy, sustainable alignment, and methodology of operations strategy formulation.

UNITV

The ‘new’ approaches to operations; different substitutes for operations strategy,The process of operations strategy formulation, The strategic, organisational. methodological, delivery and operational context. Integrated Management Systems, Leveraging IT for strategic management of Operations.

Suggested Readings:

- Global Production: A Handbook for Strategy and Implementation, E. Abele, T. Meyer, U. Naher, G. Strube, R. Sykes (Eds.), Springer-Verlag, Berlin
- Strategic Operations Management, S. Brown, R. Lamming, J. Bessant, P. Jones, Butterworth-Heinemann, New Delhi
- The Innovator’s Solution, C. M. Christensen, M. E. Rayner, Harvard Business School Press, Boston
- Operations Now, B. Finch, McGraw-Hill, New Delhi
- Manufacturing Strategy, T. Hill, Palgrave Macmillan, London
- Strategic Operations Management, R. H. Lowson, Routledge, London
- The Strategic Advantage of the Factory of the Future, J. R. Meredith, California Management Review
- On Competition: The Five Competitive Forces That Shape Strategy, M. E. Porter, Harvard Business Review, USA
- World-Class Manufacturing, R. J. Schonberger, The Free Press, New York
- Manufacturing: The Formidable Competitive Weapon, W. Skinner, John Wiley and Sons, New York
- Operations Strategy, N. Slack, M. Lewis, Prentice Hall, New Delhi
- Operations Strategy, D. Waters, Thomson, USA
- Restoring Our Competitive Edge: Competing through Manufacturing, S. C. Wheelwright, R. H. Hayes, John Wiley and Sons, USA
- Lean Thinking: Banish Waste and Create Wealth in Your Organisation, J. P. Womack, D. T. Jones, Simon and Schuster, UK

➢ *Suggested Teaching and Assessment Tools: Lectures, Discussion of short cases/reports, Quiz, Assignments, Software-based exercises, written tests, and Report Writing.*