MBA BATCH 2025 ONWARDS

List of courses

1st Semester – Core

S. No	Course Type	Course Code	Course	No of Credits
1	Core	**MB 14301**	Management Principles and Organizational Behaviour	**4**
2	Core	**MB 14102**	Accounting for Managers	**4**
3	Core	**MB 14603**	Business Research Methods	**4**
4	Core	**MB 14304**	Business Communication	**4**
5	Core	**MB 14905**	Legal Aspects of Business	**4**
6	Core	**MB 14406**	Entrepreneurship Theory and Practice	**4**
7.	Core	**MB 14307**	Human Resource Management	**4**

Total Credit = 28

2nd Semester

S. No	Course Type	Course Code	Course	No of Credits
1	Core	**MB 14101**	Corporate Finance	**4**
2	Core	**MB 14202**	Marketing Management	**4**
3	Core	**MB 14603**	Production & Operations Management	**4**
4	Core	**MB 14804**	Economics of Ideas, Innovation & Entrepreneurship	**4**
5	Core	**MB 14505**	Information Technology for Business	**4**
6	Core	**MB 14806**	Managerial Economics	**4**
7	Core	**MB 14607**	Project Management	**4**

Total Credit = 28

Total Credit of both semesters (for two-year MBA) = 28 + 28 = 56

At the end of the second semester, two-year MBA students will go for a summer internship training (minimum 6 weeks)

MB 14301: Management Principles and Organizational Behaviour (4 Credits)

Course Objectives:

To make the student understand the principles followed and functions performed by management in a business organization. The course aims to build foundational knowledge of how managerial decisions are influenced by human behavior, organizational structures, and cultural dynamics and also to understand why employees/people behave as they behave at workplace. It also prepares students to critically analyze workplace challenges and apply appropriate management and behavioral strategies in both domestic and global business contexts.

Learning Outcomes:

1. Define key concepts and functions of management.
2. Explain the scope and models of organizational behaviour.
3. Analyze personality, attitudes, and motivation at work.
4. Understand group behavior, leadership, and conflict.
5. Identify organizational structure, culture, and change.

6. Recognize global and ethical aspects of management.

Unit I: Foundations of Management Theory and Practice

Definition and Nature of Management, Evolution of Management Thought – Classical, Neo-Classical, Modern Theories, Scientific Management (Taylor), Administrative Theory (Fayol), Bureaucracy (Weber), Human Relations Movement, Systems Theory, Contingency Theory, Management Functions – Planning, Organising, Leading, Controlling, Managerial Roles (Mintzberg), Levels and Skills of Managers, Ethics and Corporate Social Responsibility, Contemporary Challenges in Management – Globalisation, Sustainability, VUCA Environment, Digital Transformation

Unit II: Strategic Planning, Organising and Decision-Making

Strategic and Operational Planning, Vision, Mission, Goals and Objectives, Management by Objectives (MBO), Environmental Scanning and SWOT, Corporate and Competitive Strategy, Organisational Structure – Functional, Divisional, Matrix, Network Structures, Strategic Business Units (SBUs), Delegation and Decentralisation, Formal and Informal Organisation, Decision-Making Models – Rational, Bounded Rationality, Garbage Can Model.

Unit III: Leadership, Power, Motivation and Managerial Communication

Leadership – Trait, Behavioural, Contingency Theories (Fiedler, Path-Goal, Hersey-Blanchard), Transformational and Transactional Leadership, Servant Leadership, Leadership in Cross-Cultural Contexts, Power and Politics in Organisations – Sources and Dynamics, Motivation Theories – Maslow, Herzberg, McClelland, Alderfer, Vroom's Expectancy, Equity Theory, Reinforcement Theory

Unit IV: Individual Dimensions of Organisational Behaviour

Organisational Behaviour – Nature, Scope, Disciplines Contributing to OB, Personality – Determinants, Big Five Model, MBTI, Cognitive and Affective Components, Perception – Process, Attribution Theory, Perceptual Errors, Attitudes – Formation, Change and Job Attitudes (Job Satisfaction, Organisational Commitment), Learning – Theories (Classical, Operant, Social Learning), Emotional Intelligence – Goleman's Model, Psychological Contracts, Stress – Causes, Effects and Coping Strategies

Unit V: Group Dynamics, Organisational Culture and Change

Group Behaviour – Types, Group Development Stages (Tuckman), Group Cohesiveness, Norms, Groupthink, Social Loafing, Teams – Types, Effectiveness and Conflict, Conflict – Sources, Types, Resolution Strategies, Negotiation Skills, Organisational Culture – Functions, Types (Deal & Kennedy, Hofstede), Cultural Dimensions, Organisational Climate vs Culture, Organisational Change – Models (Lewin, Kotter), Change Agents and Resistance, Organisational Development

Suggested Readings:

1. Robbins, S. P., & Coulter, M. (2022). *Management* (15th ed.). Pearson Education.

2. Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson Education.

3. Koontz, H., & Weihrich, H. (2016). *Essentials of management: An international and leadership perspective* (10th ed.). McGraw-Hill Education.

4. Daft, R. L. (2021). *Management* (14th ed.). Cengage Learning.

5. Yukl, G. A. (2013). *Leadership in organizations* (8th ed.). Pearson.

6. Miner, J. B. (2005). *Organizational behavior: Essential theories of motivation and leadership* (Vol. 1). Routledge.

7. Hellriegel, D., & Slocum, J. W. (2011). *Organizational behavior* (13th ed.). South-Western Cengage Learning.

8. Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill Education.

9. Mintzberg, H. (2009). *Managing*. Berrett-Koehler Publishers.

10. Drucker, P. F. (2007). *The practice of management*. HarperBusiness.

11. Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.

12. McShane, S. L., & Von Glinow, M. A. (2021). *Organizational behavior* (9th ed.). McGraw-Hill Education.

13. Kotter, J. P. (2012). *Leading change*. Harvard Business Review Press.

14. Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.

15. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.

MB 14102: Accounting for Managers (4 Credits)

Course Objective: To ensure that students comprehend the fundamental principles of financial accounting and the preparation of financial statements, as well as their analysis. To provide prospective managers of new ventures with an introduction to the preparation and analysis of financial statements and a variety of budgets. To facilitate the students' ability to evaluate a company's financial statements and reach a well-reasoned conclusion regarding the company's financial status.

Learning Outcomes: By the end of the course, students will be able:
1. To elucidate essential accounting principles, the components of financial statements, and fundamental accounting terminology.
2. To elucidate and apply the accounting equation in fundamental financial analysis and to clarify its relationship with financial statements through ratio analysis.
3. Comprehend the evaluation of business and departmental performance through financial ratios, return on investment (ROI), and additional financial metrics.
4. To comprehend the significance of budget, budgeting, and budgetary control, and to elucidate the utility, concept, and formulation of various types of budgets.

Contents-

Unit I: Introduction to Accounting: Introduction of financial accounting, Traditional vs. Modern Accounting, Evolution of accounting practices in India, Principle of Dharma & Arth, Importance, Objectives and Principles of Accounting, Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), Introduction of Accounting Process- Journal and ledger, Trial Balance, Classification of capital and revenue expenses, preparation of subsidiary books and cash book. Reconciliation between bank pass book and cash book.

Unit II: Final Accounts of Joint Stock Companies - Final Accounts of Joint Stock Companies –

contents, and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustments as per Schedule III of the Companies Act, 2013, Provisions for Statutory Audit.

Unit III: Ratio Analysis – Meaning, Need, Advantages and Limitations of Ratio Analysis, Classification of Ratios: Profitability Ratios, Liquidity Ratios and Activity Ratios, Projections through Ratios.

Unit IV: Budgeting and Budgetary Control – Concept of Budgeting and Budgetary Control, Types of Budgets, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget and Master Budget, Essential features, Merits and Limitations of Budgetary Control.

Unit V: Computerised Accounts by using any popular accounting software (Latest Version) Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry including GST; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Cash Flow Statement. Selecting and shutting a Company; Backup, and Restore data of a Company.

Readings:

1. Hanif & Mukherjee., 2022. Financial Accounting. Tata McGraw Hill.

2. Jain S. P and Narang K L, 2024. Financial Accounting, Kalyani Publishers.

3. Maheshwari S.N., 2016. Financial Accounting. Vikas Publishing.

4. S.P. Gupta., 2021. Management Accounting. Sahitya Bhavan

5. Sinha Gokul., 2019. Financial Statement Analysis. PHI.

6. Stice & Stice., 2013. Financial Accounting Reporting & Analysis. Cengage.
   Tulsian P. C, 2024. Financial Accounting, 1/e, Pearson Education

MB14603 : Business Research Methods

Course Objectives: Today's data-driven world, data collection, presentation, and analysis are crucial for informed decision making. Organizations recognize the importance of data, and it is essential for managers to be able to extract actionable insights and apply them effectively. This introductory course aims to equip participants with the necessary skills to achieve this. The course is divided into two components: the first focuses on introducing fundamental statistical tools, while the second teaches participants how to build decision models. Extensive use of spreadsheet and software tools will be incorporated throughout. By the end of the course, participants will be empowered to apply quantitative analysis in their professional roles.

Learning Outcomes:

1. Know different sources of data
2. Ability to summarize and present data.
3. Understand and use sampling and inferential statistics
4. Learn management science tools.
5. Identify opportunities for application of management science tools
6. Ability to build and solve linear programming models using spreadsheet software.

Contents:

Unit I:

Statistics and its importance for managers, what is Probability? Terminologies, Probability Rules, Joint and Conditional probability and Bayes' theorem. Random variables: Concept, Discrete and continuous probability distributions. Binomial, Poisson, Negative binomial and Hypergeometric distributions. Uniform, Normal, Exponential, Log-normal, Weibull distributions.

Unit II:

Data collection, Quality of data, Descriptive statistics., Sampling, Scales of measurement. Sampling From a Population, Sampling Distribution of the Sample Mean, Central Limit Theorem, Point Estimation, Estimators and their properties. Confidence Interval for the Population mean and Proportion, Introduction to Hypothesis Testing, Type I and Type II Errors

Unit III:

Inference from Samples: Hypothesis testing the population mean and proportion using confidence intervals. Hypothesis testing for comparison of two populations. Analysis of Variance. Chi-square test, Sign test, Mann-Whitney U test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test. Covariance and Correlation, Introduction to Regression: what is linear regression, fitting of the linear model, using Regression for prediction.

Unit IV:

Introduction to Linear Programming (LP): Quantitative analysis and decision making, Formulation of LP models, meaning of solution, Graphical method for solving LP problems, Duality, Sensitivity analysis.

Unit V:

Applications of LP in Marketing, Finance, Operations management.

Suggested Readings:

1. Aczel, A. D., Sounderpandian, J., & Saravanan, P. (2012). *Complete business statistics* (7th ed.). McGraw Hill Education India Private Limited.

2. Albright, S. C., & Winston, W. L. (2015). *Business analytics: Data analysis and decision making* (5th ed.). Cengage Learning.

3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for business & economics* (12th ed.). Cengage Learning.

4. Anderson, D., Sweeney, D., Williams, T., & Martin, R. K. (2012). *An introduction to management science: Quantitative approaches to decision making* (13th ed.). Cengage Learning.

5. Aron, A., Coups, E. J., & Aron, E. N. (2011). *Statistics for the behavioral and social sciences: A brief course* (5th ed.). Pearson.

6. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Pearson Education.

7. Gelman, A., & Hill, J. (2007). *Data analysis using regression and multilevel/hierarchical models*. Cambridge University Press.

8. Levin, R. I., & Rubin, D. S. (2009). *Statistics for management*. Retrieved from https://books.google.com/books/about/Statistics_for_Management.html?hl=hi&id=loa4Kcm MmbcC

MB 14304: Business Communication (4 Credits)

Course Objective: The course aims at developing the understanding of participants regarding the role of communication in the organizational and Global Context. The course will enable the participants to the basics of effective written and verbal communication. It will also help the participants to develop an understanding of the theoretical models of communication and development in communication research. The participants will also get an exposure and training of technical writing, responsibilities of a communicator and be more aware of ethical and legal issues in communication.

Learning Outcomes: The learners at the end of this module shall be able to

- Utilize active listening in communication
- Use appropriate language to communicate their thoughts and ideas clearly
- Utilize the reading skill to gain additional knowledge and confidence to improve speaking and writing abilities.
- Use effective strategies for writing in different modes of writing.
- Use digital literacy in their professional life for communication.
- Use ethical digital behaviours.
- Use nonverbal communication effectively in communication as an aid.

Unit I

Listening - Techniques, Listening and Comprehension, Barriers

Speaking - Pronunciation, Enunciation, Vocabulary, Fluency, Common Erros

Unit II

Reading - Techniques, Gathering Ideas and Information, Evaluating these Ideas and Information, Interpreting the text

Writing and Different Modes of Writing : Process, Effective Strategies, Different Modes

Unit III

Digital Literacy and Social Media: Basic Computer Skills, Basic Virtual Platforms, Trending Technologies, Social Media, Digital Marketing Digital Ethics and Cyber Security:Digital Literacy Skills, Digital Etiquette, Digital Life Skills, Understanding and introducing the environment of security, types of attacks and attackers, Art of protecting secrets

Unit IV

Non-verbal Communication: Meaning, Advantages, Introduction to modes of non- verbal communication, Do's and Don'ts in NVC

Readings:

1. Bovée, C.L., Thill, J.V. and Schatzman, B.E., 2003. Business communication today Upper Saddle, NJ: Prentice Hall.
2. Mohan, A., Merle, D., Jackson, C., Lannin, J. and Nair, S.S., 2009. Professional skills in the engineering curriculum. IEEE Transactions on Education, 53(4), pp.562-571.
3. Murphy, H.A., Hildebrandt, H.W. and Thomas, J.P., 1997. Effective business communications (Doctoral dissertation, Univerza v Mariboru, Ekonomsko- poslovnafakulteta).
4. Raman, M. and Sharma, S., 2015. Technical communication: Principles and practice. Oxford University Press.

5. Walrand, J. and Varaiya, P.P., 2000. High-performance communication networks. Morgan Kaufmann

MB 14905 Legal Aspects of Business (4 Credits)

Course objectives: - The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises. To inculcate in the students an awareness of legal framework within which the business function. To create awareness in respect of rules and regulations affecting various managerial functions.

Learning outcomes

1. Understanding basic laws affecting the operations of business enterprises. Know rights and duties under various legal Acts.
2. Application of various Laws in business practice.
3. To create awareness of the legal framework within which the business function.
4. To create awareness in respect of rules and regulations affecting various managerial functions.
5. Acquire problem solving technique with legal procedure. Understand consequences of applicability of various laws on business situations.
6. Identify fundamental legal principal behind contractual Agreements.
7. To understand the IT rules in business transactions

Contents

Unit I:- Objective: to provide the overall legal framework which business activities are carried out. Indian Contract Act – 1872-General Principles of Contract Act- Sections 1 TO 75 of the act Introduction, Essentials of a valid contract, performance and discharge of a contract, remedies on breach of a contract, Quasi contracts, etc.

Unit II:- Companies Act, 1956 & 2013, Introduction, Formation of a company (M/A & A/A), Prospectus, Meetings, Appointment and removal of directors, etc.

Unit III:- Negotiable Instruments Act, 1881 Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonour of Cheques due to insufficiency of funds, etc.

Unit IV:- Intellectual Property Rights (IPRs) & Environmental Laws (i) Intellectual Property Rights (IPRs) Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement, etc.

Unit V:- Environmental Laws Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary, Environment Impact Assessment (EIA), etc.

Unit VI:- Consumer Protection Act, 1986 – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies.

Unit VII:- Information Technology act, 2000 Introduction, Digital Signature, Electronic

Governance, cybercrimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.

Readings : -

- K. R. Bulchandani., 2017. Business Laws for management. Himalaya
- L Bently& B Sherman., 2009. Intellectual Property Law. Oxford.
- Pollock & Mulla. 2017. Indian Contract Act-Vol I & II. Lexis Nexis Latest Edition
- S S Gulshan., 2013. Company law. Excel Books.
- Akhileshwar Pathak., 2020. Legal aspect s of Business, 7th Edition, McGraw Hill Education (India) Pvt.ltd

MB 14406: Entrepreneurship Theory and Practice (4 Credits)

Objective:

The fundamental knowledge and understanding required to become successful entrepreneurs and establish their own business ventures. It aims to familiarize them with the essential prerequisites such as entrepreneurial traits, business planning, market analysis, and financial management. By exploring these foundational elements, the course prepares students to identify viable business opportunities, develop comprehensive business plans, and navigate the challenges of launching and managing a new enterprise. Ultimately, the objective is to foster an entrepreneurial mindset and provide practical insights that enable students to confidently initiate and sustain business enterprises in a dynamic economic environment.

Learning Outcomes:

1. Understanding the fundamental concepts of entrepreneurship and its evolution.
2. Analyzing the characteristics and competencies required of entrepreneurs.
3. Gaining knowledge about Entrepreneurship Development Programmes (EDPs).
4. Learning how to identify, plan, and appraise business projects.
5. Exploring institutional and financial support systems for entrepreneurs in India.

Contents:

Unit-1

Fundamentals of Entrepreneurship: Meaning and Definitions of Entrepreneur, Entrepreneurship and Entrepreneurship Development, Theories of Entrepreneurship, Evolution of Entrepreneurship in India, Role of Entrepreneurship in Indian Economy, Factors Influencing Entrepreneurship Development, Problems in Entrepreneurship Development in India.

Unit-2

Entrepreneur: Entrepreneurial Characteristics, Entrepreneurial Competencies, Entrepreneurial Motivation, Entrepreneurial Mobility, Concept of Entrepreneur, Difference between Entrepreneur and Entrepreneur, Difference between Entrepreneur and Manager.

Unit-3

Entrepreneurship Development Programmes (EDPs): EDP: Its Meaning, Need, and Objectives; EDPs in India in Historical Perspective, Course Contents and Curriculum of EDPs; Phases of EDPs; Evaluation of EDPs; Problems of EDPs. Start Up: Definition of Small Enterprise, Rationale behind Developing Small Enterprises, Ownership Forms, Project Identification and Selection, Preparation of Business Plan / Project, Project Appraisal.

Unit-4

Institutional Support: Institutional Finance to Entrepreneurs, Lease Financing and Hire- Purchase, Institutional Support to Entrepreneurs, Taxation Benefits to Small-Scale Enterprises, Government Policy for Small-Scale Enterprises.

Readings

1. D. F. Kuratko and T. V. Rao., 2016. Entrepreneurship: A South-Asian Perspective, Cengage Learning.
2. Marc Dollinger. 2016., Entrepreneurship: Strategies and Resources, Pearson Education,
3. Rajeev Roy. 2011. Entrepreneurship, Oxford University Press.
4. Robert D. Hishrich and Michael P. Peters. 2009. Entrepreneurship, Tata McGraw- Hill Publishing.
5. S. S. Khanka. 2016. Entrepreneurial Development, S. Chand & Company Pvt. Ltd.,
6. Thomas W. Zimmerer and Norman M. Scarborough. 2015. Essentials of Entrepreneurship and Small Business Management, PHI Learning

MB 14307 Human Resource Management (4 Credits)

Course Objective:

To make the participants understand the issues involved in ensuring the availability of the required type and quantity of employees at the required time to extract the best and maximum from the employees to achieve the organisational goals effectively.

Learning outcomes:

1- Students will be able to understand the importance of managing human resources in the contemporary business environment.

2- Students will be able to understand the conceptual framework of human resource management.

3- Students will be able to learn to design HR policies.

4- The students will be able to learn approaches to manage human resources through case studies/live cases.

5- Students will be able to learn the global perspectives of HRM.

Contents-

Unit I: Introduction: Meaning of HRM, Difference between HRM and Personnel Management (PM); Evolution and Development of the Field of HRM; Role of Human Resource Management in a Competitive Business Environment; Strategic Human Resource Management.

Unit II: Acquisition: Human Resource Planning; Job Analysis and Design; Recruitment, Selection, and Induction.

Unit III: Development: Career Planning and Development; Employee Training, Executive Development; Internal Mobility and Separation.

Unit IV: Maintenance: Job Evaluation, Wage and Salary Administration; Incentives; Motivation; Workers' Participation in Management; Employee Discipline and Grievance; Industrial Disputes; Industrial Relations; Trade Unions; Collective Bargaining; Performance and Potential Appraisal.

Unit V: Control: Personnel Research and Audit; Human Resource Accounting; Human Resource Information System; Managing Generation – Y and Z Employees; International Human Resource Management.

Suggested Readings:

1. Aswathappa, K. (2017) *Human Resource Management: Text and Cases.* (8thed.) New Delhi: McGraw Hill.

2. Budhwar, P.S. and Debrah, Y.A. eds., 2013. Human resource management in developing countries. Routledge.

3. DeCenzo, D.A., Robbins, S.P.,& Verhulst, S.L. (2016) *Human Resource Management*(12th ed.). Wiley.

4. Dessler, G. &Varkkey, B. (2015). *Human Resource Management* (14th ed.). New Delhi: Pearson.

5. Dowling, P. J., Festing, M., & Engle, A. D. (2017). International human resource management (7th ed.). Cengage India.

6. Gómez-Mejía, L. R., Balkin, D. B., & Carson, K. P. (2020). *Managing human resources* (9th ed.). Pearson.

7. Ivancevich, J. M., & Konopaske, R. (2017). *Human resource management* (12th ed.). McGraw-Hill Education India.

8. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2022). *Human resource management: Gaining a competitive advantage* (13th ed.). McGraw Hill.

9. Rao, S. (2015). *Personnel and human resource management* (Text and cases, 5th ed.). Himalaya Publishing House.

10. Rao, V. S. P. (2022). *Human resource management: Text and cases.* Excel Books.

MB 14101: Corporate Finance (4 Credits)

Course Objectives:

The objective of this course is to provide students with a comprehensive understanding of the fundamental concepts, principles, and practices of corporate finance. It aims to equip learners with the knowledge and analytical skills necessary to make informed financial decisions within a corporate setting. The course covers key areas such as financial management functions, capital structure, financial planning, sources of corporate finance, cost of capital, and capital budgeting. Additionally, it emphasizes the significance of shareholder value, time value of money, risk-return analysis, and working capital management. By the end of the course, students will be prepared to evaluate and implement sound financial strategies in real-world business scenarios.

Learning Outcomes:

1. Understand the scope, objectives, and key functions of corporate finance and financial management.
2. Evaluate the sources and instruments of short-term, medium-term, and long-term corporate financing.
3. Analyze capital structure decisions through leverage analysis and capitalization theories.
4. Apply the concept of time value of money and capital budgeting techniques for investment decisions.
5. Assess risk and return in financial decision-making and capital investment appraisal.
6. Develop effective working capital management strategies, including cash, receivables, inventory, and credit control.

Contents:

Unit- I

Concept of Corporate Finance: Scope and Objectives of Corporate Finance, Functions of Financial Management, Objectives of Financial Management - Profit Maximization vs. Wealth Maximization. Role of Finance Manager, Financial Planning: Concept of Financial Planning; Process of Financial Planning; Characteristics of Sound Financial Plans; Factors Affecting Financial Plan, Financial Planning and Strategies. Shareholders Value and its Calculation, Concept of society and business

Unit – II

Source of Corporate Finance: Pattern of Capital Requirements: Long-Term and Medium-Term Financing – Purpose, Sources and Instruments including; Equity Share, Preference Shares, Debentures, Bonds, Warrants, Venture Capital and Ploughing Back of Profits; Short-Term Financing-Purpose, Sources and Instruments, Concept and Significance of Cost of Capital and its Computation.

Unit – III

Concept and Principles of Capital Structure: Leverage Analysis – Operating, Financial and Combined Leverage and its Implications, Theory of Capitalization; Over-Capitalization; Under-Capitalization; Capital Structure Theories and Factors Determining Capital Structure.

Unit - IV

Time Value of Money: Risk and Return Analysis, Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.

Unit - V

Working Capital Management: Meaning, Significance and Factors Influencing the Level of working Capital Management, Management of Cash, Receivables and Inventory, Credit Management, Working Capital Financing

Suggested Readings:

1. Bhalla, V. K. (2016). *Financial management*. Anmol Publications.
2. Brigham, E. F., & Houston, J. F. (2014). *Fundamentals of financial management*. Thomson.

3. Brigham, E. F. (2017). *Financial management: Theory and practice*. Cengage Learning.

4. Pandey, I. M. (2016). *Financial management*. Vikas Publishing House.

5. Chandra, P. (2016). *Financial management*. McGraw-Hill Education.

6. Van Horne, J. C. (2015). *Fundamentals of financial management*. Pearson Education.

7. Brealey, R. A. (2017). *Corporate finance* (Int. ed.). McGraw-Hill Education.

8. Chandra, P. (2011). *Financial management*. Tata McGraw-Hill.

9. Hampton, J. (2016). *Financial decision making*. Prentice Hall.

10. Khan, M. Y., & Jain, P. K. (2018). *Financial management*. Tata McGraw-Hill.

11. Pinches, G. E. (2014). *Essentials of financial management*. Harper and Row.

MB14202 Marketing Management -

Course Objectives: To develop an understanding of the underlying concepts, strategies and issues involved in managing the marketing efforts of a business organisation.

Learning Outcomes:

1. Explain the fundamental concepts, philosophies, and scope of marketing, including customer value and holistic marketing.
2. Analyze the impact of macro and micro-environmental factors on marketing decisions, including emerging trends like digital, green, and viral marketing.
3. Evaluate product mix strategies, including product life cycle, branding, packaging, and new product development processes.
4. Assess pricing strategies and distribution channels, considering factors influencing pricing decisions and the role of technology in logistics and retailing.
5. Develop effective promotional strategies using integrated marketing communication (IMC) tools such as advertising, sales promotion, public relations, and personal selling.
6. Understand consumer and organizational buying behavior to effectively segment, target, and position products in the market.
7. Apply marketing research techniques and competitor analysis to formulate strategic marketing plans.
8. Design marketing warfare strategies and marketing plans based on situational and competitive analysis.

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 Microenvironment on Marketing, Global Marketing; Emerging Fields of Marketing: Green Marketing, Digital Marketing, Viral Marketing, Neuro Marketing.

Unit II: Product Mix Strategies

Product, Planning and Development, Product Life Cycle, New Product Development, Brands, Packaging and Labelling.

Unit III: Pricing Strategies

Setting Price, Factors Influencing Price Determination; Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and

Logistics, Impact of Technology, and Internet on Distribution.

Unit IV: Promotion Decisions

Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Public Relations, Personal Selling and Sales Management, Impact of Technology, and Internet on Promotion.

Unit V: Identifying and Selecting Markets

Consumer Buying Behaviour, Organisational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information; Strategic Marketing Planning Process: Competitor Analysis, Marketing Warfare Strategies, Marketing Planning Process.

Suggested Readings:

Etzel, M. J., Bruce, J., W., 2010. Marketing (14th ed.), Tata McGraw-Hill.

- Kotler, P., Keller, K., Koshy, L., & Jha, M. 2009. Marketing Management: A South Asian Perspective (13th ed.).Pearson.
- Perrault. W.D (Jr.), Cannon, J.P., 2010. Basic Marketing, Tata McGraw-Hill.
- Ramaswamy, V. S., & Nama Kumari, S. 2009. Marketing Management: Global Perspective Indian Context (4th ed.). Macmillan.
- Saxena, R., 2009. Marketing Management (4th ed.). Tata McGraw Hill

MB 14603: Production and Operations Management (4 Credits)

Course Objectives:

The course is designed to enable students appreciate the strategic significance of operations management in highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management over the years, discussion of age old Operations techniques which are still successful.

Learning Outcomes:

1. Understand operations management scope and historical context.
2. Learn product development and design principles.
3. Analyze facility layout and ergonomic job design.
4. Apply forecasting, planning, and lean operations.
5. Evaluate quality control tools and standards.
6. Explore modern trends and traditional practices in operations.

Contents:

Unit I: Introduction to Operations Management

Nature & Scope of Operations Management, Historical Evolution of Operations Management, Operations Strategy, Recent Trends in the Field of Operations Management, Ancient guild system (shrenis) for organised supply chain coordination.

Unit II: Product Development

Product Development: Product Development Process, Concurrent Engineering, Total Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization, Process Selection. Layout design and principles, ancient craft based product and process knowledge, state-controlled production, quality assurance.

Unit III: Facility Planning and Work Design

Facility Planning and Work Design: Facilities Layout- Determinant of Process Selection, ProcessProduct Matrix, Types of Layouts, Line Balancing, Facilities Location, work measurement techniques, Jobe Design approaches (classical behavioural and socio technical), Ayurvedic ergonomic principles in job design and workspace alignment.

Unit IV: Resource Planning

Resource Planning: Demand Forecasting, Capacity Planning, Aggregate Production Planning Materials Requirement Planning, , Lean Management and Just in Time Production, Supply Chain Management, Inventory Planning and Control, Green operations, ethical sourcing under operation strategy, Panchangam (Indian Almanac) used for agricultural planning can be an early form of seasonal demand forecasting, temple economics with complex supply chain and waste management, Jugaad as lean thinking and frugal innovation.

Unit V: Quality Management

Quality Management Quality: Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart and Arthashastra for product quality and consumer protection, IoT in Manufacturing, predictive analytics and smart factories

Suggested Readings:

1. Adam, E. E., & Ebert, R. J. (1987). *Production and operations management: Concepts, models, and behavior*. Prentice Hall. https://books.google.com/books/about/Production_and_Operations_Management.html?hl=hi&id=DlYgIYZKFUMC

2. Chary, S. N. (2009). *Production and operations management*. Tata McGraw-Hill Education.

3. Crawford, C. M. (2008). *New products management*. Tata McGraw-Hill Education.

4. Gaither, N., & Frazier, G. (2002). *Operations management*. South-Western/Thomson Learning.

5. Jacobs, F. R., Chase, R. B., & Aquilano, N. (2004). *Operations management for competitive advantage*. McGraw-Hill.

1. Mahadevan, B. (2015). *Operations management: Theory and practice*. Pearson Education India.

2. Meredith, J. R., & Shafer, S. M. (2013). *Operations management* (5th ed., international student ed.). Wiley. https://www.wiley.com/enbe/Operations+Management%2C+5th+Edition+International+Studen t+Version-p-9781118643945

3. Nair, N. G. (1996). *Production and operations management*. Himalaya Publishing House. https://books.google.com/books/about/Production_and_Operations_Management.html?hl=hi&i d=p3W2yTrCY0AC

4. Mahadevan, B., 2015. Operations management: Theory and practice. Pearson Education India "The Beautiful Tree" by Dharampal (historical Indian industry & education)

MB 14804: Economics of Ideas, Innovation, & Entrepreneurship

Course Objectives: - The course would enable the students in the process of knowledge creation, accumulation, and diffusion. To help students to develop skills for applying the scientific ideas and innovations for the sustainable emergence of new technology. The course imparts the importance of three sources of knowledge—scientific research, learning-by-doing, and industrial coordination.

Learning Outcomes:-

1. To introduce the economics of ideas and uses the economics of ideas to evaluate the origins of invention and discovery, innovation, entrepreneurship, and the diffusion of new technology.
2. It focuses micro foundations of the knowledge production function including the role of creativity and the impact of sciences
3. To learn the impact of institutions and their strategic interaction on the commercialisation of new technology
4. To understand the diffusion and welfare impact of ideas and technology. To impart the Indigenous technical knowledge to Indian patent system
5. To learn the impact of Innovation and scientific mind on the entrepreneurial eco system. It emphasizes how the unusual characteristics of ideas can result in social inefficiency, and how the microeconomic and institutional environment influences the gap between private and social welfare

Contents:

Unit-I: Ideas, Innovation, and Economic Growth, The Nature of Ideas and Innovation

Unit- II: Open Science as an Economic Institution, The Supply of Innovators, Measuring Innovation and the Impact of Innovation Policy

Unit-III: Measuring the Returns to R&D Investments, Incentives for Innovators: Contracting and Control Rights, Incentives for Innovators: Market-level Rewards,

Unit- IV: The Indian Patent System and Innovation Policy, Foundations of Entrepreneurial Strategy: Ideas and the Nature of Entrepreneurial Choice

Unit V: Foundations of Entrepreneurial Strategy: Competitive Dynamics, Measuring Entrepreneurship and the Impact of Entrepreneurship Policy, The Economics of Ideas and Innovation Policy.

List of Reading: -

1. Dominique Foray, 2004. Economics of Knowledge. Cambridge, MA: MIT Press

2. The Economics of Science, Stephan, Paula E & Nathan Rosenberg 2010.

3. Science Studies: An Advanced Introduction, Hess, David J. 1997, New York: NYU Press.

4. The Sociology of Science: Theoretical and Empirical Investigation, Merton, Robert K. 1973, Chicago, IL: University of Chicago Press.

5. How Economics Shapes Science, Stephan, Paula E. 2012, Cambridge, Harvard University Press.

6. Mastering the Dynamics of Innovation, Utterback, James. 1994. Boston,: Harvard Business School Press.

MB 14505: Information Technologies for Business (4 Credits)

Course Objective: To familiarize students with the dynamic landscape of emerging business technologies that are transforming organizational processes and decision-making.

Learning Outcomes:

- Use Excel, Word, SPSS, and ERP tools for data handling and business tasks.
- Create dashboards and insights using Power BI and Tableau.
- Plan and manage projects with digital tools and ancient Indian methods.
- Automate business processes using ERP and CRM systems.
- Understand IT laws, cyber security, and digital ethics from modern and traditional perspectives.

Contents:

Unit I

Introduction to Excel: Excel Interface, Entering, Editing and Formatting Data, Formatting Numbers, Managing Worksheets, Modifying Rows and Columns, Understanding Formulas, Changing Views, AutoFill and Custom Lists, Conditional Formatting, Tables, Data Tools, Referencing Formulas, Consolidating Data - With or Without Links, Ranges and Dates, Lookups, Conditional Logic, Formulas, Introduction to Charts, Formatting Charts, Adding Graphics to Spreadsheets, Outline, Sort, Filter, and Subtotal, PivotTables, Protecting Data, Collaboration, Printing, Saving a Workbook, Macros.

Introduction to Word: Create and Manage Documents , Format Text, Paragraphs, and Section, Create Tables and Lists , Create and Manage References , Insert and Format Graphic Element Manage document options and settings , Design advanced documents , Create Advanced References
- Create and Manage Indexes, Mark index entries , Create indexes , Update indexes , Create and Manage References , Customize a table of contents , Insert and modify captions, Create and modify a table of figures, Manage Forms, Fields, and Mail Merge Operations, Add custom fields, Modify field properties, Perform mail merges, Manage recipient lists, Insert merged fields, Preview merge results

Introduction to ancient Indian methods of data management and record-keeping (e.g., granthas, palm leaf manuscripts), and comparison with modern tools like Excel. Exposure to traditional documentation systems in ancient India (e.g., manuscripts, archival methods), understanding knowledge documentation and dissemination through Indian treatises like Arthashastra, Manusmriti, and Chanakya Neeti.

Unit II

Data Analytics & Business Intelligence: Practical introduction to Business Analytics concepts, tools, and their role in data-driven decision-making. Hands-on training in Power BI and Tableau for creating interactive dashboards and visualizations. Building and customizing KPI dashboards for various business functions—sales, marketing, finance, and operations. Importing and transforming data from multiple sources (Excel, databases, web) using Power Query. Filtering, joining tables, and preparing datasets for analysis. Designing real-time analytics dashboards by integrating live data sources and using calculated measures and DAX functions (Power BI). Generating actionable insights through data storytelling, visual best practices, and automated reporting features.

Exploration of pattern recognition and decision-making in ancient Indian practices (e.g., astrology for prediction models, economic forecasts in Kautilya's Arthashastra), and relevance to modern BI frameworks.

Unit III

Research Methodology & Statistical Analysis: Practical application of research methods for business problem-solving. Formulating research questions, defining objectives, and developing testable hypotheses. Designing surveys and structured questionnaires; importing and cleaning datasets in SPSS. Performing descriptive analysis (mean, median, standard deviation, frequencies) using SPSS. Understanding hypothesis testing: p-values, confidence intervals, and significance levels. Interpreting SPSS outputs through tables, charts, and result summaries. Creating visualizations and exporting reports from SPSS for business presentations.

Study of logical reasoning and inferential thinking in Indian philosophical systems such as Nyaya Shastra and its application in modern research methodology.

Unit IV

Project Management Technology: Hands-on introduction to project planning and control using digital tools. Understanding project lifecycle phases: initiation, planning, execution, monitoring, and closure. Learning work breakdown structures (WBS), task dependencies, and milestones. Practical training in resource allocation (human, material, and financial), cost estimation, and timeline management using ProjectLibre or equivalent open-source software. Creating Gantt charts for visualizing project timelines, task durations, and dependencies—e.g., simulating a product launch schedule. Conducting schedule simulations and risk analysis to evaluate project feasibility and delays. Monitoring project progress with baselines and critical path analysis. Generating reports for stakeholder communication and project evaluation.

Introduction to ancient Indian project management approaches, including construction of towns and temples (e.g., planning of Nalanda University, Harappan cities) and lessons for contemporary resource optimization and planning.

Unit V

Enterprise Systems and Process Automation: Overview of Enterprise Resource Planning (ERP) systems and their core modules including Finance, Human Resources, Supply Chain Management, Procurement, Inventory, Customer Relationship Management (CRM), and Sales. Hands-on simulations using open-source ERP platforms (e.g., Odoo ERP) to understand real-world business process integration. Introduction to business process automation tools for streamlining lead-to-customer pipelines, automating procurement cycles, optimizing inventory management, and enhancing customer engagement through CRM systems. Exploration of the role of automation in improving operational efficiency, data-driven decision-making, and cross-functional coordination within modern enterprises.

Study of supply chain and inventory management practices in ancient India (e.g., trade and logistics during the Mauryan empire, maritime trade practices in ancient Tamil Nadu), and their alignment with today's ERP systems.

Introduction to Information Technology Act 2000 and its use in cyber space, cyber security, and data security

Philosophical underpinnings of ethics and dharma in ancient India (e.g., Manusmriti, Dharma Shastra) as a basis for understanding digital ethics and responsible use of technology in modern cyberspace.

Suggested Readings:

1. C. S. V. Murty., 2014. Management Information System: Text, Cases and Applications, Himalaya Publishing House.
2. K. C. Laudon and J. P. Laudon., 2014. Management Information Systems: Managing the Digital Firm, Pearson Education.
3. Lambert, J. (2019). Microsoft Word 2019 Step by Step. Microsoft Press.
4. Provost, F., & Fawcett, T. (2013). Data science for business: What you need to know about data mining and data-analytic thinking. O'Reilly Media.
5. Sherman, R. (2014). Business intelligence guidebook: From data integration to analytics. Morgan Kaufmann.
6. Field, A. (2017). Discovering statistics using IBM SPSS statistics (5th ed.). SAGE Publications.
7. Kerzner, H. (2017). Project management: A systems approach to planning, scheduling, and controlling (12th ed.). Wiley.
8. Leon, A. (2014). ERP demystified (3rd ed.). Tata McGraw-Hill Education.
9. Brooks, C. J., Grow, C., Craig, P., & Short, D. (2018). Cybersecurity essentials. Jones & Bartlett Learning.
10. Sharma, V. (2021). Information technology law and practice (6th ed.). Universal Law Publishing.

Additional Readings:

1. AICTE (2021). Handbook on Indian Knowledge System (Volume I). AICTE.
2. Mookerji, R. K. (1949). Ancient Indian Education: Brahmanical and Buddhist. Motilal Banarsidass.
3. Rangarajan, L. N. (1992). Kautilya's Arthashastra. Penguin Books.
4. Nandan, D. (2010). Management: Indian Ethos and Values. Pearson Education.
5. Microsoft Documentation and Tutorials (Online)
6. Open-source ERP documentation – Odoo Community Edition

Ramesh, B. (2022). Cyber Laws and Ethics in the Indian Context. Eastern Book Company

MB 14806: Managerial Economics (4 Credits)

Course Objective: To familiarize the students with the fundamental concept and theories of managerial economics and their relevance in day-to-day business decision making.

Learning Outcomes:

1. Describe the fundamental ideas of managerial economics and how it relates to other fields.
2. To comprehend managers' responsibilities in business decision-making for maximizing profits.
3. Explain the firm's best pricing and production choices in each market structure using the instruments of economic theory.
4. Examine the process by which a firmware distributes its total resources among its various uses.
5. To comprehend the effects of current business and economic policies on the economy.

Contents-

Unit I: Theoretical Perspective: Fundamental Concepts; Significance; Micro versus Macro Economics; Consumer Behaviour: Utility Analysis; Equi-marginal Utility; Indifference Curve; Consumer Equilibrium; Demand Decision: Meaning and Types of Demand; Determinants of Demand; Demand Function; Demand Elasticity;

Unit II: Demand forecasting: Methods of Demand Forecasting; Types of Demand Forecasting Production Decisions: Firm's behaviour in Short and Long Run; Cost: Concepts; Theory; Short- Run and Long-Run Costs; Revenue Functions: Total, Average and Marginal Revenue; Break- Even Analysis.

Unit III: Pricing Decisions: Determinants of Price; Pricing under Different Market Conditions; Objectives of Pricing under Different Market Structures: Perfect Competition; Monopoly; Monopolistic Competition; Oligopoly; Equilibrium Determination and Pricing Under Different Market Structures.

Unit IV: Pricing Practices and Strategies: Cost-Based Pricing: Cost-plus/Make-up Pricing, Break-even Pricing, Marginal Pricing; Value-Based Pricing; Competition-Based Pricing; Demand-Based Pricing; Pricing Strategies: Price Skimming, Penetration Pricing, Differential Pricing, Promotional Pricing.

Unit V: National Indicators: National Income Aggregates and their Measurement; Inflation: Nature and Causes; Fiscal Policy: Taxes and Transfer of Payments, Role of Fiscal Policy; Monetary Policy: Role of Monetary Policy in India, Instruments of Monetary Control; Liberalization, Privatization and Globalization; Foreign Direct Investment (FDI), Balance of Payments.

Readings:

1. Ahluwalia, Montek S., 2003. Macroeconomics and Monetary Policy: Issues for a Reforming Economy. Oxford University Press.
2. H. L. Ahuja. 2014. Managerial Economics: Analysis of Managerial Decision Making. S. Chand and Company Ltd.
3. I. Png and D. Lehman. 2007. Managerial Economics. Wiley-Blackwell.
4. Joshi, Vijay., Little, I.M.D. 1996. India's Economic Reforms 1991-2001. Oxford University Press.
5. M. Baye., 2015. Managerial Economics and Business Strategy. Tata McGraw-Hill Publishing
6. S. Damodaran., 2016. Managerial Economics. Oxford University Press.

MB 14607: Project Management (4 Credits)

Course Objective: The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management techniques and how to mobilize finance for domestic and international projects shall be highlighted.

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

1. Assess well-established principles of project management.
2. Take stock of how each stakeholder group, including the project manager, contributed to the project and the team's overall success.
3. Make a plan for the project after analyzing the first phase.
4. Highlight examples of project management, such as communication, change, and risks, and assess the project's implementation phase.
5. Evaluate critical success factors and plan the project conclusion stage.

Contents-

Unit I: Introduction to Project Management Meaning and importance of Project, Vedic Philosophies of PM, Types of projects, Project life cycle, Project planning & implementation, Management action, Investment returns, corporate strategy, Objectives of Project Planning, monitoring and control of investment projects, identification of investment opportunities, Pre -feasibility Studies,

Unit II: Project Preparation Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements, Planning Overview Strategy and Resource Allocation Generation and Screening of Project Ideas, financial planning, Estimation of fund requirements, sources of funds, Loan syndication for the projects, Tax considerations in project preparation and the legal aspects, Project management tools, process, plans and project planning tips, balanced scorecard, design project management, Project Management Templates.

Unit III: History of project management Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology, Process-based management, Project development stages, Project control systems, Project Management Framework, International Project Management Standards, Project Planning Strategies and Tools, Project Management Frameworks, Project Phases and Milestones, Project Goals, Project Processes.

Unit IV: Project Appraisal Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index, Time Value of Money, Investment Criteria, Project Cash Flows, Cost of Capital, Project Risk Analysis, Project

Financing and Implementation Judgmental, Behavioural, Strategic and Organizational Considerations, Financing of Project: Raising finance in domestic market and international market, Infrastructure financing, Tax planning while financing for projects, Implementation.

Unit V: Network Techniques for Project Management Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in non- profit sector, mergers and acquisitions, Project management principles by project management institute USA, Project management software.

Readings:

1. Chandra, P., 2019. *Projects 7/E*. Tata McGraw-Hill Education.
2. Grey, S., 2022. *Practical risk assessment for project management* (Vol. 1). Chichester, UK: Wiley.
3. Larson, E. and Gray, C., 2024. *Project management: The managerial process with MS projects*. McGraw-Hill Education.
4. Machiraju, H.R., 2021. *Introduction to Project Finance: An Analytical Perspective*. Vikas Publishing house.

3rd Semester

S. No	Course Type	Course	No of Credits
1	Compulsory	MB 14201 - Business Ethics and Corporate Governance	**4**
2	Compulsory	MB 14701 Strategic Management and Business Policy	**4**
3	Major Elective		**4**
4	Major Elective		**4**
5	Major Elective		**4**
6	Minor Elective		**4**
7	Compulsory project	MB 120691- Dissertation	**6**
8	Summer Internship	MB 120492 - Viva and Presentation	**4**
		TOTAL	**34**

MB 14201: Business Ethics and Corporate Governance (4 Credits)

Objective: The course seeks to bridge the gap between the ethical behavior of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. The course does not provide solutions to ethical dilemmas, but encourages critical ethical thinking and decision making.

Learning Outcomes:
1. Students will be able to understand the importance of ethics in business decisions.
2. Students will be able to learn the foundations of corporate governance.
3. Students will be able to understand different ethical and philosophical theories
4. Students will be able to identify ethical issues in business practices.
5. Students will be able to think critically and make ethical decisions in real-life situations.

Contents:

Unit I – Introduction

Ethical considerations in everyday business, Business ethics as corporate governance tool, the costs of being unethical, Profit maximization, capitalism and free economy.

Unit II – Philosophical framework of ethics

Normative theories of ethics-Utilitarianism & Kant's ethos, Distributive Justice and Economic wealth,

Islam and Business ethics, Asian spiritual philosophies of Vedanta, Taoism & Buddhism.

Unit III – Corporate Governance

Corporate Governance- Concept, Theories associated with Corporate Governance.

Unit IV – CSR

Corporate social responsibility: Concept, nature and significance, evolution of corporate social responsibility in India.

Unit V – Contemporary Ethical Issues

Ethical issues in mergers & acquisitions, insider trading, Job discrimination: gender & caste issues, insider trading & proprietary data, bribes & kickbacks, gifts & entertainment, whistle blowing, Issues before consumers, product safety, price packaging labelling, deception and unfit advertising.

Readings:

1. AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel.
2. Chakraborty, S. K. (2001). The Management and ethics omnibus. New Delhi: Oxford University Press.
3. Flynn, G. (2010). Leadership and business ethics. U K: Springer.
4. Robert, A. (2009). Business ethics and ethical business. USA: Oxford University Press.
5. Valasquez, M. G. (2006). Business ethics: Concepts and cases (6th ed.). USA: Prentice Hall.
6. Tricker, B. (2018). Corporate Governance. Oxford
7. Sharma, J.P. (2016). Corporate Governance, Business Ethics and CSR
8. Goel , S (2019). Corporate Governance: Principles and Practices
9. Panigrahi, V & Dash D, (2024) P Zen Buddhism and Advaita Vedanta: A Comparative Study of History, Philosophy, and Practice

MB 14701: Strategic Management and Business Policy (4 Credits)

Objective: This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

Learning outcomes: Upon successful completion of the module, students will be able to:

1. Gain knowledge of the essential elements of strategic management.
2. Analyse and assess a variety of business scenarios using diagnostic and practical skills.
3. Gain expertise in coming up with different approaches to challenging issues in a range of business contexts.
4. Show that you understand the idea of competitive advantage and where it comes from.
5. Gain expertise in implementing strategies successfully.

Contents-

Unit I: Business Policy as a study; Its Nature & Importance, Development & Classification of Business Policy; Mechanism or Policy making.

Unit II: Top Management its Responsibilities & tasks. Objectives of Business Characteristics, Classification, Stakeholders in business and their roles in strategic management, Hierarchy of

Unit III: Strategic Intent: Meaning & attributes of strategic intent. Types of Objective and their overall Hierarchy, Setting of Objective, key areas involved.

Unit IV: Corporate Planning; Concept of long term planning, Strategic Planning (Planning Strategically), Nature, Process & Importance.

Unit V: Synergy: Concept, Types, evaluation of Synergy. Capability Profiles, Synergy as a Component of Strategy & its Relevance.

Readings:

1.Kazmi Azhar., 2017. Strategic Management and Business Policy.Tata McGraw-Hill.
2.Krishnamurti, Chandrashekar and Vishwanath, S.R. 2018, "Mergers, Acquisitions and Corporate Restructuring: Text and Cases", SAGE Publications.
3.McCarthy. 2011, Business Policy and Strategy: Concepts and Readings, Richard d Irwin Publishing.
4.Sudarsanam, S. 2016, "Creating Value from Mergers and Acquisitions", Pearson Education.

4th Semester

S. No	Course Type	Course	No of Credits
1	Compulsory	MB 14411- New venture creation & Design Thinking	**4**
2	Compulsory	MB 14120 - Business and Environmental Sustainability	**4**
3	Major Elective		**4**
4	Major Elective		**4**
5	Major Elective		**4**
6	Minor Elective		**4**
7	Compulsory Project	MB 12063 Dissertation	**6**
		TOTAL	**30**

MB 14411 : New Venture Creation and Design Thinking

Course Objectives:

1. Develop entrepreneurial mindset and capabilities.
2. Understand startup ecosystems and ideation processes.
3. Apply Design Thinking to develop innovative business ideas.
4. Master business modeling, financial planning, and go-to-market strategies.
5. Pitch and evaluate venture ideas effectively.

Learning Outcomes:

1. Develop an entrepreneurial mindset by applying design thinking principles to identify and solve real-world problems.
2. Master opportunity recognition using frameworks like SWOT, PESTEL, and customer empathy mapping.
3. Design and validate innovative business models using Lean Canvas, prototyping, and MVP testing.
4. Create investor-ready pitch decks and financial plans to secure funding and launch ventures.
5. Execute go-to-market strategies and scaling techniques to grow and sustain a startup

Contents:

Unit I: Foundations of New Venture Creation and Design Thinking

Key principles of design thinking: empathy, ideation, prototyping, and testing, Differences and synergies between business planning and design thinking, The entrepreneurial process vs. the design thinking process, Identifying unmet needs and user problem, Early-stage opportunity recognition, Introduction to entrepreneurial ecosystems, Startup lifecycle and stages: ideation to growth, Overview of Lean Startup methodology and the Build-Measure-Learn loop

Case studies on disruptive startups and design-driven innovation

Unit 2: Identifying Opportunities and Understanding Users
Opportunity identification frameworks: SWOT, PESTEL, Porter’s Five Forces, Problem framing and analysis of user needs, Market segmentation and niche discovery, Ethnographic research and observational methods, Empathy maps and customer persona development, Conducting in-depth interviews and surveys, Customer journey mapping, Opportunity evaluation: market sizing and feasibility analysis, Understanding latent vs. explicit user needs, Competitive analysis and Blue Ocean Strategy, Stakeholder mapping and ecosystem dynamics

Unit 3: Ideation and Concept Development
Brainstorming techniques and creative ideation tools (e.g. SCAMPER, lateral thinking), Divergent and convergent thinking strategies, Idea screening and selection frameworks, Group creativity dynamics and facilitation techniques, Concept development and iteration, Prototyping: from low-fidelity to high-fidelity, Storyboarding for concept visualization, Business Model Canvas and Lean Canvas, Crafting a compelling value proposition, Designing for desirability, feasibility, and viability, Rapid prototyping and user feedback, Validating ideas: smoke tests, concierge MVPs.
Co-creation and participatory design techniques

Unit 4: Building the Venture and Testing the Solution
Startup planning and development stages, Founding teams, roles, and leadership dynamics, Legal structures and equity distribution in startups, Intellectual property basics (patents, trademarks, copyrights), Stages of startup funding: bootstrapping, angels, VCs, Crafting investor pitch decks and presentations, Key startup metrics and performance indicators, Customer acquisition strategies: inbound vs. outbound marketing, Go-to-market planning and execution, Pricing strategies and experimentation, Channels and distribution planning, Brand storytelling and market positioning, Minimum viable product (MVP) vs. minimum lovable product (MLP), Iteration, pivoting, and agile development

Unit 5: Launching, Scaling, and Sustaining Innovation
Launch strategies: pilot testing, beta release, early adopters, Growth hacking, referral loops, and viral growth, Post-launch product evaluation and user feedback analysis, Continuous customer development and retention, Governance structures and startup board management, Building and sustaining startup culture, Exit strategies: acquisition, IPO, M&A, Reflection on entrepreneurial journeys and lived founder experiences, Future trends in design thinking and venture creation.

Suggested Readings:
Textbooks:
● Byers, Dorf & Nelson – Technology Ventures: From Idea to Enterprise, McGraw-Hill.
● Osterwalder & Pigneur – Business Model Generation, Wiley**.**

Reference Books:
● Ries, Eric – The Lean Startup, Crown Business.
● Blank, Steve – The Startup Owner’s Manual, K&S Ranch.
● Maurya, Ash – Running Lean, O’Reilly Media.

Useful Web Links:

- https://www.startupindia.gov.in/
- https://www.ycombinator.com/library
- https://www.strategyzer.com/
- https://www.ideou.com/pages/design-thinking

MB 14120: Business and Environmental Sustainability

Course Objective:

This course aims to equip students with a comprehensive understanding of the interrelationship between business operations and environmental sustainability. It emphasizes the strategic, ethical, and operational dimensions of sustainability while drawing from Indigenous Knowledge Systems (IKS) and ancient Indian practices to develop culturally rooted and environmentally conscious business models. Students will explore global frameworks, sustainability tools, and real-world case studies to critically assess and design responsible business strategies that balance profitability, social equity, and ecological stewardship.

Course Learning Outcomes (CLOs):

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

1. Explain key environmental challenges and their implications for business operations and strategy.
2. Critically evaluate sustainability strategies such as CSR, ESG, Triple Bottom Line, and Circular Economy.
3. Apply sustainability frameworks and tools like LCA and carbon footprint analysis.
4. Design environmentally responsible business models balancing profitability and social equity.
5. Conduct and interpret environmental impact assessments using real-life case studies.

Unit 1: Foundations of Business Sustainability

Concept and evolution of sustainability, Indian philosophical concepts, Triple Bottom Line: People, Planet, Profit, UN Sustainable Development Goals (SDGs),Sustainability as a strategic imperative,Business case for sustainability, Concept of **Dharma and LokSangrahya**

Unit 2: Strategic Integration and Governance

Corporate sustainability strategy, Stakeholder theory and materiality, Ethical decision-making and corporate governance, Role of leadership and board oversight, Sustainability risk management, develop sustainability-driven business strategies, **Ashoka's Dhamma edicts** and modern stakeholder theory

Unit 3: Environmental and Social Dimensions

Climate change and environmental impact, Carbon footprint and lifecycle assessment, Circular economy and green supply chains, Social sustainability: labor rights, diversity, equity, inclusion, Human rights and community engagement, **local biodiversity protection** and business creation by tribes like the Bishnois (Rajasthan) and Apatanis (Arunachal Pradesh).

Unit 4: Sustainable Finance, Reporting & Policy

ESG investing and sustainable finance instruments**,** Green bonds, impact investing**,** Sustainability reporting standards: GRI, SASB, TCFD**,** Public policy, global frameworks (e.g., Paris Agreement)**,** Regulatory and compliance trends

Unit 5: Innovation, Sectoral Practices, and Capstone

Sustainable innovation and product design, Circular and inclusive business models, Sectoral applications: energy, manufacturing, tech, finance, agriculture, Capstone project: real-world sustainability challenge, Honey and forest produce cooperatives in tribal India, zero-waste models using tribal designs or processes, Sustainable textile and handicrafts from Nagaland or Odisha

READINGS:

1.**Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage"** *Authors:* Daniel C. Esty & Andrew S. Winston *Publisher:* Wiley *Focus:* Business strategies for environmental sustainability

2. **"The Responsible Company: What We've Learned from Patagonia's First 40 Years"** *Authors:* Yvon Chouinard & Vincent Stanley *Publisher:* Patagonia Books *Focus:* Corporate responsibility and sustainable practices from Patagonia's experience.

3. Jain, S. K. (1995). *Manual of ethnobotany* (2nd ed.). Scientific Publishers.

4. Mishra, A. (2012). *Green heroism in the Indian tradition: Exploring ecological motifs in classical literature*. In *Indian literature and ecology* (pp. 33–46). Lexington Books.

5.**"Sustainability Principles and Practice"** *Author:* Margaret Robertson *Publisher:* Routledge *Focus:* Comprehensive introduction to sustainability concepts and applications.

6.**"Cradle to Cradle: Remaking the Way We Make Things"** *Authors:* William McDonough & Michael Braungart *Publisher:* North Point Press

Further Readings:

Gadgil, M., & Guha, R. (1995). *Ecology and equity: The use and abuse of nature in contemporary India*. Routledge.

Pattanaik, D. (2013). *Business sutra: A very Indian approach to management*. Aleph Book Company.

Electives

Finance and Accounting

Course Nos.	Title of Papers	Credits
MB 34101	Security Analysis and Portfolio Management	4
MB 34102	Banking Laws and Practices	4
MB 34103	Financial Analytics	4
MB 34105	Corporate Tax	4
MB 34106	Cost Accounting	4
MB 34107	Derivatives Management	4
MB 34108	Financial Accounting	4
MB 34109	Financial Market Operations	4
MB 34110	Management Accounting	4
MB 34111	Management of Banking and Insurance Companies	4
MB 34112	Personal Finance	4
MB 34113	Security Analysis and Portfolio Management	4
MB 34114	Working Capital Management	4
MB 34115	Business Analysis and Valuation	4
MB 34116	International Financial Management	4
MB 34117	Sustainable Finance	4

MB 34101: Security Analysis and Portfolio Management (4 Credits)

Course Objectives:

The objective of the course is to enable the students to gain insights into the real life complexities of financial markets and investment products. Understand and analyze the risk-return characteristics of individual as well as portfolio of securities. Comprehend the theory and practice of optimal combination of securities for construction of efficient portfolios. Get first-hand experience on valuation of equity instruments, fixed income securities and derivatives. Understand the modern portfolio theory on relationship of portfolio characteristics with security Characteristics.

Learning Outcomes:

1. Develop insights into the real life complexities of financial markets and investment products.
2. Comprehend and analyze the risk-return characteristics of individual as well as portfolio of securities.
3. Understand the theory and practice of optimal combination of securities for construction of efficient Portfolios.
4. Obtain first-hand experience on valuation of equity instruments, fixed income securities and

5. Derivatives.
6. Develop an understanding of the modern portfolio theory on relationship of portfolio characteristics with security characteristics.

Contents:

Unit I: Introduction to Financial Markets and Trading Mechanisms

Concept of trading from Indian systems, The Investment Environment, Security Investment Decisions: Nature and Scope of Investment, Decisions; Investment vs. Speculation; Investment Process; Salient Features of Corporate Securities and Derivatives; Bank Deposits; Mutual Fund Schemes; Life Insurance Policies and other Investment Opportunities. How Securities Are Traded, Order Matching Concept, Short Selling, Buying on Margin

Unit II: Risk, Return, and Portfolio Fundamentals

Risk/Return Concept and Calculation, Portfolio Diversification and Risk

Unit III: Modern Portfolio Theory and Optimization

Portfolio Theory and Practice: Markowitz Efficient Frontier, Asset Allocation Between Risky Assets and Risk-Free Assets, Capital Market Line (CML), Spreadsheet Optimization for Large Portfolios Using Matrices, Efficient Frontier for Multi-Asset Portfolios in Excel

Unit IV: Asset Pricing Models and Market Behavior

The Market Model, Derivation of Capital Asset Pricing Model (CAPM) and Investor Utility Function, Security Market Line (SML) and Fund Alphas, Arbitrage Pricing Theory (APT) and Multifactor Models of Risk and Return, Efficient Market Hypothesis and Types of Markets with Case Studies, Behavioral Finance and Technical Analysis

Unit V: Advanced Portfolio Management and Evaluation

Advanced Asset Pricing Models, Active Portfolio Management, Black Treynor Model, Portfolio Performance Evaluation and Attribution into Allocation, Selection and Interaction Effects, Risk Attribution, Project Presentations

Suggested Readings:

1. Bodie, Z., Kane, A., & Marcus, A. J. (n.d.). *Investments* (12th ed.). McGraw-Hill.

2. Damodaran, A. (n.d.). *Investment valuation: Tools and techniques for determining the value of any asset*. Wiley.

3. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (n.d.). *Modern portfolio theory and investment analysis*. Wiley.

4. Fabozzi, F. J. (2014). *Investment management* (International ed.). Prentice Hall.

5. Fischer, D. E., & Jordan, R. J. (2006). *Security analysis & portfolio management* (6th ed.). Pearson Education.

6. Ranganathan, M., & Madhumathi, R. (2006). *Investment analysis and portfolio management*. Pearson Education.

7. Reilly, F. K., & Brown, K. C. (2015). *Analysis of investments and management of portfolios* (10th

ed., India ed.). Cengage Learning.

8. Singh, R. (2017). *Security analysis and portfolio management* (2nd ed.). Excel Books.

MB 34102: Banking Laws and Practices (4 Credits)

Objective: The main objective of this paper is to make the student aware about the various laws applicable to banks and the various practices prevalent in the banking industry.

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

1. Thorough comprehension of the structure, functions, and regulatory framework of the Indian banking system, encompassing the role of the Reserve Bank of India (RBI).

2. Elucidate and apply the diverse legal terminologies, concepts, and principles pertinent to banking law, as well as the significant principles governing the relationships between banks and their customers.

3. Recognize legal regulations and concerns, and apply pertinent legal doctrines pertaining to banking law to specific scenarios.

4. Utilize technology for the oral and written legal analysis of banking disputes.

5. Investigate pertinent statutes and legal resources concerning banking law and cultivate critical thinking abilities when addressing practical issues in this domain.

Contents-

Unit I: Structure of Indian Financial System-constituents-RBI; Commercial Banks; Rural Banks; Cooperative Banks; Land Development Banks; Development Banks Changes in the role and functions of commercial Banks; Role of RBI, functions of RBI, Village Banking, Indigenous Finance.

Unit II: RBI Act, 1934; Banking Regulation Act, 1949, Governments and RBI's Powers in respect of – opening of new banks and branch licensing – Constitution of the Board of Directors and their rights-Bank's Shareholders and their rights – Maintenance of Liquid Assets/Reserve funds/cash reserves/Statutory reserves; CRR/SLR concepts, guidelines and impact on Banks; Cash/Currency chest management.

Unit III: Winding up and amalgamation of Banks; Powers to control advances; Monetary and Credit Policies; Selective credit controls; Interest rate policies and directives; Statutory Audit and Inspections; Supervision and control functions; Board of financial supervision and its scope and role; Disclosure of accounts and Balance sheets; Submission of returns etc. to RBI; Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970 and 1980-Amendment to the Act- power of the central government to acquire shares and disinvest shares of Banking companies.

Unit IV: Law of limitation Provisions of Bankers Book Evidence Act Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 TDS Banking Cash Transaction

Unit V: Tax Service, Tax Asset Reconstruction Companies the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 The Consumer Protection Act, 1986 Banking Ombudsman Lok Adalats Lender's Liability Act.

Readings:

- Desai V. J., 2022. *Indian Banking Law and Practice*, PHI.
- S. N. Gupta., 2023. *The Banking Law in Theory and Practice*, Universal Publishing.
- Varshney P.M., 2022. *Banking Law & Practice*, Sultan Chand & Sons.

MB 34103: Financial Analytics

Objective

The course aims to provide students with a comprehensive understanding of financial data analysis and its application in Derivative Management, Portfolio Management and Analysis, Corporate Finance, Investment Management, and Risk Assessment. It focuses on developing analytical and decision-making skills using statistical, quantitative, and technological tools such as Python, Excel, R, SQL. Students will learn to interpret financial data, build predictive models, evaluate investment opportunities, and apply modern analytical techniques in finance.

Contents-

Unit I: Foundation

Nature and format of data: time series and cross-sectional data, leading and lagging effects, Data degeneration ,data-driven financial analysis, data cleaning, preprocessing, and exploratory data analysis (EDA) techniques using SPSS, Excel and other available tools. Data representation by NSE BSE, MCX and other indices along with the practical use of analytical tools such as R, Python, Stata for financial applications.

Unit II: Financial Statement and Corporate Analysis

Analysing corporate financial performance through financial statements and valuation principles, understanding of profitability, liquidity, efficiency, and solvency analysis for evaluating business performance and financial health, Cross sectoral analysis using Ratio, trends and predictive modelling. Valuation techniques (DCF) and Relative Valuation methods.

Unit III: Forecasting and Financial Modelling

Decision-making using short term technical analytics using Excel, Spider or Meta stock, short term forecasting using forecasting methods such as Moving Averages, Exponential Smoothing, Sun and Moon Cycles, Fundamental analysis: behaviour of financial time series data, trend analysis, and volatility estimation used in predicting market movements and financial outcomes. Financial forecasting using ARIMA models, and volatility modelling techniques including ARCH and GARCH models.

Unit IV: Portfolio and Risk Management Analytics

Capital Asset Pricing Model (CAPM) and beta calculation using excel, bond valuation, duration and immunization techniques, Value at Risk (VaR) models, credit risk modeling, Altman Z-score analysis, and Logistic Regression for bankruptcy prediction.

Unit V: Advanced Financial Analytics and Emerging Applications

Emerging technologies in the financial domain. Integration of machine learning, automation, and intelligent systems in financial forecasting, trading, and fraud prevention. Machine Learning techniques for stock price prediction, clustering methods, algorithmic trading strategies, reinforcement learning concepts, and fraud analytics and detection techniques used in the financial industry.

TEXT READING:

1.Mohanty, Pitabas, Financial Analytics, Wiley India, 2019

2.Hilpisch, Yves, Python for Finance, O'Reilly Media, 2020
3.Gopal, R., Kamath, Vani and Vij, Priya, Mastering Financial Analytics, Notion Press, 2025
4.Hull, John C., Options, Futures and Other Derivatives, Pearson, 2018
5.McNeil, Alexander J., Quantitative Risk Management: Concepts, Techniques and Tools, Princeton University Press, 2015

SUGGESTED READING:

1.Basu, Bhaskar, Jha, Jitendra Kumar, Mukherjee, Indrajit and Sengupta, Raghu Nandan (Eds.), Data Analytics for Decision Making towards Business Excellence, Springer, 2025
2. Taneja, Sanjay, Kumar, Pawan and Sood, Kiran (Eds.), Finance Analytics in Business: Perspectives on Enhancing Efficiency and Accuracy, Emerald Publishing, 2024 López de Prado, Marcos, Advances in Financial Machine Learning, Wiley, 2018
3.López de Prado, Marcos, Machine Learning for Asset Managers, Cambridge University Press, 2020

MB 34105: Corporate Tax (4 Credits)

Objective: To provide the students understanding of rules and application of direct tax including GST and VAT.

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

1. To comprehend the fundamental principles of corporate tax planning.
2. To assess taxes based on the type of business.
3. To devise the tax framework in accordance with the types of business.
4. To assess the tax framework pertaining to Business Restructuring and International Collaborations.
5. To comprehend double taxation relief, transfer pricing, and tax procedures and management within corporations.

Contents-

Unit I: Tax Assessment: taxation in ancient India, Arthashastra, Assessment of Various Entities: Assessment of Sole Proprietorship, Assessment of Firms and their Partners, Assessment of Companies, Assessment of Co-operative Societies, Assessment of Local Authority, Assessment of Mutual Concerns, Assessment of Charitable Trusts.

Unit II: Tax Authorities: Miscellaneous-Income Tax Authorities, Return of Income, Procedure for Assessment –Types of Assessment, Appeals and Revision, Deduction of Tax at Source –Advance payment of Tax – Deduction and Collection of Tax at Source, Interest and Penalties, Offences and Prosecutions – Refund of Tax.

Unit III: Tax Planning: Meaning of Tax Planning and Management, Tax Evasion and Tax Avoidance-Nature and Scope of Tax Planning and Management in the Corporate Sector-Justification of Corporate Tax Planning and Management. Tax Planning Considerations in Relation to Business.

Unit IV: Wealth Tax: Scheme of Wealth Tax, Incidence of Wealth Tax, Assets to be included in Net Wealth-Exempted, Assets-Valuation and Wealth Tax Liability, Assessment and Penalties.

Unit V: Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State

Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration.

Readings:

1. Gupta S. S., 2024. Service Tax, Taxman Publications.
2. Lal B. B., 2024. Direct Taxes, Pearson Education.
3. Manoharan T. N., 2018. Hand Book of Income Tax Laws, Institute of Chartered Accountants of India.
4. Singhania Vinod., 2025. Direct Taxes, Law and Practice, Taxman Publications.

MB 34106: Cost Accounting (4 Credits)

Course Objective: This course is designed to help the students in understanding of Cost Accounting. Introduction, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object), Objectives of Cost Accounting, Cost Accounting Vs Financial Accounting, Methods of costing & types of costing, Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making).

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

1. To comprehend the concept of costing and its associated terminology.
2. To acquire proficiency in the estimation and management of material costs.
3. To comprehend the assessment and regulation of labour expenses.
4. To gain proficiency in estimating overhead costs.
5. To prepare a cost sheet.

Contents-

Unit I: Preparation of cost sheet, Job costing, Contract Costing, Process Costing, Joint products and by‑products, Reconciliation of cost and financial accounts. Marginal Costing and Decision Making: Introduction, Application of Marginal costing in terms of cost control.

Unit II: Profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, break-even-analysis: Application of BEP for various business problems.

Unit III: Standard Costing and Variance Analysis: Introduction, Meaning and limitations of Standard Costing, Standard costing as a management Tool, Historical costing, Estimated Costing and Standard Costing, Standard Cost and Budgeted Cost, Determination of Standard Cost for Direct Material, Direct Labour and Overhead Cost.

Unit IV: Variance Analysis: Cost Variance, Direct Material Variance, Direct labour Variance, Overhead Variance, Sales Variance, Variance with reference to Profit. Practical Problems on Variance.

Unit V: Contract and Operating Costing: Salient clauses and accounting features of Contract costing, Retention money clause and Escalation clause, Profit of incomplete Contract, WIP in balance sheet. Features of operating costing: Transport costing (Standing charge, Repair and Maintenance Charge and Running charges and log sheet), Canteen, Hospital and hotels costing.

Readings:

1. Bhagwati & Pillai., 2023, Management Accounting, S. Chand &. Company ltd.
2. Kishore Ravi M., 2024.Cost & Management Accounting. Taxmann Publications Pvt. Ltd.
3. Saxena V. K., 2020. Cost and Management Accounting. Sultan Chand & Sons Publication

MB 34107: Derivatives Management (4 Credits)

Objective: To acquaint with the nature of Derivatives Market and familiarize the determination of futures price and options price, linkage of modern day derivative and market practices with ancient system of Business and volatility understanding etc.

Derivatives Markets - Derivatives: Meaning, History & functions of derivatives market, participants in Derivative market, Derivatives, Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

Futures and forwards: Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices, Havala and Badla system of Indian Market

Options: Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

Swaps: Swaps-Evolution, Types, Interest rate swap, Designing and valuation, Currency swaps: designing and valuation, Swap pricing, Credit risk and swap market, Swap variations. Interest rate futures: Hedging interest rate risk using interest rate futures.

Evolution of Derivatives Market in India : Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

Indian perspective case studies and market evolution: Analysis of a corporate derivatives strategy (e.g., Infosys, Reliance), monsoon forecasting and agricultural calendars (Panchangam), Badla system .

Reading:

• David Dubofsky., 2013. Option and Financial Futures – Valuation and Uses, McGraw Hill International.
• Gupta. S.L., 2018. Financial Derivatives'- Theory. Concepts and Practice. Prentice Hall of India.
• John.C.Hull., 2017.Options, Futures and other Derivative Securities. PHI Learning
• Keith Redhead., 2014 'Financial Derivatives – An Introduction to Futures, Forwards, Options and Risk Management and Derivatives. Cengage Learning.

MB 34108: Financial Accounting (4 Credits)

Course Objective: This course aims to familiarize the students with various Financial Accounting concepts, tools and techniques and its application in managerial decision making.

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

2. Comprehend the procedure of documenting and categorizing business transactions and occurrences.

3. Comprehend the financial statements, namely, the Profit and Loss Account, Balance Sheet, and Cash Flow Statement of a sole proprietor.

4. Comprehend the significance of IFRS/Ind-AS within the accounting domain.

5. Analyse and interpret financial statements from the viewpoints of various stakeholders through ratio analysis.

6. Comprehension of financial distress or bankruptcy forecasting and the evaluation of management quality signifies the notion of transcending the balance sheet.

Contents-

Unit I: Basic Principles of Accounting, Bahi Khata and Hundi, Recording, Classifying and Summarizing Business Transactions; Bank Reconciliation Statement; Preparation of Financial Statements of Proprietary and Partnership Firms.

Unit II: Accounting for Issue of Shares; Issue and Redemption of Debentures; Redemption of Preference Shares.

Unit III: Special Features of Company's Financial Statements; Preparation of Financial Statements of Companies as per the Provisions of Companies Act, 1956.

Unit IV: Concept and Methods of Valuation of Goodwill; Concept, Need and Methods of Valuation of Shares.

Unit V: Impact of Inflation on Financial Statements; Methods of Inflation Accounting; Value Added Statement; Human Resource Accounting; Environmental Accounting; Amalgamations, Absorption and Reconstruction of Companies.

Readings:

1. Gupta R.L., M. Radhaswamy., 2019.Advanced Accountancy. Sultan Chand & Sons.

2. Jain S.P., Narang K.L., 2017.Advanced Accountancy. Kalyani Publishers.

3. Sehgal Ashok, Sehgal Deepak., 2018.Advanced Accounting. Taxman Allied Services

4. (P) Ltd.

5. Shukla M.C., Grewal T.S., 2018. Advanced Accounts. S. Chand & Company Ltd.

MB 34109: Financial Market Operations (4 Credits)

Course Objectives: This course provides an in-depth understanding of financial markets, instruments, commodities market, products, financial derivatives, pricing mechanism and the regulatory environment governing them. It focuses on key areas such as mutual funds, government securities, financial systems, commoditiy markets, capital markets, derivatives, foreign exchange, and emerging financial technologies. By the end of the course, participants will gain a comprehensive understanding of financial markets, their structures, and the importance of regulatory bodies like the RBI and SEBI.

Learning Outcomes:

- Gain a deep understanding of credit rating agencies, their role, SEBI's guidelines and RBI's regulatory framework on capital and commodity markets.
- Comprehensive understanding of commodity derivatives by distinguishing between financial and commodity derivatives, explaining the structure and functions of derivatives markets, and analyzing the evolution and current landscape of global and Indian commodity exchanges, including NCDEX.
- Understanding operational and regulatory framework of commodity derivatives trading by understanding the trading, clearing, and settlement mechanisms, margining systems.
- The principles of bond pricing, yield computation, and interest rate structures, and assess their implications for investment decisions and financial market dynamics.
- An understanding of the structure and functioning of primary and secondary capital markets, the evolving role of banks, and the practice of Asset Liability Management (ALM) within banking institutions.
- Evaluate the interrelationship between the financial system and economic development, emphasizing the significance of financial markets, interest rates, and institutional frameworks in driving growth and stability.

Contents:

Unit 1:

Emergence of financial systems as mentioned in Vedas, Relationship of Financial System with Economic Development/Growth, Basic Structure of Financial Markets, Mutual Funds – An Overview and RBI's Regulatory Guidelines, Gilt-edged (Govt.) Securities Market – An Overview, Money market and its transactions, Facets of Indian Financial System, Call Money / Notice Money, Certificates of Deposit (CDs), Commercial Paper (CP), Repurchase Agreements (Repo/Reverse Repo), Short-term Treasury Bills

Unit 2

Introduction to Bond Mathematics, Yields, Bond Pricing, Term Structure of Interest Rates, Bond Issuance: Different types of bonds and strategic motives behind their issues, procedural aspects, legal considerations and accounting treatment, workings of Convertible Securitization: Strategic motives, investor benefits, Ratin agencies and their influence Instruments: Treasury Bills, Government Bonds (G-Secs), Sovereign Green Bonds, Inflation-Indexed Bonds, Corporate Bonds, Commercial Papers (CP), Debentures (Secured / Unsecured / Convertible / Non-convertible), Masala Bonds, Sustainable Bonds such as Green, Social, Blue Bonds

Unit 3

Emerging Role of Banks and Banking System Transactions, Asset Liability Management (ALM) in Banks, NBFC, Microfinance, SHGs and their role in Rural Credit in India. Introduction: Structure of an Investment Bank: Introduction to Primary Capital Markets, Different types of Financial Instruments and their uses from a firm's perspective, Capital Structure Decision: Theories for choice between Debt and Equity, Equity Capital Markets, Equity underwriting fundamentals: IPOs and follow-on offerings, Secondary trading and cross-business synergies, Share Buy-Backs and Delisting: Strategic motives, legal considerations, procedural aspects, and investor reactions.

Unit 4

Private Equity: VC and private equity evolution, PE structure and exit strategies,

Equity Market Instruments: Common Stock / Equity Shares, Preferred Shares, Rights & Bonus Issues, Initial Public Offerings (IPOs) & FPOs, Offer for Sale (OFS), Qualified Institutional Placement (QIP), ESOPs / RSUs, Equity ETFs, Sectoral & Thematic Indices, Real Estate Investment Trusts (REITs), Infrastructure Investment Trusts (InvITs), Collective Investment Schemes, Catastrophe Bonds, Carbon Credits, Impact Investment Instruments

Unit 5:

Overview of company law on share capital and prospectus; key provisions of the Securities Contract Act and RBI/SEBI's regulatory roles. Fundamentals of derivatives and foreign exchange markets, including futures, options, swaps, and securitization. Regulatory aspects of commodity derivatives, VAT implications, and NCDEX Spot Exchange (NSPOT). Includes market simulation lab for practical trading exposure.

Readings:

- Hampton, John., 2016. Financial Decision Making, Prentice Hall.
- Khan MY, Jain PK., 2018. Financial Management, Tata McGraw Hill.
- S. N. Gupta., 2013. The Banking Law in Theory and Practice, Universal Publishing.
- Sahoo S.C. & S.C.Das., 2017. Bank Management. HPH.
- Chatnani, 2010.Commodity Markets, 1st edition, Tata McGraw Hill.
- Hirschey, 2010.Investments: Analysis and Behaviour, 1st edition, Tata McGraw Hill.
- Indian Institute of Banking & Finance, 2007.Commodity Derivatives, Macmillan India Ltd.
- Kleinman, George., 2011.Commodity Futures & Options, 2nd (revised, illustrated edition), Prentice Hall.
- Stephens, John., 2012.Managing Commodity Risk, John Wiley & Sons.
- Case studies and relevant research papers from the internet.

MB 34110: Management Accounting (4 Credits)

Course Objective: This course aims to equip students with knowledge of the applications of diverse management accounting tools and techniques, with the primary objective of familiarizing them with this knowledge.

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

1. To comprehend the fundamental principles of management accounting and its function within the management process, along with the correlation between management accounting and cost accounting.
2. To comprehend the concept of marginal costing and implement marginal costing techniques to formulate marginal cost statements and conduct cost-volume-profit analysis.
3. To comprehend the categorization of ratios and their application in assessing financial performance, as well as to employ ratio analysis techniques for the examination of financial statements and the formulation of informed business decisions.
4. To comprehend the fund flow statement and cash flow statement and utilize them for decision-making purposes.
5. To comprehend various budgeting methodologies and implement them for budgetary oversight.

Contents-

Unit I: Introduction: Nature, Scope and Functions of Managerial Accounting; Ethical conduct from ancient Indian wisdom with contemporary accounting principles, Difference between Managerial Accounting and Financial Accounting; Functions of Management Accountant.

Unit II: Analysis of Financial Statements: Nature, Objectives and Viewpoints of Financial Statements Analysis; Horizontal and Vertical Analysis; Ratio Analysis – Capital Structure Ratios, Profitability Ratios, Turnover Ratios and Liquidity Ratios.

Unit III: Budgetary Control: Concepts of Budget and Budgetary Control; Essentials for an Effective Budgeting; Types of Budget; Preparation of Sales Budget, Production Budget, Cash Budget and Flexible Budget.

Unit IV: Standard Costing and Variance Analysis: Concept of Standard Costing; Setting of Standards; Analysis of Material Variances, Labour Variances and Overhead Variances.

Unit V: Marginal Costing, Break-even Analysis and Reporting: Break-even Analysis and its uses; Marginal Costing and its Applications; Reporting to Management-Objectives, Essentials and Types of Managerial Reports.

Readings:

1. Homgren, C.T.,Walliam O. Stratton., 2024. Introduction to Management Accounting. Prentice Hall of India.
2. Lal Jawahar., 2018. Managerial Accounting. Himalaya Publishing House.
3. Sharma R.K. and Gupta S.K., 2023. Management Accounting, Kalyan, Publishers. Ludhiana.

MB 34111: Management of Banking and Insurance Companies (4 Credits)

Course Objective: This course aims at honing the skills of students with a special aptitude in Financial sector dealing with banking and Insurance.

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

1. Examine the evolution of Banking and Insurance.
2. Comprehend the regulatory structure within financial services.
3. Comprehend the principles of Leasing and Hire Purchase systems.
4. Cultivate comprehension of Venture Capital, Insurance, and Credit Ratings.
5. Acquire knowledge regarding the latest advancements in Retail Financing.

Contents-

Unit I: Management of Banking Companies: Principles of Banking, Concepts from ancient Indian thought, Digitization of Bank, Creation of Money, Present Structure of Commercial Banking System in India, Transaction in Working during 1947 to 1991 and thereafter. Structure of Indian Financial System, SWOT analysis of commercial Banks and challenges before commercial Banks, Principles of Insurance: Definition of Insurance, Meaning and Definition of Risks, Recent Insurance Trends.

Unit II: Management Principles in Banks: Nature of Insurance Business, Nature of Insurance contract, Insurance Contract vs. Wage sing contract, Importance of Insurance, Uses of Insurance Business.

Unit III: Management of Deposit and Advances: Role of Development Officer, Meaning, Importance of Development Officer, Duties of Development Officer.

Unit IV: Investment Report: Nature of Bank Investment, Role of Insurance Agents, Meaning and Definition of Agents, Recruitment and Selection of Agents, Training of Agents, Duties of Agents, Code of Conduct for Agents, Rights of Agents, Essential Qualifications for Successful Agents, Termination of Agents.

Unit V: Management of Finance: Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss Accounts, Balance Sheet and Reports. Management Principles in Insurance: Management Function in Insurance, Hierarchy, Individual and Group Behaviour, Management of Personnel of Manager, Management Process of Selection, Training, Promotion etc.

Readings:

1. Gordon Natrajan., 2022. Banking Theory, Law & Practice. HPH
2. Mohapatra and Acharya., 2023. Banking and Insurance. Pearson
3. Rose, Hudgins., 2015. Bank Management & Financial Services. McGraw Hill

MB 34112: Personal Finance (4 Credits)

Objective: The course contains establishing client, gathering client data and determining goals and expectations, developing appropriate strategies, implementing the financial Plan, and monitoring the financial pl

Learning Outcomes:

- Gain a clear understanding of personal financial planning, including its features, objectives, and scope.

- Understand the environmental factors that impact personal financial planning decisions.
- Understand the concepts of present value and future value, and their application in personal financial statements.
- Explore the process and objectives of investment planning, including retirement, tax saving, capital growth, liquidity, and safety.
- Develop knowledge of various tax-saving instruments under Section 80C, such as Provident Fund, PPF, ELSS, and NPS.
- Understand different mutual fund schemes and fixed income securities to make informed investment choices.
- Learn how to monitor and review personal financial plans considering changes in client circumstances and economic conditions.
- Gain insights into adapting financial plans based on evolving tax laws and economic environments.

Contents:

Unit 1: Introduction to Personal Financial Planning and Environmental Analysis

Personal Financial Planning: Introduction, features, objectives and scope of personal financial planning. Environmental Analysis: Screening and analysis of environmental factors affecting personal financial planning.

Unit 2: Time Value of Money and Its Impact on Personal Financial Statements

Time Value of Money and Personal Financial Statements: Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.

Unit 3: Investment Planning: Concepts, Process, and Objectives

Investment Planning: Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety Investment

Unit 4: Monitoring and Revising the Financial Plan

Module V Monitoring the financial Plan – Review the progress of the plan with the client – Discuss and evaluate changes in client's personal circumstances – Module VI Review and evaluate changing tax law and economic circumstances – Make recommendations to accommodate new or changing circumstances.

Unit 5: Instruments for Effective Personal Financial Management

Instruments for Personal Financial Management: Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes (open ended and closed ended; growth and dividend schemes), Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.).

Readings:

- Arthur J. Keown., 2016. Personal Finance: Turing Money into Wealth. Prentice Hall.
- Kapoor R, Robert J Hughes., 2017. Personal finance. McGraw Hill.
- Bodie, Z., Kane, A., & Marcus, A.J. (2014). Investments (10th ed.). McGraw-Hill Education
- Gitman, L.J., & Joehnk, M.D. (2015). Personal Financial Planning (13th ed.). Cengage Learning.
- Keown, A.J. (2016). Personal Finance: Turning Money into Wealth (7th ed.). Pearson Education.
- Bodie, Z., Kane, A., & Marcus, A.J. (2014). Investments (10th ed.). McGraw-Hill Education.
- Sinha, Madhu. (2010). Financial Planning: A Ready Reckoner. Tata McGraw-Hill

MB 34114: Working Capital Management (4 Credits)

Objective: This course is designed to help the students in understanding of Working Capital Management.

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

1. To comprehend the essence and extent of working capital management.
2. To obtain a fundamental comprehension of working capital requirements at various levels and the corresponding financing strategies necessary for each.
3. To furnish an extensive understanding of the cash management system.
4. To delineate the diverse characteristics of credit management.
5. To ascertain the most effective methods for investing surplus short-term funds and for procuring short-term funds; and to formulate an optimal comprehensive working capital management strategy for the firm.

Contents-

Unit I: Introduction: Concepts of Workings Capital, Traditional Indian concepts of resource management, risk assessment, and ethical business practices, Gross and Net Working Capital; Nature, Scope and Objectives of Working Capital Management; Factors Influencing Working Capital Requirements; Estimating Working Capital Needs.

Unit II: Financing Working Capital: Determining Financing Mix –Matching, Conservative and Aggressive Approaches; Costs and Risks of Financing Working Capital; Sources of Working Capital Finance - Accruals, Trade Credit, Provisions, Short-term Bank Finance, Public Deposits, Commercial Paper and Factoring; Working Capital Analysis – Funds Flow Statement.

Unit III: Management of Cash: Motives for Holding Cash; Need and Objectives of Cash Management; Cash Forecasting and Budgets; Cash Models; Marketable Securities – Concept and Need; Investment in Marketable Securities - Strategies.

Unit IV: Management of Receivables: Concept of Receivables; Cost and Benefits of Receivables; Managing Accounts Receivable – Optimum-size Determination; Sound Credit Policy – Credit Standard, Credit Period, Cash Discounts and Collections**.**

Unit V: Management of Inventory: Major Determinants of the Volume of Inventory; Objectives of Inventory Management; Costs and Benefits of Inventory; Inventory Control and Planning; Inventory Control Techniques.

Readings:

1. Pandey I.M., 2022. Financial Management. Vikas Publication.

2. Prasanna Chandra., 2024. Financial Management-Theory and Practice, Tata Mcgraw Hill. New Delhi.

3. Bechler, Pant, J., 2018. Contemporary Cash Management, Principles, Practices and Perspectives. John Wiley& Sons.

MB 34115: Business Analysis and Valuation (4 Credits)

Objective: To develop analytical skills for interpreting financial statements and cash flows, and to apply various valuation methods—such as DDM, FCFE, FCFF, and market multiples—by identifying value drivers, estimating key financial metrics, and integrating strategic, financial, and advanced valuation approaches like real options and brand valuation.

Learning Outcomes:

- Interpret and analyze financial statements and cash flow statements for decision-making.
- Understand and apply key valuation approaches including DDM, FCFE, FCFF, and valuation using multiple approaches including ration analysis.
- Identify and assess value drivers affecting business valuation.
- Estimate discount rates, growth rates, and future cash flows for valuation purposes.
- Evaluate the strategic link between finance and valuation in corporate settings.
- Apply advanced valuation techniques such as real options and brand valuation.
- Select and justify appropriate valuation models based on business context.

Contents:

Unit 1: Financial Statement Analysis and Cash Flow Statement

Introduction to the business valuation- Overview, Importance,& Approaches, structure of financial statements, components—balance sheet, income statement, and cash flow statement. Understand financial health, performance, liquidity, and cash flow patterns through operating, investing, and financing activities.

Unit 2: Valuation Approaches and Value Drivers

The key approaches to valuation—asset-based, income-based, and market-based. Identify and analyze major value drivers like revenue growth, margins, asset turnover, and capital structure. Business Valuation through Ratio analysis, Identifiation of Industries game.

Unit 3: Estimating Discount Rates, Growth, and Cash Flows

Determinants of growth, Estimate discount rates (WACC, cost of equity), Cost of Debt, Cost of preference shares, growth rates, and forecast free cash flows. Apply models like Dividend Discount Model (DDM), FCFE, and FCFF for valuation.

Unit 4: Valuation Using Multiples and Market Comparables

Valuation techniques using multiples such as P/E, EV/EBITDA, and P/B. Learn to select comparables, adjust multiples, and interpret valuation results. Comparable company valuation, Merger & Acquisition, swap ratios, Diluted EPS, Synergy etc.

Unit 5: Strategic Valuation and Advanced Valuation Methods

Strategy-Finance-Valuation Trilogy, real options, brand valuation, and how to choose the appropriate valuation method based on strategic goals and industry context. Startup valuation, Leveraged Buyouts, LBO economics.

Readings:

- Erik Peek., 2018. Business Analysis & Valuation: Text and Cases. Cengage Learning EMEA.Krishna G. Palepu., 2017. Business Analysis and Valuation: Using Financial Statements. Cengage Publications.
- Subramanyam, K. R. (2014). Financial statement analysis (11th ed.). McGraw-Hill Education.
- Koller, T., Goedhart, M., & Wessels, D. (2020). Valuation: Measuring and managing the value of companies (7th ed.). Wiley.
- Pratt, S. P., & Niculita, A. V. (2008). Valuing a business: The analysis and appraisal of closely held companies (5th ed.). McGraw-Hill.
- Damodaran, A. (2010). The dark side of valuation: Valuing young, distressed, and complex businesses. Pearson.
- Vikash Goel (2021). Valuation of Business Securities & Financial Assets. Taxmann.

MB 34116: International Financial Management (4 Credits)

Objective: This course is designed to help the students in understanding of Financial Management. International Monetary System: Nature and Scope of International Financial Management; Evolution of International Monetary System; Bretton Wood Conference; International Monetary Fund; Role of IMF; Funding Facilities; European Monetary System (EMS); Mechanisms and European Monetary Union; International Bank for Reconstruction and Development.

Learning Outcomes:

- Understand the structure and key participants of the foreign exchange market, including various transaction types such as arbitrage, forwards, options, and swaps.
- Calculation of foreign exchange rates, interpret exchange rate quotations, and apply different methods for forecasting exchange rate movements.
- Analyze and evaluate different types of foreign exchange exposures—transaction, translation, and operating exposure—and their impact on multinational firms.
- Develop strategies for measuring and managing foreign exchange risk using hedging techniques like forward contracts, options, and swaps.
- The development and functioning of international capital markets, including Euro-credit markets, ADRs, GDRs, and cross-border investment dynamics.
- International Capital Asset Pricing Model (CAPM) to assess risk and return in global investment portfolios.
- Explaination on organizational structure, objectives, and evaluation criteria of multinational corporations and their international project financing.
- Identify different types of international projects and understand the associated risks and risk mitigation techniques.

· Evaluate international capital budgeting decisions by analyzing cash flows, exchange rate risks, political risks, and tax implications for multinational investments.

· Apply advanced capital budgeting tools such as risk-adjusted discount rates and real options to assess the feasibility and strategic value of international projects.

MB 34117: Sustainable Finance

Course Outcomes (COs)

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

1. Develop a strong conceptual understanding of sustainable finance, its evolution, relevance, and role in addressing climate change and sustainable development goals, with special reference to India.
2. Critically examine ESG frameworks, sustainability reporting standards, and India's regulatory architecture governing sustainable finance and climate risk management.
3. Analyze green and sustainable financial instruments, carbon markets, and blended finance mechanisms supporting the transition to a low-carbon economy.
4. Assess climate-related physical and transition risks and their implications for corporate finance, investment decisions, and financial stability.
5. Evaluate the role of financial institutions, capital markets, technology, and innovation in enabling sustainable finance and climate-resilient growth.

Learning Outcomes (LOs)

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

1. Explain key concepts, terminology, and frameworks related to sustainable finance, ESG investing, and climate finance in both global and Indian contexts.
2. Perform qualitative and basic quantitative analysis of green bonds, carbon credits, impact investments, and other sustainable financial instruments.
3. Analyze real-world sustainability challenges faced by Indian companies, municipalities, and SMEs, incorporating regulatory, market, and risk perspectives.
4. Compare traditional financial decision-making with sustainability-integrated approaches in valuation, investment appraisal, and risk assessment.
5. Design and present applied sustainability-focused projects such as company ESG analysis, green bond structuring, impact investing proposals, or carbon market readiness studies.

Contents:

Unit 1

Introduction & Conceptual framework of SF, Relevance of SF, Sustainable finance vs traditional finance, UN Sustainable Development Goals and India's sustainable development financing gap, sustainability and ancient Indian concept.

Unit 2

ESG frameworks (PRI, SASB, GRI), India's regulatory architecture: SEBI BRSR, RBI climate risk guidelines, Measuring and reporting initiatives such as TCFD, GRI, etc. Impact investing and social finance, ESG data challenges in India.

Unit 3

Green bonds, sustainability-linked bonds, transition bonds, Masala bonds etc., SEBI green bond guidelines

(2023 update), Municipal green bonds in India, Carbon markets: compliance (PAT Scheme) and voluntary carbon credits, Blended finance for sustainability, Climate related financial disclosures by companies

Unit 4:

Five Pillars of Sustainable Finance Concept, Company valuation using EVA, MVA and SVA, Role of insurance sector in climate resilience, Renewable energy finance. Sustainable finance and corporate sustainable finance: investing for social and environmental impact.

Unit 5

Challenges of sustainability in emerging economies, Corporate sustainability performance vs corporate financial performance, Climate-tech startups and VC funding, AI, fintech and digital innovations in sustainable finance

Capstone Project

Students choose one:

1. Sustainability Analysis of a Listed Indian Company
2. Green Bond Structuring Project
3. Impact Investing Proposal
4. Carbon Market Readiness Study for an Indian SME Sector

References:

- Doughnut Economics. Seven Ways to Think Like a 21st Century Economist -Kate
- Raworth,Chelsea Green Publishing, 2017
- Sustainable Investing: Revolutions in theory and practice. Cary Krosinsky, Sophie
- Purdom Routledge, 2017

Readings and Journals

- Journal of Sustainable Finance & Investment
- Journal of Business Research
- Business strategy and the environment
- Porter, Michael E. and Mark Kramer, “The Big Idea: Creating Shared Value,” Harvard Business Review.
- Soppe, Aloy(2004). Sustainable Corporate Finance. Journal of Business Ethics, Vol. 53, No. 1/2

Suggested Websites

- https://www.unenvironment.org
- https://www.fsb-tcfd.org/
- https://www.unpri.org/
- https://www.globalreporting.org
- www.unepfi.org
- https://www.sasb.org/

MARKETING

Course Nos.	Title of Papers	Credits
MB 34301	Sales and Distribution Management	4
MB 34302	Consumer Behavior	4
MB 34303	Rural Marketing	4
MB 34304	Marketing of Consumer Financial Products	4
MB 34305	Industrial Marketing	4
MB 34306	Brand Management	4
MB 34307	Customer Relationship Management	4
MB 34308	International Marketing	4
MB 34309	Retail Marketing	4
MB 34310	Advertising Management	4
MB 34311	Services Marketing	4
MB 34312	Market Analytics	4
MB 34313	Pricing Strategy	4
MB 34314	Advance Marketing Theories and Practices	4
MB 34315	Innovation Management and New Product Development	4
MB 34316	Digital and Social Media Marketing	4
MB 34317	Integrated Marketing Communication	4
MB 34318	E- Business	4
MB 34319	International Marketing Logistics	4
MB 34320	Advanced marketing research	4

MB 34301: Sales and Distribution Management

Course Objectives: This course aims to develop knowledge about how sales and distribution work, including traditional Indian trade and modern business strategies. It covers important sales techniques, marketing, retail, and digital trends to help businesses grow successfully.

Learning Outcomes:
1. Understand the evolution of Indian trade systems, sales management functions, and cultural values in commerce.
2. Apply Indian Knowledge System principles, sales strategies, and distribution models for ethical and effective business management.
3. Create sustainable sales and distribution strategies by integrating traditional principles, digital transformation, and global compliance.

Contents:

Unit I: Sales & Trade Evolution
Nature, Evolution, and Scope of Sales Management; Sales and Distribution Management Process; Introduction to Indian Knowledge System in Trade and Commerce; Historical Evolution of Indian Trade Systems and Principles of Indian Trade; Cultural Dimension in Distribution and Ancient Distribution Channels; Values in Commerce and their Importance in Modern Business; Relevance of IKS Principle in Ethical Modern Marketing and Sustainable Practices; Kautilya's Arthshastra and Ancient Trade Governance.

Unit II: **Sales Strategy & Management**
Sales Methods, and Techniques; Setting Up Sales Organization Structure and Its Objectives, Purpose; Sales Forecasting Method, Planning Techniques, and Territory Allocation; Sales Force Recruitment, Training, and Motivation; Nature, Functions, and Qualities of Sales Executive; Roles and Responsibilities of Sales Manager and Sales Executives; Supervision, Performance Evaluation, and Sales Personnel Control Techniques, and Incentive Models.

Unit III: **Selling & Market Analysis**
Principles and Types of Personal Selling, Buyer Behavior: B2C, B2B, And Decision Making Models; Sales Presentation, Negotiation Techniques, Closing Techniques, Handling Objections and Type of Objections; Sales Control and Cost Analysis Techniques: Break Even Analysis, ROI; Purpose of Sales Budget, Budgetary Procedure and Tools; An Overview of Marketing Channels, Functions of Marketing Channels.

Unit IV: **Distribution Channel Strategies**
Meaning, Functions, Importance of Distribution Channels, Designing Distribution Channels, Types of Model and Trends; Channel Partner Selection, Training, Relationship Building; Channel Conflict Resolution Strategies; Flow and Various Stages of Channel Information Systems, Elements, Designing and Evaluation of Channel Information System; Legal and Ethical Issues in Channel Management.

Unit V: **Retail & Wholesale Dynamics**
Retail and Wholesale Strategies in India; Role of Organized Retail, Kirana Shops, and Cash-And-Carry Models, Traditional Kariyana Stores, E-Commerce, D2C Distribution Models; Omni-Channel Marketing, CRM Tools and Techniques; Digital Transformation in Sales and Logistics; Rural Marketing: Challenges, Opportunity, Distribution Innovations; International Sales Distribution Channel Design, Culture, and Compliance.

Suggested Readings:
Text Books:

1. Ghosh, B. (2008). *Indian Ethos and Values for Managers*. Vikas Publishing House.
2. Havaldar, K. K., & Cavale, V. M. (2017). *Sales and Distribution Management: Text and Cases* (2nd Ed.). Mcgraw-Hill Education.
3. Jobber, D. (2007). *Selling and Sales Management (8th Ed.).* Pearson Education.

4. Panda, T. K., & Sahadev, S. (2011). *Sales and Distribution Management* (2nd Ed.). Oxford University Press.
5. Still, R. R., Cundiff, E. W., Govoni, N. A. P., & Sandeep, P. (2017). *Sales and Distribution Management* (6th Ed.). Pearson Education.

Reference Books:

1. Fernandes, A. (2023). *Sales and Marketing.* New Delhi, India: Discovery Publishing.
2. Kamal, K. (2024). Kautilya's Arthashastra: *Strategic Cultural Roots of India's Contemporary Statecraft.* London, England: Routledge.
3. Lurie, J. L. (2014). *The Profit: A Concise Guide to Corporate & Management Strategy, Implementation, & Sales Execution.* Five Lions.
4. Spiller, L. (2021). *Selling & Sales Management: Developing Skills for Success.* London, England: SAGE Publications.
5. Venugopal, P. (2020b). *Sales and Distribution Management: An Integrative Approach* (2nd Ed.). New Delhi, India: SAGE Publications.

Web references:

1. https://ebooks.inflibnet.ac.in/mgmtp14/chapter/market-analysis-and-selection/
2. https://infomineo.com/business-research/understanding-the-role-of-distribution-channels-in-a-route-to-market-strategy/
3. https://www.brafton.com/blog/strategy/a-beginners-guide-to-creating-a-distribution-channel-strategy-that-works/
4. https://www.kearney.com/industry/consumer-retail/article/unlocking-the-value-of-modern-trade-in-india
5. https://www.marketingmo.com/strategic-planning/sales-management-strategy/

MB 34302 : Consumer Behaviour

Course Objectives: This course helps students understand why people buy things by exploring their decisions, emotions, and cultural influences, including ideas from Indian traditions. It also looks at modern consumer trends, technology, and sustainability, giving students insights into how buying habits are changing.

Learning Outcomes: On successful completion of the course the learner will be able to-
1. Understand consumer behavior, Purusharthas' influence, and key theories in consumer psychology.
2. Apply learning theories and social influences to analyze consumer decisions and the impact of technology and sustainability.
3.Evaluate Sanskaras' impact on brand loyalty and rituals to develop culturally integrated marketing strategies

.

Contents:

Unit I: Consumer Culture Insights

Introduction to Consumer Behaviour: Definition, Importance, Types of Consumers, Consumer Decision-Making Process; IKS: Purusharthas (Dharma, Artha, Kama, Moksha) And Their Relevance to Consumer Needs. Ancient Indian Texts On Commerce and Consumption: Arthashastra (Kautilya), Manusmriti, Bhagavad Gita. Role of Sanskaras (Cultural Imprints) in Brand Loyalty and Rituals (Festive Buying, Wedding Expenditures).

Unit II: **Consumer Decision Dynamics**
Factors Influencing Consumer Behavior, Concept of Consumer Decision; Levels of Consumer Decision Making; Models of Consumer Decision Making, Types of Consumer Behavior, Mapping Consumer's Mind, Deterministic and Probabilistic Approaches, Howard and Sheth, Nicosia and Engle and Blackwell Model.

Unit III: **Consumer Psychology Framework**
Motivation: Theories and Their Applications, Measurement of Motivation and Motivation Research; Perception: Meaning, Applications, Perceptual Selection, Perceptual Organisation, Application of Absolute and Differential Threshold in Consumer Behaviour; Personality: Theories of Personality and Their Application in Consumer Behavior; Self-Concept and Consumer Research; Attitudes: Characteristics, Functions, Models of Attitudes.

Unit IV: **Cultural Influence Mapping**
Consumer Learning; Learning Theories; Reference Groups and Its Influence on Consumer Decision Making, Types, Role of Reference Group and Celebrities; Influence of Culture on Consumer Behavior; Concept, Indian Core Values; Cultural Aspects of Emerging Markets, Values and Orientation, Sub-Culture, Social Class.

Unit V: **Evolving Consumer Behavio**
Values, Lifestyle and Consumer Psychographics: VALS and VALS-2 Model, Consumer Psychographics; Organizational Buying Behavior: Characteristics, Factors, Difference Between Consumer and Organizational Buying; Changing Consumer Trends; Social Media Marketing and Buyer Behaviour; Impact of Technology on Consumer Behavior; Sustainable Marketing and Green Buyer Behavior; Rural Consumer Behavior.

Suggested Readings:
Text Books:

1. Evans, M., Foxall, G., & Jamal, A. (2009). *Consumer Behaviour* (2nd ed.). Chichester, England: John Wiley & Sons.
2. Hawkins, D. I., Best, R. J., & Coney, K. A. (2012). *Consumer Behhavior: Building Marketing Strategy*. Tata McGraw-Hill Publishing Company Limited.
3. Loudon, D. L., & Della Bitta, J. A. (1993). *Consumer Behavior; Concepts and Applications*. Tata McGraw Hill Publishing Company Limited.
4. Schiffman, L. G., & Wisenblit, J. L. (2019). *Consumer behavior, global edition: Consumer behavior* (12th Ed.). London, England: Pearson Education.
5. Solomon, M. R. (2020). *Consumer behavior: Buying, having and being* (12th ed.). Pearson. (Reprinted 2021 by PHI Learning Private Limited).

Reference Books:

1. Blackwell, R. D., Engel, J. F., & Miniard, P. W. (2005). *Consumer Behaviour*. Mason, Oh: South-Western.
2. Jeyanthi, P. M., Rajpurohit, N., & Hack-Polay, D. (Eds.). (2025). *Business Management and Ethics: Insights From Indian Ethos.* Bingley, England: Emerald Publishing.
3. Phillips, S., Barry, R., Gans, S., & Schardt, K. (2024). *The Consumer Insights Revolution:*

Transforming Market Research for Competitive Advantage. Gorleston, Uk: Rethink Press.
4. Singh, A., Sharma, S., Unanoglu, M., & Taneja, S. (Eds.). (2024). *Cultural Marketing and Metaverse for Consumer Engagement*. Hershey, Pa: Igi Global.
5. Kumar, R. (2023). *Social Media's Influence On Consumer Decision Making*. Self-Publisher.

Web references:

1. https://medium.com/@mhalemohamad/the-influence-of-culture-on-consumer-behavior-understanding-the-impact-of-cultural-factors-on-5f533408a3b8
2. https://userpilot.com/blog/customer-behavior-model/
3. https://www.festivalsfromindia.com/report/17326-2/
4. https://www.ginesys.in/blog/how-is-retail-consumer-behavior-changing-in-india-2024-update
5. https://www2.deloitte.com/content/dam/Deloitte/us/Documents/CMO/us-modern-consumer-decision-making-journey.pdf

MB 34303: Rural Marketing

Course Objectives: To create awareness about the rural marketing in India and its distribution systems, to make the students familiar with the rural marketing strategies and to provide an understanding of its terminologies and issues.

Learning Outcomes:
1. Understand rural market structures, economic factors, IKS, and sustainable practices shaping livelihoods and cultural identity.
2. Analyze rural consumer behavior and evaluate STP strategies to develop effective product and pricing approaches.
3. Evaluate and design innovative rural marketing strategies integrating tradition, technology, and sustainability.

Contents:
Unit I: Rural Market Insights
Rural Marketing: Concept, Scope, Taxonomy, Attractiveness; Rural and Urban Markets, Environmental Factors Affecting Rural Marketing, Economic Structure: Farm Sectors and Non-Farm Sectors & Rural Industries. Indian Knowledge Systems in Rural Marketing: Handloom, Handicrafts, Organic Products, Indian Craftsmen, Exhibition and Rural Fairs, Stalls and Haats In Remote Areas, Role Of IKS In Shaping Rural Livelihoods And Cultural Identity. GI Tags (Geographical Indications), And CSR Initiatives.

Unit II: **Rural Consumer Behavior**
Rural Buying Habits, Models of Consumer Behaviour, Factors Influencing Rural Buying Behaviour, Buyer Characteristics, Buying Decision Process, Buying Behaviour Pattern, Buying Evaluation Procedure; Marketing Information System: Significance, Marketing Intelligence System, Research System, Decision Support System. Urban Vs Rural Market Research.

Unit III: **Rural Product Strategy**
Rural Market Segmentation: Degree and Bases of Segmentation, Guides to Segmentation, Targeting and Positioning; Rural Product Strategy: Concept, Significance and Classification, Product Mix Decision, Product Item Decisions, Competitive Product Strategies, Product Life Cycle (PLC) In Rural Markets, New Product Development in Rural Markets.

Unit IV: **Rural Pricing & Promotion**

Rural Product Pricing: Concept and Significance of Pricing Strategy, Rural Product Pricing Objectives, Pricing Policy, Pricing Strategy; Promotion Strategy: Profiling Target Audience, Sales Promotion Methods in Rural Marketing, Designing Right Promotion Strategy, Successful Qualities of a Rural Salesperson.

Unit V: **Rural Distribution Strategy**

Wholesaling and Retailing in Rural Markets, Distribution Channels for Rural Markets, Rural Distribution Models-FMCG Companies, Old Setup in Rural Distribution, New Setup in Rural Distribution, Role of ICT and Online Marketing in Rural Marketing.

Suggested Readings:

Text Books:

1. Kashyap, P. (2024). *Rural Marketing- Third Edition*, Pearson Education.
2. Krishnamacharyulu, C. S. G. (2011). *Rural Marketing: Text and Cases*. Philadelphia, PA: Pearson Education.
3. Krishnamacharyulu, C. S. G., & Ramakrishnan, L. (2011). *Rural Marketing: Text And Cases*. Pearson.
4. Kumar, D., & Gupta, P. (2017). *Rural Marketing: Challenges and Opportunities*. New Delhi, India: SAGE Publications.
5. Kumar, D., & Gupta, P. (2019). *Rural Marketing, Text and Cases*. SAGE Publications India Pvt Ltd.

Reference Books:

1. Bottomley, A. (1971). *Factor Pricing and Economic Growth in Underdeveloped Rural Areas.* Glasgow, Scotland: HarperCollins Distribution Services.
2. Chatterjee, C. (2024). *Rural Marketing as A Tool for National Development: Strategies for Socio-Economic Progress*. Bingley, England: Emerald Publishing.
3. Leeuwis, C. (2013). *Communication for Rural Innovation: Rethinking Agricultural Extension* (3rd ed.). Hoboken, NJ: Wiley-Blackwell.
4. Mathur, U. C. (2008). *Rural Marketing: Text and Cases.* New Delhi, India: Excel Books.
5. Treadway, C. J. J. (2023). *Digital Marketing for Rural Small Businesses: A Comprehensive Guide to Getting Found on the Internet*. Cube Creative Publishing.

Web References:

1. https://egyankosh.ac.in/bitstream/123456789/99666/1/Unit-4.pdf
2. https://www.financialexpress.com/business/brandwagon-analysing-rural-and-urban-markets-strategic-insights-for-2024-marketing-success-3346276/
3. https://www.kellogg.northwestern.edu/-/media/files/research/crti/marketing-channel-strategy-in-rural-emerging-markets-ben-neuwirth.ashx?la=en&hash=B360087AC4B0AB2C268298727D1A803C
4. https://www.marketingweekly.in/post/what-is-rural-marketing-strategies
5. https://www.shiprocket.in/blog/rural-marketing

MB 34304: Marketing of Consumer Financial Products (4 Credits)

Course Objective:

The objective of this course is to provide students with an in-depth understanding of the marketing strategies and frameworks specific to consumer financial products and services. It explores how financial services marketing differs from traditional product marketing, focusing on key aspects such as product design, consumer behavior, distribution channels, regulatory constraints, and promotional strategies. Students will learn to analyze financial markets, develop effective marketing plans, and position financial products competitively while adhering to industry regulations**.**

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

Understand the Financial Services Landscape – Identify the spectrum of financial products (transactional, insurance, wealth management) and their business logic, including augmented services that enhance customer value.

Analyze Market Dynamics – Evaluate the impact of regulatory changes, competition, and technological advancements on financial services marketing.

Apply Consumer Behavior Models – Examine how financial consumers make decisions, assess profitability, and implement segmentation, targeting, and positioning (STP) strategies.

Design and Launch Financial Products – Develop product strategies for banking, insurance, cards, and securities while considering product mix, lifecycle, and regulatory compliance.

Formulate Distribution & Promotion Strategies – Assess distribution channels (digital vs. traditional), pricing models, and promotional techniques tailored to financial services.

Assess Regulatory & Ethical Considerations – Understand pricing regulations, transparency requirements, and ethical marketing practices in consumer finance.

Contents:

Introduction to Financial Services and Products

Spectrum of financial products and services, their business logic, and how they converge and compete with one another, 3-core products – Transactions, Uncertainty and Provisioning, 3-formal products -.Banks' savings/current accounts; Insurance plans, Wealth Lock-ins (e.g. -Pre-Need's pension, education, investments, savings). Multiple Augmented Products —all other value-added services as unique features or products, e.g.: Banks' brokerage, mutual funds, insurance over-the-counter; Pre-Need's insurance riders, loans, etc.

Evolution of and Regulation in Consumer Financial Markets

Main features and sectors of the Consumer Financial Markets, Marketing environment in today's Financial Markets: Environmental Analysis, Strategic factors in the Financial Markets and its sub-sectors, Evolving Financial Services Industry: Competition & Technology, Role of IT in convenience, transparency and market reach.

Consumer Behaviour in the Financial Services Industry

To examine how models of consumer behaviour apply to the Financial Services Industry, Customer Profitability and Relationship Management, Market Segmentation, Targeting and Positioning, Bases for financial market segmentation, Target market selection and positioning strategies with various financial products.

Financial Product Designing and Launching

Critical factors in product development and product launching, the concept of service product, Product Line, Product mix decision, Product development and launching, Portfolio of Consumer Financial Products – Banking (Private Banking, Leasing, Loans and Deposits), Insurance (Non-Life, Whole/Term Life, Annuities), Transaction Cards (Credit Cards, Debit Cards, Pre-Value Loaded Cards), Securities (Stocks, Mutual Funds, Fixed Income) Brokerage (Full-Service, Discount or Electronic Brokers),

Distribution, Promotion and Personal Selling of Financial Products and Services
Crucial components in the delivery of financial services, i.e., channels used, the cost of delivery, and role of information technology, Pricing for Value added Services, Regulatory control on pricing, Value added services as differentiators and additional streams of revenue, the promotion mix and messages for different product domains and various target audience.

Readings:

- Bharti, P., 2018. Indian Financial System, 5/e. Pearson Education India.
- Ennew, C., Waite, N. and Waite, R., 2013. Financial services marketing: An international guide to principles and practice. Routledge.
- Mishkin, F.S. and Eakins, S.G., 2006. Financial markets and institutions. Pearson Education India.
- Nejad, M.G. and Estelami, H., 2012. Pricing financial services innovations. Journal of Financial Services Marketing, 17(2), pp.120-134.

MB 34305: Industrial Marketing

Course Objectives: The course aims to provide MBA students with a comprehensive understanding of marketing principles as applied in the business-to-business (B2B) context. Industrial marketing involves complex decision-making, long-term relationships, and high-value transactions between firms. This course emphasizes industrial buyer behavior, segmentation, targeting, organizational procurement, product strategies, pricing, distribution, and promotion in B2B markets. It also highlights strategic relationship management, ethical practices, and the relevance of Indian traditional trade systems in B2B ecosystems.

Learning Outcomes:
1. Define the concepts, scope, and relevance of industrial marketing in business environments.
2. Explain the differences between consumer and industrial markets, including buying behavior.
3. Apply marketing mix strategies in industrial contexts such as capital goods, OEMs, and services.
4. Analyze B2B market segmentation, targeting, and positioning strategies.
5. Evaluate long-term customer relationship strategies, ethical considerations, and digital transformation in industrial markets.

Contents:
Unit I: Nature and Scope of Industrial Marketing
Introduction to Industrial marketing, Differences between consumer and industrial markets, Types of industrial customers, Industrial marketing environment, Trends and challenges in Industrial markets. Indigenous industrial trade systems – guilds (shrenis), craftsman networks in ancient India, role of ethical trade.

Unit II: **Industrial Buyer Behaviour**
Buying center roles, Buy-grid model, Buying situations, Decision-making in organizations, Case studies on procurement processes. Procurement traditions in ancient Indian empires, community decision-making models

Unit III: **Segmentation, Targeting, and Positioning in B2B Markets**
Bases for industrial segmentation, Targeting approaches, Positioning strategies, Value propositions, Case applications in industrial product markets. Ancient trade segmentation based on geography (Silk Route nodes), caste-based industrial specialization (metalworks, textiles).

Unit IV: **Marketing Mix for Industrial Products**
Product strategies for industrial goods and services, Pricing strategies, Channel strategies – direct & indirect, Logistics in industrial supply chains, Promotional tools – trade shows, personal selling, technical documentation, B2B branding, Pricing logic in barter and temple-based economies, promotion through trade fairs like Kumbh Mela bazaars.

Unit V: **Ethics, and Digital B2B Marketing**
Key Account Management (KAM), CRM tools and models, Negotiation and tendering processes, Ethics in industrial marketing, Green and sustainable industrial marketing, Digitalization in B2B marketing – e-marketplaces, CRM software, LinkedIn and B2B content marketing. Ethical frameworks in trade, contemporary Indian models like Khadi Gramodyog and MSME B2B platforms.

Suggested Readings:

Text Books

1. Hutt, M. D., & Speh, T. W. (2022). *Business Marketing Management: B2B*. Cengage.
2. Reeder, R. R., Brierty, E. G., & Reeder, B. H. (2013). *Industrial Marketing: Analysis, Planning and Control*. PHI Learning.
3. Krishna Havaldar. (2019). *Industrial Marketing*. McGraw Hill.
4. Michael Morris. (2011). *Industrial and Organizational Marketing*. Pearson.
5. Anderson, J. C., Narus, J. A., & Van Rossum, W. (2014). *Business Market Management: Understanding, Creating and Delivering Value*. Pearson.
6. Milind T. Phadtare. (2016). *Industrial Marketing: Text and Cases*. PHI.

Reference Books

1. Ellis, N., & John, G. (2015). *Business-to-Business Marketing: Relationships, Systems and Communications*. Oxford University Press.
2. Vitale, R. P., Giglierano, J. J., & Pfoertsch, W. (2010). *Business to Business Marketing: Analysis and Practice*. Pearson Education.
3. Gross, A. C., Banting, P. M., Meredith, L. N., & Ford, I. D. (1993). *Business Marketing*. Houghton Mifflin.
4. Lynette, R. J., & Egan, J. (2011). *Business Marketing Face to Face: The Theory and Practice of B2B Marketing*. Kogan Page.
5. David Lichtenthal. (2014). *Industrial Buying Behavior: Concepts and Applications*. Routledge.
6. Ghosh, P. K. (2020). *Advanced Marketing*. Himalaya Publishing House.

Web References

1. https://www.indianindustryplus.com – Government insights on industrial development and B2B policies
2. https://www.businessmarketingassociation.org – Global resources on B2B marketing

3. https://msme.gov.in – Indian MSME development and industrial networks
4. https://www.tradeindia.com – Indian industrial product marketplace
5. https://www.linkedin.com/business/marketing/solutions/b2b – LinkedIn for B2B marketing

MB 34306: Brand Management

Course Objectives: The course aims to develop an understanding of brand building, positioning, and equity management. It provides insights to design, implement, and evaluate effective branding strategies. It imparts knowledge about managing brands in the digital age and addressing emerging challenges in global branding**.**

Learning Outcomes:

1. Understand the fundamental concepts of branding, brand equity, and traditional Indian brand values
2. Apply strategic branding models and analyse brand positioning, communication and performance metrics.
3. Evaluate branding programs and develop innovative brand strategies based on contemporary and cultural insights

Contents:

Unit I: Indian Knowledge Systems in Brand Management

Historical Branding Practices in Ancient India; Epics as Branding Narratives- Lessons from the Ramayana and Mahabharata; Role of Oral Traditions and Cultural Symbols- Folk Tales, Music, Festivals; Traditional Indian Brands and their Legacy- Khadi, Ayurveda, Yoga.

Unit II: **Foundations of Branding and Brand Strategy**

Introduction to Brands and Brand Management**;** Brands vs Products: Key Differences**;** Evolution and Importance of Branding in Modern Markets**;** Challenges and Opportunities in Branding**;** Brand Identity Prism, Brand Image, and Brand Personality**;** Strategic Brand Management Process**;** Brand Building Models: Aaker, Keller, Brand Resonance Model

Unit III: **Brand Positioning, Communication, and Building Equity**

Identifying and Establishing Brand Positioning**;** Brand Value and Repositioning Strategies**;** Brand Knowledge, Brand Association and Perceived Quality**;** Brand Equity; Customer-Based Brand Equity; Sources of Brand Equity; Integrated Marketing Communication (IMC) for Branding**;** Brand Storytelling and Narrative Strategies**;** Leveraging Secondary Brand Associations: Co-branding, Country-of-Origin, Endorsers, Licensing**;** Internal Branding and Brand Culture; Integrating Advertising with Brand Management

Unit IV: **Designing Branding Programs and Measuring Brand Performance**

Choosing Brand Elements: Names, Logos, Symbols, Taglines**;** Designing Marketing Programs to Build Brand Equity**;** Product, Pricing, Channel, and Communication Strategies**;** Brand Equity Measurement Systems**-** Brand Tracking Studies**,** Brand Valuation Techniques**,** Brand Audits: Tools and Frameworks**,** Brand Value Chain**;** Capturing Consumer Mindset: Qualitative & Quantitative Approaches**;** Capturing Market Outcomes: Sales, Share, Loyalty, Advocacy

Unit V: **Branding Strategy, Growth, and Contemporary Issues**

Brand Portfolio Strategy and Brand Hierarchy; Brand Extensions; Consumer Evaluation**;** Brand Reinforcement and Revitalization**;** Branding in Global Markets: Global vs Local Branding**;** Country Branding and Brand Standardization vs Customization**;** E-Branding and Digital Brand Management**;** Ethical and Legal Aspects in Branding**;** Contemporary Trends: Sensory Branding, Cult Brands, Brand Volatility

Suggested Readings:

Text Books:

1. Keller, K.L., Parameswaran, M.G. and Jacob, I., Strategic brand management: Building, measuring, and managing brand equity. Pearson Education India.
2. John, D. R, Strategic Brand Management: Lessons for Winning Brands in Globalized Markets. New Delhi: Oxford University Press
3. Kumar, S. Ramesh; Marketing and Branding – The Indian Scenario; Pearson Education; New Delhi
4. Aaker, D., Brand Leadership. UK: Simon & Schuster.
5. Aaker, D.A. and Biel, A.L., Brand equity & advertising: advertising's role in building strong brands. Psychology Press.

Reference Books:

1. Sengupta Subroto; Brand Positioning: Strategies for competitive advantage; Tata McGraw Hill; New Delhi
2. Parameshwaran, M.G., Building Brand Value. India: McGraw Hill Education.
3. Verma, H.V., Brand management: Text and cases. Excel Books India.

Web References:

1. Kumar, S., & Gautam, A. (2021). Country of Origin Effect on Purchase Intention Towards Italian Luxury Fashion: Mediating Role of Brand Perception and Social Status. Metamorphosis, 20(1), 16-24. https://doi.org/10.1177/09726225211030067
2. Kudlu, C. (2022). Globalising Ayurveda, branding India: Implications for the Ayurvedic pharmaceutical industry. In *Asian Medical Industries* (pp. 138-168). Routledge.
3. Jain, A. (2012). Branding yoga: The cases of Iyengar yoga, Siddha yoga and Anusara yoga. *Approaching religion*, *2*(2), 3-17.
4. Bastos, W., & Levy, S. J. (2012). A history of the concept of branding: practice and theory. *Journal of Historical Research in Marketing*, *4*(3), 347-368.
5. Murphy, J. M. (1992). What is branding?. In *Branding: A key marketing tool* (pp. 1-12). London: Palgrave Macmillan UK.

MB 34307: Customer Relationship Management

Course Objectives: The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The course intends to develop a perspective and orientation for customers among the employees and make them understand how and why customers have acquired centre stage in the modern corporate decision making.

Learning Outcomes:
1. Comprehending Conceptual framework with laying the perspective
2. Constructs forming the process of CRM, Research perspectives in CRM evaluation
3.Apply learning theories and social influences to analyse consumer decisions and the impact of technology and sustainability.

Contents:
Unit 1: Conceptual Foundations of CRM
Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of

relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards Marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation,

Unit II: **Consumer Satisfaction**

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

Unit III: **Service Quality Service Quality**

Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales

Unit IV: E**-CRM**

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data are housing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM Software's.

Unit V: **CRM Implementation: Emerging dimensions and Cases**

Customer Relationship Management: Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behaviour, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, Customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

Suggested Readings:

Text Books:

1. Simon Knox, Adrian Payne, Stan Maklan, Customer Relationship Management- Routledge Inc.
2. Alok Kumar Rai, Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning.
3. Kristin Anderson, Carol Kerr, Customer relationship management, McGraw-Hill Professional.
4. Federico Rajola, Customer Relationship Management: Organizational & Technological Perspectives, Springer.
5. H Peeru Mohammed & A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing.

Reference Books:

1. Peelen, Customer Relationship Management, 1st Edition, Dorling Kindersley, India.
2. Gerhard Raab, Customer relationship management, a Global Perspective, Gower Publishing, Ltd.
3. Francis Buttle, Customer Relationship Management, Butterworth-Heinemann
4. Judith W. Kincaid, Customer Relationship Management: Getting It Right, Prentice Hall Professional
5. Sheth J N, Parvatiyar A. and Shainesh G., Customer relationship management:, Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education

MB 34308: International Marketing

Course Objectives: The course aims to provide students with a foundational understanding of global markets enabling them to formulate and implement effective international marketing practices. It imparts insights to evaluate global environmental drivers and develop international marketing strategies.

Learning Outcomes:
1. Understand the fundamental principles of international marketing, including indigenous contributions from Indian Knowledge System.
2. Apply marketing research techniques and analyse international market environments, stakeholders, and entry strategies to make informed marketing decisions.
3. Evaluate global marketing mix elements to create innovative marketing strategies for international markets.

Contents:
Unit I: Indian Knowledge Systems in International Marketing
Relevance of Indian Knowledge System in the Modern Marketing World; Kautilya's Arthashastra: Blueprint of International Market Strategy; Hanuman's Lanka Mission and Narada's Communication: Lessons for International Marketing Communications and Message for Global Audiences; Principles of Krishna's Strategy and Negotiations in International Contexts.

Unit II: **Fundamentals and Environmental Dynamics of International Marketing**
Nature, Scope, and Importance of International Marketing; Domestic vs. International Marketing; International Market Orientation- ERPG Framework; Opportunities and Challenges in International Marketing; Political, Legal, Technological and Economic Environment; Cultural and Social Dynamics; Geographical Conditions; Competitive and Financial Influences; Global Environment Drivers- WTO, IMF, Trade Blocs; Impact of Environment on International Marketing Decision.

Unit III: **International Marketing Research and Entry Strategies**
Global Stakeholders- Consumers, Industrial Buyers, Government Buyers; International Marketing Research-Purpose, Process and Methods; Market Selection Criteria- Segmentation, Targeting and International Positioning; Entry Strategies: Exporting- Types, Procedure and Documentation, Licensing, Franchising, Joint Ventures, Investments, Acquisitions, E-Commerce and Digital Market Entry; International Marketing Intelligence- Global Market Analysis.

Unit IV: **International Marketing Mix**
Product Decisions: Standardization vs Adaptation; Branding, Packaging and Labelling; New Product Development; International Pricing Decisions: Price Escalation; Transfer Pricing, Export Pricing; Differential Pricing; Factors Influencing International Pricing; International Distribution System and Logistics- Types of International Channels- Intermediaries, Free Trade Zones (FTZs), Special Economic Zones (SEZs); International Marketing Channel Selection; International Distribution Decisions; International Market Communication Decisions: Communication with Foreign Buyers, Advertising, Public Relations, Sales Promotion Programmes, E-Marketing, Social Media Marketing, Brand Communication; Global Marketing of Services.

Unit V: **Strategic Issues and Contemporary Trends in International Marketing**
International Product Life Cycle; Global Marketing Strategies: Planning, Organising, Coordinating and Controlling of Global Marketing; Negotiations with International Customers and Partners; Ethical and Social Issues in International Marketing; Future Trends in International Marketing- Sustainable Marketing

Practices, Global Integration, Digital Transformation- Hyper-Personalisation, Artificial Intelligence, Analytics, and Globalization 5.0.

Suggested Readings:

Text Books:

1. Sak Onkvisit and John J. Shaw: International Marketing-Analysis & Strategy, Psychology Press
2. Divya Singh and Amit Gautam: Export Management, Himalaya Publishing House
3. Warren J. Keegan: Global Marketing Management, Pearson Education Limited
4. Phillip R. Cateore and John M. Hess: International Marketing Management, Irwin (Richard D.) Inc U.S.
5. Vern Terpstra and Ravi Sarathy: International Marketing, The Dryden Press, Fort Worth, Texas

Reference Books:

1. Gerald Albuam, Edwin Deurr and Jesper Strandskov: International Marketing and Export Management, Pearsons Education
2. Rakesh Mohan Joshi: International Marketing, Oxford University Press
3. Varshney and Bhattacharya: International Marketing Management, Sultan Chand and Sons

Web References:

1. NEPTEL course on International Marketing (Free Online)
2. Coursera online course on International Marketing & Cross Industry Growth
3. Sihag, B. S. (2009). Kauṭilya on Moral, Market, and Government Failures. *International Journal of Hindu Studies*, *13*(1), 83–102. http://www.jstor.org/stable/40343807
4. Marinko Škare. The missing link: From Kautilya's The Arthashastra to modern economics. Journal of Philosophical Economics, 2013, Volume VI Issue 2 (2), ff10.46298/jpe.10645ff. ffhal-03710266f
5. Rajoura, C., & Rajoura, N. (2022). Corporate lessons from Indian knowledge system: learning from the glorious past for building a strong India. *Sachetas*, *1*(3), 78-83.
6. Nair, S. R., & Menon, C. G. (2008). An environmental marketing system–a proposed model based on Indian experience. *Business Strategy and the Environment*, *17*(8), 467-479.
7. Osland, G. E., Taylor, C. R., & Zou, S. (2001). Selecting international modes of entry and expansion. *Marketing intelligence & planning*, *19*(3), 153-161.

MB 34309: Retail Marketing

Course Objectives: This course aims to provide students with a comprehensive understanding of the retail industry, covering traditional and modern formats, consumer behaviour, retail planning, merchandise management, pricing strategies, and digital transformation. It equips learners with analytical and strategic skills to direct the evolving retail landscape, nurturing expertise in retail operations, customer engagement, and technology-driven innovations.

Learning Outcomes:

1. Understand Indian retail dynamics, traditional formats, cultural influences, and key brand strategies.
2. Analyze global and Indian retail, assessing economic impact, formats, consumer targeting, and strategic planning.
3. Evaluate and create AI-driven omnichannel strategies to transform retail operations and enhance customer engagement.

Contents:

Unit I: Indian Retail Dynamics

Introduction to Retailing: Concept, Nature and Scope, Functions, Retail Mix. Traditional Retail Formats: Village Haats, Weekly Bazaars, Temple-Linked Commerce, Yatra Merchants, Cultural and Religious Influence On Product and Service Demand (Festive), Promoting Customer-Centric Approach "Vasudhaiva Kutumbakam" Based, Understanding Strategy of Indian Brands (Fab India, Khadi India, Organic India).

Unit II: **Retail Industry Overview**

Overview of Retail-Global and India- Its Economic Significance, Product Retail Vs Service Retail, Retail Environment (Legal, Social, Economic, Technological), Retail Theories and Models, Retail Life Cycle, Types of Retailers, Classification of Retail Formats, FDI in Retail; Targeting Customers and Gathering Information: Identifying and Understanding Customers, Information Gathering and Processing in Retailing.

Unit III: **Retail Strategic Planning**

Identifying Consumer's Needs and Characteristics, STP of A Retail Store, Situation Analysis, Trade Area Analysis, Factors Affecting Site Location and Its Evaluation, Store Design and Layout-Exterior and Interior, Space Management, Fixtures and Atmospherics, Visual Merchandising, Human Resource Planning in Retail.

Unit IV: **Retail Merchandise Strategy**

Merchandise Assortment Planning Process and Performance Metrics, Managing Inventory Turnover, Private Labels Vs National Brands, Category Captain: Concept and Management Process, Factors Affecting Retail Pricing Strategy and Types of Pricing Strategies.

Unit V: **Retail Digital Transformation**

Communication, CRM and Technology: Integrated Marketing Communication, Customer Experience Management: Loyalty Programs and Customer Services, Role of AI/ML Technology in Retail, E-Retailing: Retail Websites, Social Media and Applications, Multi-Channel, Channel Integration, Omni channel Retailing.

Suggested Readings:

Text Books:

1. Berman, B. R., & Evans, J. R. (2012). *Retail Management: A Strategic Approach (13th ed.).* Upper Saddle River, NJ: Pearson.
2. Berman, B. R., Evans, J. R., & Chatterjee, P. M. (2017). *Retail Management: A Strategic Approach (13th ed.).* Pearson.
3. Giri, A., Paul, P., & Chatterjee, S. (2022). *Retail Management: Text & Cases.* PHI Learning.
4. Grewal, D. (2018). *Retail Marketing Management: The 5 Es of Retailing.* Sage Publications.
5. Levy, M., Weitz, B., & Grewal, D. (2017). *Retailing Management (10th ed.).* McGraw Hill Higher Education.

Reference Books:

1. *Bazaki, E., & Wanick, V. (Eds.). (2023). Reinventing Fashion Retailing: Digitalising, Gamifying, Entrepreneuring (1st ed.). Cham, Switzerland: Springer International Publishing.*
2. Chandrasekhara Rao, N., Radhakrishna, R., Mishra, R. K., & Kata, V. R. (Eds.). (2016). *Organised Retailing and Agri-Business: Implications of New Supply Chains On the Indian Farm Economy*. New Delhi, India: Springer.
3. Kotler, P., & Stigliano, G. (2024). *Redefining Retail: 10 Guiding Principles for A Post-Digital World.* John Wiley & Sons.
4. Mahadevan, B., Bhat, V. R., & Pavana, N. (2022). *Introduction to Indian Knowledge System: Concepts and Applications.* PHI Learning.

5. Piotrowicz, W., & Cuthbertson, R. (Eds.). (2019). *Exploring Omnichannel Retailing: Common Expectations and Diverse Realities (2019th Ed.).* Springer International Publishing.

Web references:

1. https://fulcrumresources.net/mastering-retail-merchandising-in-india-a-comprehensive-guide-to-strategies-techniques-and-insights/
2. https://sekel.tech/blog/digital-transformation-in-india-top-services-and-trends
3. https://www.ikonmarket.com/market-insights/retail-industry-india.html
4. https://www.jll.co.in/en/trends-and-insights/research/india-retail-market-dynamics-q4-2024
5. https://www.techimply.com/blog/retail-planning-process

MB 34310: Advertising Management (4 Credits)

Course Objective: The objective of this course is to introduce students to the fundamental principles and practices of advertising management. The course covers key concepts such as advertising objectives, agency selection, media planning, message development, and effectiveness measurement. Students will explore the social, economic, and legal implications of advertising, along with ethical considerations and the role of advertising in national and global markets. By the end of the course, students will be equipped to design, evaluate, and manage advertising campaigns effectively.

Learning Outcomes: Upon completing this course, students will be able to:

Understand Advertising Fundamentals – Define advertising and explain its role in marketing, including social, economic, and legal implications.

Set Advertising Objectives & Manage Agencies – Formulate clear advertising goals and select appropriate agencies while understanding remuneration models.

Develop Media Plans – Evaluate different media types (TV, radio, digital, print) and apply reach, frequency, and cost-efficiency strategies in media scheduling.

Craft Effective Ad Messages – Design advertisements using appropriate layouts, appeals, and copy structures for different media (print, TV, radio, web).

Measure Advertising Effectiveness – Apply testing methods to assess ad validity, reliability, and impact on consumer behavior.

Manage Advertising Budgets & Ethics – Prepare advertising budgets, address ethical concerns, and understand regulatory constraints in advertising.

Analyze the Broader Advertising Environment – Examine the role of advertising in societal development, global marketing, and regulatory frameworks.

Contents:

Concept and definition of advertisement

Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – Ad. Agencies – selection and remuneration – advertisement campaign.

Media plan
Type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling.

IMessage development
Different types of advertisements – layout – design appeal –copy structure – advertisement production –print – Radio. T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements.

Testing for advertising effectiveness
Preparation and choice of methods of advertising budget, Ethical and social issues in advertising, Management o
f advertising agencies, Role of advertising in natural development.

The Broader Environment
Advertising Regulation, Advertising and Society, Global Marketing and Advertising.

Readings:

- Belch, G.E. and Belch, M.A., 2004. Advertising and promotion: An integrated marketing communications perspective 6th. New York: NY: McGraw-Hill.
- Kazmi, S.H.H. and Batra, S.K., 2009. Advertising and sales Promotion. Excel Books India.
- Kotler, P. and Keller, K.L., 2016. A Framework for Marketing Management, Pearson Education.

MB 34311: Services Marketing

Course Objectives: The objective of this course is to equip students with a comprehensive understanding of service marketing concepts, strategies, and practices infused with insights from Indian Knowledge Systems (IKS), enabling them to design and deliver high-quality services, leverage AI-driven augmentation and integration to enhance service performance and customer relationships, manage service operations, improve service quality, and create customer-centric service strategies that drive business growth and sustainability

Learning Outcomes:
1. Define and explain the nature of services and fundamental concepts of service marketing, including the challenges posed by intangibility in the digital age, while focussing on ethical concerns through the lens of Dharma principles from Indian Knowledge Systems (IKS), thereby integrating traditional values with modern service marketing practices.
2. Analyse customer expectations, develop effective market strategies, and design high-quality services while gaining insights from Indian Knowledge Systems (IKS) and utilizing modern algorithmic methods as well to create customer-centric services that meet evolving needs and expectations.
Design and optimize service processes, develop strategies to manage service employees and customers, create effective servicescapes, and develop strategic pricing and marketing communications in services.
3. Design and deliver exceptional services by leveraging co-creation, multi-channel delivery, and AI-driven augmentation based on predictive analytics, digital clienteling and hyper-personalization.
Assess and enhance service performance, drive customer satisfaction, and foster long-term customer relationships by identifying and addressing service gaps, focusing on continuous improvement, and sustaining a growth-oriented business.

Contents:

Unit I: Introduction

Nature and Definitions of Service; Emergence of Service Economy, Intangibility in Digital Age; Goods-Service Continuum; Classification of Services; Need for Service Marketing; Service Marketing Triangle; Service Marketing Mix; Ethical Concerns in Service Marketing- Dharma Principles from IKS.

Unit II: **Developing Market Strategies and Managing Service Quality**

Customer Service Expectations, Bases for Segmentation of Services; Selecting Target Market; Service Positioning and Differentiation; Service Innovation and Development; Service Branding and Consumer Verdicts; Service Quality – Meaning and Definition, Service Quality Models - SERVDIV Approach from IKS; SERVQUAL, KANO, IPA – Fuzzy Extensions and applications.

Unit III: **Designing and Managing Service Operations**

Service Blueprinting and Process Mapping; Service Process Re-design & value-addition; People as Strategy-Managing Service Employees, Customer as co-producer - Servuction Framework, Managing Physical evidences in Service – Designing Servicescapes; Service Pricing Approaches, Dynamic Subscription Pricing; Service Marketing Communications.

Unit IV: **Delivering Service Excellence: Leveraging Technology**

Service Delivery Process; Multi-Channel Service Delivery, SOA-based service delivery; Service Encounters – Moment of Truth; Demand Pattern and Capacity Constraints, Managing Demand, Waiting Line and Queuing System; Service Augmentation and AI Integration - Role of Predictive Analytics, Bots, AR/VR, Digital Clienteling, Hyper-personalization.

Unit V: **Assessing Service Performance and Managing Relations**

Customer Service Experience; Service-Quality Gaps, Continual Service Improvement – Significance and Process; Handling Customer Complaints, Service Recovery and Guarantee, Recovery Paradox, Service-Profit Chain, Customer Satisfaction; Customer Loyalty, Building Customer Relationships.

Suggested Readings:

Text Books

1. Zeithaml, V., Bitner, M. J., Gremler, D. & Mende M. (2024). *Services marketing: Integrating customer service across the firm, 8th Edition*, McGraw Hill.
2. Hoffman, K. D., & Bateson, E. G. (2024). *Services marketing: concepts, strategies and cases*. 6th Edition, Cengage learning.
3. Wirtz, J., & Lovelock, C. (2021). *Services marketing: People, technology, strategy*. World Scientific, Ninth Edition, Word Scientific Publishing Company.
4. Johnston, R., Clark, G. & Shulver M. (2017). *Service operations management: improving service delivery*. 4th Edition, Pearson Education.
5. Kumar, D. (2024). *Services Marketing and Customer Relationship Management*. Toronto Academic Press.
6. Kandampully, J. and David, S. (2024). Service Management and Marketing Principles, South Asia Edition, Routledge.

Reference Books

1. Smith, R., Cubino, M., & McKeon, E. (2024). *The AI Revolution in Customer Service and Support: A Practical Guide to Impactful Deployment of AI to Best Serve Your Customers*. Pearson Education.
2. Nadda, V., Tyagi, P. K., Singh, A., & Singh, V. (Eds.). (2024). *Integrating AI-Driven Technologies*

Into Service Marketing. IGI Global.
3. Poser, M. (2023). *Hybrid Service Delivery-Purposeful Integration and Design of Artificial Intelligence for the Automation and Augmentation of Online Service Encounters*. Universitaet Hamburg (Germany).
4. Sahu, R., Dash, M., & Kumar, A. (Eds.). (2017). *Applying Predictive Analytics Within the Service Sector*. IGI Global.
5. Wirtz, J. (2017). *Service quality and productivity management*. World Scientific.

Web References

1. Albuquerque, A., Becerra, C., Melo, F. J. C. D., & Medeiros, D. D. D. (2024). Application of an approach integrating the Kano model and the fuzzy systems theory: a strategic analysis of consumer satisfaction scores. *The TQM Journal*.
2. Behdioğlu, S., Acar, E., & Burhan, H. A. (2019). Evaluating service quality by fuzzy SERVQUAL: a case study in a physiotherapy and rehabilitation hospital. *Total Quality Management & Business Excellence*, *30*(3-4), 301-319.
3. Bharath, V. (2024). Services Marketing Innovation & Competitive Advantage. *Emerging Trends in Management Science*, 55.
4. Heikkinen, S., Jäntti, M., & Tukiainen, M. (2023). Continual service improvement: A systematic literature review. In *International Conference on the Quality of Information and Communications Technology* (pp. 30-44). Springer, Cham.
5. Hogreve, J., Iseke, A., & Derfuss, K. (2022). The service-profit chain: reflections, revisions, and reimaginations. *Journal of service research*, *25*(3), 460-477.
6. Jain, G., Paul, J., & Shrivastava, A. (2021). Hyper-personalization, co-creation, digital clienteling and transformation. *Journal of Business Research*, *124*, 12-23.
7. Jain, V. K., & Kumar, S. (2020). Predictive analysis of emotions for improving customer services. In *Natural language processing: concepts, methodologies, tools, and applications* (pp. 808-817). IGI Global.
8. Kelkar, M. (2010). SERVDIV: A Vedic approach to measurement of service quality. *Services Marketing Quarterly*, *31*(4), 420-433.
9. Malik, M. M., Abdallah, S., & Ala'raj, M. (2018). Data mining and predictive analytics applications for the delivery of healthcare services: a systematic literature review. *Annals of Operations Research*, *270*(1), 287-312.
10. Niknejad, N., Ismail, W., Ghani, I., Nazari, B., Bahari, M., & Hussin, A. R. B. C. (2020). Understanding Service-Oriented Architecture (SOA): A systematic literature review and directions for further investigation. *Information Systems*, *91*, 101491.
11. Satpathy, I., Nayak, A., & Jain, V. (2024). The Strategic Role of Artificial Intelligence (AI) in Service Delivery Systems. In *AI Innovations in Service and Tourism Marketing* (pp. 291-310). IGI Global.
12. Sheth, J. N., & Parvatiyar, A. (2022). Socially responsible marketing: toward aligning dharma (duties), karma (actions), and Eudaimonia (well-being). *Journal of Macromarketing*, *42*(4), 590-602.
13. Singh, V., Sharma, M. P., Jayapriya, K., Kumar, B. K., Chander, M. A. R. N., & Kumar, B. R. (2023). Service quality, customer satisfaction and customer loyalty: A comprehensive literature review. *Journal of Survey in Fisheries Sciences*, *10*(4S), 3457-3464.
14. Trischler, J., & Westman Trischler, J. (2022). Design for experience–a public service design approach in the age of digitalization. *Public Management Review*, *24*(8), 1251-1270.
15. Ummi, N., Wahyuni, N., & Apriadi, I. (2021). Analysis of service quality on customer satisfaction through importance performance analysis and kano model. *Journal Industrial Servicess*, *6*(2), 174-183.
16. Wirtz, J., & Lovelock, C. (2016). Service marketing communications. *World Scientific Book Chapters*, 210-264.

17. Wu, C. H., & Huang, L. Y. (2024). Dynamic Subscription Pricing for Digital Service Platform. *IIAI Letters on Business and Decision Science*, *4*.

MB 34312: Market Analytics (4 Credits)

Course Objective: This course is designed to equip participants with data-driven marketing analytics skills, enabling them to model customer behavior, measure campaign effectiveness, and optimize marketing strategies using advanced analytical techniques. Students will learn to apply statistical and machine learning methods—such as predictive modeling, conjoint analysis, segmentation, and customer lifetime value (CLV) modeling—to real-world marketing challenges. The course also covers digital analytics, text mining, and viral marketing strategies to enhance decision-making in a multi-channel environment.

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

Apply Marketing Analytics Frameworks – Understand the data-information-knowledge continuum and use forecasting models (e.g., Bass Diffusion Model, time-series forecasting) to predict demand and sales.
Model Customer Preferences & Pricing Strategies – Conduct conjoint analysis, price sensitivity modeling, and logistic regression to determine optimal product pricing and features.
Segment Markets Effectively – Use cluster analysis, decision trees, and correspondence analysis to identify and target high-value customer segments.
Calculate & Optimize Customer Lifetime Value (CLV) – Develop CLV models, optimize acquisition vs. retention spending, and apply RFM analysis for targeted campaigns.
Measure Digital & Advertising Performance – Evaluate Pay-Per-Click (PPC) advertising, media selection models, and sentiment analysis to enhance digital marketing strategies.

Contents:

Big Data, Opportunity and Challenges, Analytics and Forecasting
Overview of Analytics, Marketing Analytics, The Data – Information – Knowledge Continuum, Forecasting - Demand forecasting using expert modeller, building the basic model, an additive model with trends and seasonality, Forecasting new product sales – The Bass Diffusion Model.

What do Customers want?
Conjoint Analysis: Products, Attributes, and levels, Price Sensitivity Analysis, Value Based Pricing, Developing a Conjoint Simulator, Logistic Regression: Logistic Regression Model, Maximum Likelihood Estimate of Logistic Regression Model, Discrete Choice Analysis: Random Utility Theory, Discrete Choice and Price Elasticity, Incorporating Price and Brand Equity into Discrete Choice Analysis, Dynamic Discrete Choice Modelling, Dynamic Pricing Model for profit optimization.

Market Segmentation
Cluster Analysis, Using Conjoint Analysis to Segment a Market, Using Classification trees for segmentation, constructing a decision tree model, Correspondence Analysis: is a versatile and easily implemented analytical method that can do much to assist marketers in detecting and explaining relationships among complex marketing phenomena.

Customer Value

Basic Customer Lifetime Value Calculation Template, An explicit model for multiplier with fixed margins, Calculating Lifetime Customer value with varying margins, Allocation of Marketing Resources: Resource Optimization between Customer Acquisition and Customer Retention, Customer Churn Model, Modelling the Relationship between Spending and Customer Acquisition and Retention, Basic Model for Optimizing Retention and Acquisition Spending, An Improvement in the Basic Model using Salvage Value Retailing, Market Basket Analysis and Lift, RFM Analysis and Optimization of Mail Campaigns, Allocating Retail Space and Sales Resources.

Digital and Text Analytics and Viral Marketing

Advertising: Media Selection Models, Pay per Click (PPC) Online Advertising, Text Mining: Giving Structure to Unstructured Text, Applying Text Mining in Real Life, Sentiment Analysis, Viral Marketing, Networks, Importance of a node, Watt's model, Model building for viral marketing.

Readings:

- Aaker, D.A., Kumar, V. and Day, G.S., 2008. Marketing research. John Wiley & Sons.
- Burns, A.C., Bush, R.F. and Sinha, N., 2000. Marketing research (pp. 599-602). Upper Saddle River, NJ: Prentice Hall.
- Churchill, G.A. and Iacobucci, D., 2006. Marketing research: methodological foundations. New York: Dryden Press.
- Farris, P.W., Bendle, N., Pfeifer, P. and Reibstein, D., 2010. Marketing metrics: The definitive guide to measuring marketing performance. Pearson Education.
- Johnson, R.M. and Olberts, K.A., 1996. Using Conjoint analysis in pricing studies: is one price variable enough?. Sawtooth Software Research Paper.
- Malhotra, N., Hall, J., Shaw, M. and Oppenheim, P., 2006. Marketing research: An applied orientation. Pearson Education Australia.
- Malhotra, N. and Birks, D., 2007. Marketing Research: an applied approach: 3rd European Edition. Pearson education.

MB 34313: Pricing Strategy (4 Credits)

Course Objective: This course equips students with the strategic frameworks and analytical tools needed to make effective pricing decisions that maximize profitability. Students will learn to evaluate demand dynamics, cost structures, and competitive factors to develop optimal pricing strategies across different industries and market conditions. The course also explores psychological, technological, and ethical aspects of pricing to prepare students for real-world pricing challenges.

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

Analyze Pricing Fundamentals – Apply demand, cost, and elasticity concepts to assess pricing opportunities and constraints.

Develop Strategic Pricing Models – Design and implement pricing strategies such as segmentation, bundling, dynamic pricing, and lifecycle pricing.

Evaluate Consumer Psychology & Pricing Communication – Measure consumer responses to pricing changes and optimize price presentation for maximum impact.

Address Industry-Specific Pricing Challenges – Adapt pricing strategies for services, two-sided markets, peak demand scenarios, and markets with externalities.

Leverage Technology & Data for Pricing Innovation – Utilize pricing software, auction models, and revenue management tools for data-driven decision-making.

Manage Organizational & Ethical Aspects of Pricing – Structure pricing teams, anticipate competitive reactions, and navigate legal and ethical considerations in pricing.

Contents:

Basic Pricing Frameworks
Overview of the demand and cost functions applicable to pricing analysis, demand, elasticity and revenue functions. Customer value theories, economic price optimization, basic principles of pricing strategies.

Pricing strategies, policies and tactics
Various aspects of setting price levels, implementation of pricing policies and structures and optimizing pricing strategies. Price customization, segment pricing, bundling, portfolio pricing, product line and life-cycle pricing, Concepts of customer life-time DRAFT value, non-linear and dynamic pricing, role of promotions and incentives to achieve pricing objectives.

The psychology, measurement and communication of pricing
Pricing strategies and measures, deep understanding of consumer motivation and behaviour. Measure and anticipate consumer response to pricing actions, effectiveness of pricing communication.

Pricing challenges/opportunities in industries and market characteristics
Industry and market specific challenges and solutions, peak load pricing, pricing in two-sided markets and markets with externalities, pricing for services.

Pricing innovation Technology and the ability to manage large amounts of data
Pricing models - auction models, bid structures, dynamic yield and revenue management tools, price optimization software.

Managerial concerns and organizational requirements
Formalized process and an understanding and anticipation of competitive response mechanisms, instituted skilled pricing organizations and pricing processes, ethical and legal considerations that are important in making pricing decisions.

Readings:

- Dolan, R.J., Doan, R.J. and Simon, H., 1996. Power pricing. Simon and Schuster.
- Meehan, J., Simonetto, M., Montan, L. and Goodin, C., 2011. Pricing and profitability management: A practical guide for business leaders. John Wiley & Sons.
- Nagle, T.T. and Müller, G., 2017. The strategy and tactics of pricing: A guide to growing more profitably. Routledge.
- Smith, T., 2011. Pricing strategy: Setting price levels, managing price discounts and establishing price structures. Cengage Learning.

MB 34314: Advance Marketing Theories and Practices

Course Objectives: Understanding of advanced marketing strategies and emerging trends.

i. Explore the shift from transactional to relationship marketing and learn how to measure Customer

Lifetime Value (CLV).

ii. Examine digital marketing tools like AI, IoT, and chatbots, and understand strategic frameworks such as Blue Ocean Strategy.
iii. Explore AI use in Marketing.
iv. Application of immersive technologies like AR/VR, the Metaverse, and ethical marketing practices, preparing students to navigate the future of marketing with sustainability and innovation.

Learning Outcomes:

1. Analyse the transition from traditional marketing funnels to customer-centric models.
2. Apply CLV and behavioural segmentation strategies to improve customer engagement.
3. Use of digital marketing tools and emerging technologies like AR/VR, Web 3.0, and the Metaverse.
4. Apply strategic frameworks to real-world scenarios and critically assess ethical challenges in marketing.
5. Design innovative, sustainable, and ethical marketing strategies in the evolving digital landscape.

Contents:

Unit I: Advanced Marketing

Introduction to Advanced Marketing, Shift from Transactional to Relationship Marketing, Customer Lifetime Value (CLV) and Its Measurement, Consumer Decision Journey (CDJ) vs. Traditional Marketing Funnel, Touchpoint Management Strategies, Owned vs. Earned vs. Paid Media, Purpose Branding and Jobs-to-be-Done Theory, Critique of Demographic and Psychographic Segmentation, Behavioural Segmentation Techniques, Building Brand Communities.

Case Studies: Harley-Davidson: Building a Brand Community, The GAFA – how the Big Four digital firms are leveraging digital and data to enhance the customer experience.

Unit II: **Digital Transformation and Data-Driven Strategies**

Marketing 5.0 Framework, AI and Predictive Analytics in Marketing, Natural Language Processing (NLP) for Chatbots, IoT and Sensor-Based Marketing, Real-Time Marketing, Agile Marketing Principles, Minimum Viable Product (MVP) Testing, High-Impact Copywriting and Behavioural Science in Content, Viral Marketing and User-Generated Content (UGC), Ethical Challenges in Data Privacy and AI Bias.

Case Studies: Sephora: Digital Transformation of Beauty, Starbucks: Deep Brew – AI in the Coffee Cup

Unit III: **Strategic Innovation and Competitive Advantage**

Blue Ocean Strategy Principles, Value Innovation vs. Red Ocean Competition, Four Actions Framework (Eliminate, Reduce, Raise, Create), Strategy Canvas Development, Smallest Viable Market Concept, Remarkability and "Purple Cow" Theory, Permission Marketing and Storytelling Frameworks, Behavioural Pricing Strategies, Brand Extension Strategies (Endorser Brands, New Purpose Brands).

Case Studies: Cirque du Soleil: The Creation of a Blue Ocean, Netflix: The Disruptor Faces Disruption

Unit IV: **Agentic AI for Marketing**

Introduction to Generative AI, Applications and challenges of Generative AI, Role of Generative AI in LLM-powered agents, Key characteristics of Agentic AI, Multi-Agent Systems in marketing, Human roles in the AI lifecycle, Reflective AI for personalized marketing, Sales forecasting with AI, AI in price optimization, Ad generation and future trends in Agentic AI for marketing.

Case Studies: Levi Strauss's Use of Agentic AI for Demand Forecasting and Inventory Optimization, Amazon's Development of Autonomous AI Shopping Agents

Unit V: **Future Trends and Immersive Technologies**
Marketing 6.0 and Phygital Integration, Gen Z and Alpha as Phygital Natives, Metaverse Marketing (Virtual Assets, NFTs, Avatars), AR/VR for Immersive Brand Experiences, Multisensory Marketing (Sonic Branding, Olfactory Triggers), Spatial Computing and Proximity Marketing, Web 3.0 and Decentralized Marketing (Blockchain, DAOs), Sustainable Marketing and SDG Alignment, Bridging the Digital Divide, Ethical Dilemmas in Immersive Advertising.

Case Studies: Nike: Stepping Into the Metaverse with Nikeland, Unilever: Sustainable Living Plan

Suggested Readings:

Textbooks:

1. Kotler, P. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.
2. Kim, W. C., & Mauborgne, R. (2017). *Blue Ocean Strategy*. Harvard Business Review Press.
3. Godin, S. (2018). *This Is Marketing*. Portfolio.
4. Virji, P. (2021). *High-Impact Content Marketing*. Wiley.
5. Kotler, P., Kartajaya, H., & Setiawan, I. (2023). Marketing 6.0: The Future Is Immersive. Wiley
6. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing* (7th ed.). Pearson.
7. Ramaswamy, V. S., &Namakumari, S. (2022). *Marketing Management* (Latest ed.). Tata McGraw-Hill.
8. Perkin, N. (2023). *The Future of Marketing: Strategies for Emerging Technologies*. Wiley.
9. Roetzer, P., & Kaput, M. (2022). *Marketing Artificial Intelligence: AI, Marketing, and the Future of Business*. Matt Holt Books

Reference Books:

1. Aaker, D. (2018). *Brand Relevance: Making Competitors Irrelevant*. Jossey-Bass.
2. Ries, A., & Trout, J. (2001). *Positioning: The Battle for Your Mind*. McGraw-Hill.
3. Chaffey, D. (2022). *Digital Marketing*. Pearson.
4. Prahalad, C. K. (2004). *The Fortune at the Bottom of the Pyramid*. Wharton School Publishing.
5. Huang, K. (2025). *Agentic AI: Theories and Practices*. Springer Cham.

Web Resources:

1. https://blog.hubspot.com/marketing/agile-marketing
2. https://www.youtube.com/watch?v=sfGtw2C95Ms
3. https://www.ted.com/talks/daniel_kahneman_the_riddle_of_experience_vs_memory
4. https://www.visuwisu.co/en/insights/marketing-ops-insight/marketing-5-0
5. https://jdmeier.com/10-best-go-to-market-frameworks/
6. https://muratulker.com/en/immersive-marketing-for-phygital-generation/

MB 34315: Innovation Management and New Product Development (4 Credits)

Course Objective: Product management is the process of making the right product, to solve the right problem for the right person at the right time. The right person is the customer, who along with business and technology, make up the heart of the product management process. It is the process by which a vision or idea becomes a valuable product. In this course students will learn what a product manager does, how the software product development process works, and how to work within the agile and scrum frameworks.

Learning Outcomes: By the end of this course, students will be able to:
Understand Innovation Ecosystems – Analyze national systems of innovation, intellectual property management, and the role of entrepreneurship in driving technological and market adoption.
Manage Technology & Knowledge – Convert technological advancements into viable business models, leverage strategic alliances, and implement open innovation practices.
Lead R&D Effectively – Plan and oversee R&D projects, manage organizational knowledge, and facilitate technology transfer for competitive advantage.
Develop New Products & Services – Design and execute product/brand strategies, integrate market research insights, and manage the end-to-end new product development (NPD) process.

Contents:

Innovation management
Innovation Management: An Introduction, Economics and Market Adoption, National systems of innovation and entrepreneurship, Managing Innovation within Firms, Operations and process innovation, Managing Intellectual property.

Managing technology and knowledge
Turning technology into business, Managing Organizational Knowledge, Strategic Alliances and Networks, Management of Research & Development, Managing R&D projects, Open Innovation and Technology Transfer.

New Product Development
Product & Brand Strategy, New Product Development, Packaging and Product Development, Product and Brand Strategy, New Service Innovation, Market Research and its Influence on New Product Development, Managing the New Product Development Process.

Readings:

- Trott, P., 2008. Innovation management and new product development. Pearson education.
- White, R.V., 1988. The ELT curriculum: Design, innovation and management (Vol. 8). Oxford: Blackwell.

MB 34316: Digital and Social-Media Marketing

Course Objectives: The objective of this course is to equip MBA students with conceptual knowledge and practical skills in digital marketing strategies and tools. It provides an in-depth understanding of online consumer behavior, digital channels, performance metrics, and technological platforms. Students will learn to create, implement, and evaluate integrated digital marketing campaigns, covering areas such as SEO, social media, content marketing, mobile marketing, web analytics, email marketing, and influencer marketing. The course also fosters critical thinking on digital ethics, consumer privacy, and the evolution of marketing in the Indian context.

Learning Outcomes:
1. Describe the fundamentals and tools of digital marketing, its evolution, and current trends.
2. Explain various digital marketing platforms and strategies such as SEO, SEM, SMM, and content marketing.
3. Apply digital marketing tools to plan, design, and execute online marketing campaigns.

4. Analyze digital consumer behavior, web analytics data, and marketing metrics.
5. Evaluate the effectiveness of digital marketing strategies and ethical implications in an Indian and global context.

Contents:

Unit I: Introduction to Digital Marketing

Definition and Scope, Evolution from traditional to digital marketing, Digital marketing mix, Online consumer behavior, Role of digital in the customer journey, Omni channel marketing strategies. Oral and visual storytelling traditions in Indian markets; comparison with digital content strategies.

Unit II: **SEO, SEM, and Content Marketing**

Search Engine Optimization (On-page & Off-page), Google algorithms and keyword research, Pay-Per-Click (PPC) and Google Ads, Display advertising, Video advertising, Blogging, E-books, Infographics, Podcasts. Indigenous communication methods and their adaptation in digital storytelling.

Unit III: **Social Media and Influencer Marketing**

Social Platforms: Facebook, Instagram, LinkedIn, X (Twitter), YouTube, Pinterest; Organic vs Paid content; Influencer selection and outreach strategies; Viral campaigns; Trends and tools for social listening and engagement. Role of community leaders and influencers in Indian culture; comparison with digital influencers.

Unit IV: **Mobile, Email, and Affiliate Marketing**

SMS and WhatsApp marketing, App-based campaigns, Geo-location marketing, Responsive design and UX/UI, Email campaign strategies and automation, Affiliate marketing and partnerships. Local market outreach through door-to-door messaging systems; digital inclusion strategies in rural India.

Unit V: **Web Analytics, Strategy, and Ethics**

Google Analytics and other tools; Key performance indicators (KPIs); Conversion funnels; A/B testing; Legal aspects – GDPR, IT Act, data privacy; Digital marketing ethics; Case studies on Indian digital campaigns. Ethical trade and customer relationship principles from Indian epics; trust-building in digital campaigns

Suggested Readings:

Text Books

1. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing*. Pearson.
2. Ryan, D. (2021). *Understanding Digital Marketing*. Kogan Page.
3. Tuten, T. L., & Solomon, M. R. (2020). *Social Media Marketing*. Sage.
4. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.
5. Gupta, S. (2018). *Digital Marketing*. McGraw Hill.
6. Seema Gupta. (2022). *Digital Marketing: Case Studies from India*. McGraw Hill.

Reference Books

1. Kingsnorth, S. (2022). *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. Kogan Page.
2. Barker, M. et al. (2017). *Social Media Marketing: A Strategic Approach*. Cengage.
3. Heinze, A., Fletcher, G., Rashid, T., & Cruz, A. (2016). *Digital and Social Media Marketing: A Results-Driven Approach*. Routledge.
4. Zahay, D. (2020). *Digital Marketing Management*. Sage Publications.
5. Ramaswamy, V., & Namakumari, S. (2018). *Marketing Management*. Macmillan India.

6. Charlesworth, A. (2018). *Digital Marketing: A Practical Approach*. Routledge.

Web References

1. https://support.google.com/analytics – Google Analytics Academy
2. https://www.hubspot.com – HubSpot Academy (Inbound, Email, Content)
3. https://www.semrush.com – SEO and competitor analysis tools
4. https://www.mygov.in/iks – Indigenous knowledge systems and marketing
5. https://www.socialsamosa.com – Trends in Indian digital and social media marketing
6. https://www.digitalvidya.com – Indian platform for digital marketing certifications

MB 34317: Integrated Marketing Communication

Course Objectives: This course aims to equip students with a deep understanding of Integrated Marketing Communications (IMC), enabling them to craft consistent brand messages across diverse marketing channels. By leveraging cutting-edge tools and drawing insights from Indian Knowledge Systems, it seeks to empower students to develop managerial framework to optimize the IMC mix, creating a synergistic effect in communications and driving business success.

Learning Outcomes:

1. Explain the concept of IMC drawing parallels from IKS. Outline IMC Planning and its contributing factors towards developing Optimal IMC Mix and realizing marketing communication goals.
Gain a comprehensive understanding of advertising concepts, objectives, and models, learn about effective advertising appeals informed by IKS, and develop the ability to design and execute successful advertising campaigns by collaborating with ad agencies, considering ethics, effective media planning.
2. Examine Personal Selling, Public Relations, and Publicity as key IMC tools, analyzing their roles in persuasion, negotiations driven by IKS principles, and relationship-building with key stakeholders while adhering to ESG considerations.Analyze and leverage sales promotion tools and modern direct marketing methods, harnessing the power of data-driven insights to deliver personalized
3. Adapt Digital Marketing strategies, leveraging AI-driven tools, use of web analytics, and modern interactive marketing technologies to execute real-time marketing.

Contents:

Unit I: Introduction

Integrated Marketing Communication – Concept, Nature and Objectives: Learnings from IKS- Significance of Communication in *Vedas*; Elements of IMC Mix, Role of IMC in Brand Communication; IMC Messages – Processing, Development and Creative Execution; IMC Planning Process; Budgeting Approaches in IMC; Measuring IMC Effectiveness.

Unit II: Advertising and Media Planning

Integrated Marketing Communication – Concept, Nature and Objectives: Learnings from IKS- Significance of Communication in *Vedas*; Elements of IMC Mix, Role of IMC in Brand Communication; IMC Messages – Processing, Development and Creative Execution; IMC Planning Process; Budgeting Approaches in IMC; Measuring IMC Effectiveness.

Unit III: Personal Selling, Public Relation and Publicity

Personal Selling – Meaning and Principles; Personal Selling Process; Negotiation Skills – Reasoning Evidences from Nyaya Sutras; Types of Sales Closes; Public Relations – Meaning and Significance; Internal and External Publics; Tools of Public Relations, Media Strategy - PESO Framework, Crisis

Communications, ESG Considerations; Publicity-Meaning and Significance, Forms of Publicity.

Unit IV: Sales Promotion and Direct Marketing

Sales Promotion – Consumer Promotion verses Trade Promotion; Tools of Sales Promotion – Sampling, Couponing, Discount verses Rebate, Bundling verses Cross Selling; Direct Marketing- Nature and Significance; Methods of Direct Marketing, Affiliate Marketing, Influencer Marketing, Database Marketing

UNIT V: Digital Marketing and Interactive Marketing

Digital Marketing – Meaning and Significance, Tools of Digital Marketing –Search Engine Optimization, Content Marketing, Mobile Advertising, Social Media Marketing, Blog Sponsorship, Remarketing; Web Analytics - Applications; Interactive Marketing – Interactive Infographics, Gamification, User Generated Content, AR/VR based Marketing, Chatbot Marketing.

Suggested Readings:

1.**Text Books**

1. Percy, L. (2023). Strategic integrated marketing communications. 4th Edition, Routledge.
2. Blakeman, R. (2023). *Integrated marketing communication: creative strategy from idea to implementation*. 3rd Edition, Rowman & Littlefield.
3. Kelley, L. D., Sheehan, K. B., Dobias, L., Koranda, D. E., & Jugenheimer, D. W. (2022). *Advertising media planning: a brand management approach*. Routledge.
4. Juska, J. M. (2021). Integrated marketing communication: advertising and promotion in a digital world. 2nd Edition, Routledge.
5. Belch G., Belch M. & Purani (2021) Advertising & Promotion- An Integrated Marketing Communications Perspective, , 12th Edition TATA McGraw Hill
6. Andrews, J. C., & Shimp, T. A. (2018). Advertising, promotion, and other aspects of integrated marketing communications. Cengage.

Reference Books

1. Divesh Kumar, Varisha Rehman, Zillur Rahman (2024) Integrated Marketing Communication in Digital Age, Wliey
2. Silverman, D. A., & Smith, R. D. (2024). Strategic planning for public relations. Routledge.
3. Lamplugh, M. (2024). The AI Marketing Playbook: Concepts• Methods• Applications. Walter de Gruyter GmbH & Co KG.
4. Lloyd, K. (2022). Early Nyāya Logic: Rhetorical Aspects. In Handbook of logical thought in India (pp. 695-718). New Delhi: Springer India.
5. Katz, H. (2022). The media handbook: A complete guide to advertising media selection, planning, research, and buying. Routledge.
6. Spiller, L. (2020). Direct, digital & data-driven marketing. Sage.
7. Sharma, K. (2018). Advertising: Planning and Decision Making. New Delhi: Taxmann

Web References

1. Alhalwachi, L., Bukhowa, B., Eshaq, M., Burshaid, B., Taqi, N., Zaidan, A., & Askar, E. (2024). Digital Marketing: Current Trends, Rewarding Opportunities, and Overcoming Challenges. In *Business Development via AI and Digitalization:2*, 337-350. Cham: Springer Nature Switzerland.
2. Baidya, M., & Maity, B. (2010). Effectiveness of integrated marketing communications: Empirical

analysis of two brands in India. *Journal of Indian Business Research*, *2*(1), 23-31.
3. Das, S. (2021). *Search engine optimization and marketing: A recipe for success in digital marketing*. Chapman and Hall/CRC.
4. Gumber, S. (2022). NAVRAS: Reflections Of Emotions In Advertising. *Performing Arts*, *3*(1), 232-243.
5. Hassan, A., & Angawi, M. (2023). Digital Public Relations and Communication Crisis. In *Artificial Intelligence and Transforming Digital Marketing* (pp. 177-191). Cham: Springer Nature Switzerland.
6. Jacob, R. M. (2018) The Futuristic Undertones: Rasadhvani in Advertisements. *Literary Herald,* 4(1), 17-24
7. LohoChoudhury, B. (2014). Evidences of Communication from the Vedas and Natyaveda. *Media and communication: Practices and issues*, 70-79.
8. Ogunyombo, O. E. (2023). Public Relations and Power Relations Management with PESO Integrated Media Model In The Case Of Mtn Nigeria Sim Registration Crisis. *Communication, Media And Power Relations In A Multicultural Society*, 10.
9. Pal B. (2023). Rationalism in Nyaya Philosophy: An Exploration of Epistemology and Logical Reasoning, International Journal for Multi-Disciplinary Approach, (5), 1-8.
10. Penning, T. (2024). PR capacity on corporate boards: claiming the CSR and ESG responsibility?. *Journal of Communication Management*, *28*(3), 482-497.
11. Raut, S., Chandel, A., & Mittal, S. (2025). Enhancing marketing and brand communication with AI-driven content creation. In *AI, corporate social responsibility, and marketing in modern organizations* (pp. 139-172). IGI Global Scientific Publishing.
12. Saura, J. R., Palos-Sánchez, P., & Cerdá Suárez, L. M. (2017). Understanding the digital marketing environment with KPIs and web analytics. *Future internet*, *9*(4), 76.
13. Vashisht, D. (2023). Engaging and entertaining customers: Gamification in interactive marketing. In *The Palgrave Handbook of Interactive Marketing* (pp. 807-835). Cham: Springer International Publishing.

MB 34318: E-Business

Course Objectives: This course on E-Business is designed to provide MBA students with foundational and strategic insights into E-Business, focusing on digital tools, functional integration, global trends, and ethical practices in a rapidly evolving digital economy.

Learning Outcomes:

1. Define basic concepts and terminologies of E-Business and E-Commerce. Understand the models, frameworks, technologies, regulatory aspects, and evolving trends in the E-Business environment.

2. Integrate E-business tools and strategies in functional areas such as marketing, procurement, and supply chain. Critically assess the legal, ethical, and cybersecurity concerns in E-Business with reference to Indian and global regulatory frameworks.

3. Evaluate current trends like AI, blockchain, and the metaverse in E-Business and propose innovative digital business strategies for the future.

Contents:

Unit I: Introduction to E-Business

E-Business vs E-Commerce: Concepts and Evolution; Models in E-Business- B2B, B2C, C2C, G2C; Value Chain in the Digital Era; E-Business Framework and Strategy; Drivers and Challenges of E-Business;

Globalisation and E-Business.

Unit II: **Technologies for E-Business**

Internet and Web based system; Payment Gateways and Digital Wallets; E-Contracts and Digital Signatures; Supply chain integration technologies- EDI, RFID, Sensors, IoT, GPS, GIS; E-Business Platforms and Software- ERP, CRM; Cross-Border E-Business and Foreign Currency Transactions.

Unit III: **Making Functional Areas E-Business Enabled**

Value chain and supply chain; inter and intra organizational business processes, E-Supply Chain Management; E-Procurement; E-Selling; Omnichannel Retailing; E-marketing- E-Marketing Tools (Search Engine Optimization (SEO), Pay-Per-Click (PPC) Advertising, Social Media Marketing (SMM), Email Marketing, Content Marketing), Web Analytics, Personalization and Recommendation Systems.

Unit IV: **Legal; Ethical; and Security Issues in E-Business**

Introduction to Legal, Regulatory, and Ethical Considerations in E-Business; Cybersecurity- Threats, Protection and Compliance; Consumer Protection and Advertising Standards; IT Act, 2000 (India); General Data Protection Regulation (GDPR) and global data privacy regulations; Intellectual Property and Digital Rights; Ethical and Social Issues in E-Business.

Unit V: **Trends and Future of E-Business**

Artificial Intelligence, Big Data and Blockchain in E-Business; Metaverse, AR/VR and their Business Applications; Green E-Business and Sustainability in Digital Ecosystems; Indian E-Business Ecosystem- Startups, UPI, ONDC; Global Best Practices and Future Outlook.

Suggested Readings:

Text Books:

1. Taherdoost; H. (2023). E-Business Essentials. Cham: Springer Nature Switzerland.
2. Laudon; K.C. & Traver; C.G. (2021). E-commerce: Business; Technology; Society; Pearson.
3. Chaffey; D. (2019). Digital Business and E-Commerce Management; Pearson.
4. Strauss; J. & Frost; R. (2016). E-Marketing; Pearson.
5. Kalakota; R.; Robinson; M.; & Tapscott; D. (2001). E-business 2.0: Roadmap for Success (Vol. 261). Boston: Addison-Wesley.
6. Rayport; J.F. & Jaworski; B.J. (2004). Introduction to E-Commerce; McGraw-Hill.

Reference Books:

1. eBusiness & eCommerce – Managing the Digital Value Chain, Meier & Stormer, Springer
2. Dyche, J. (2015). The new IT: how technology leaders are enabling business strategy in the digital age. McGraw Hill Professional.
3. Mason, T., & Jarvis, S. (2023). Omnichannel retail: How to build winning stores in a digital world. Kogan Page Publishers.

4. Gautam, A., Jaiswal, T., & Keshari, A. (2023). International Financial Management, PHI.

5. Tyagi, A. (2016). Impact of e-recruitment on human resource. Horizon Books (A Division of Ignited Minds Edutech P Ltd).

Web References:

1. https://eprocure.gov.in/cppp/rulesandprocs/kbadqkdlcswfjdelrquehwuxcfmijmuixngudufgbuubgubfugbububjxcgfvsbdihbgfGhdfgFHytyhRtMjk4NzY=

2. https://hbr.org/2023/07/the-value-of-digital-transformation

3. https://www.library.hbs.edu/working-knowledge/leading-in-the-digital-era-where-can-digital-transformation-take-you

4. https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/five-ways-b2b-sales-leaders-can-win-with-tech-and-ai

5. Jain, V., Malviya, B. I. N. D. O. O., & Arya, S. A. T. Y. E. N. D. R. A. (2021). An overview of electronic commerce (e-Commerce). *Journal of Contemporary Issues in Business and Government*, *27*(3), 666.

6. Taher, G. (2021). E-commerce: advantages and limitations. *International Journal of Academic Research in Accounting Finance and Management Sciences*, *11*(1), 153-165.

MB 34319: International Marketing Logistics

Course Objectives: The objective of this course is to develop a comprehensive understanding of the different components of International Marketing Logistics focusing on efficient planning and control of flow of goods across the globe. It also aims to provide students with in-depth knowledge about the process of international trade infrastructure related to movement of goods from one country to the other.

Learning Outcomes:

1. To remember key logistics concepts and understand the fundamentals of international marketing logistics.

2. To apply the knowledge of international marketing logistics for analysing the efficiency of different transportation modes and various inventory techniques for cost-effective international distribution.

3. To design and develop innovative logistics solutions by integrating knowledge from various aspects of international logistics,

Contents:

Unit I: Introduction

Concept and Role of logistics in International Trade, Growing significance of international trade, Components of International trade, Historical development of International Logistics, Elements of International Logistics, Objectives and Scope of International logistics, Evolution of Logistics and Supply Chain Management in India. Reverse Logistics and Returns Management

Unit II: **International Transportation and Freight Management**

Traditional modes of transport and their modern adaptations, Different modes of transport in International Trade Air, Road, Sea, Rail and Multimodal, Selection of transportation mode considering Time, Cost and Reliability, Containerization and Unitization: Genesis, concept and classification, Inland Container Depot, Freight: Definition, Rate; Freight Structure and Practice, Role of Freight Forwarders and Non-Vessel Owning Common Carriers (NVOCC)

Unit III: **Warehousing, Packaging, and Inventory Management**

Warehousing: Functions and Types in Global Trade, Cross docking and bonded warehousing, Packaging: functions and objectives, designs and different types of packaging, Logistics Packaging vs. Marketing Packaging, Inventory Management: Introduction, Objectives, and Elements, Just-in-Time (JIT) and Vendor-Managed Inventory (VMI) in International Trade.

Unit IV: **International Trade Documentation and Insurance**

Export Documents, Import Documents, Key documents in International Logistics: Commercial Invoice, Packing List, Certificate of Origin, Inspection Certificate, Letter of Credit and Bill of Exchange, Electronic Data Interchange and digital documentation, Incoterms 2020, Role of Insurance in International Logistics, Marine Insurance policies

Unit V: **International Logistics Strategy and Logistics Infrastructure**

Designing Global Logistics Strategies, Incorporating Indian Knowledge System into modern logistics strategies, Outsourcing Logistics: 3PLs and 4PLs Chartering: Importance, Types and Process, Overview of Indian Port Sector: major ports and minor ports, Port Functions: Cargo Handling, Storage, Customs Clearance, and Ancillary Services, Transportation Infrastructure, Communication Infrastructure, Utilities Infrastructure. Role of Shipping in International Trade, Liner shipping, Bulk shipping

Suggested Readings:

Text Books:

1. Mangan, J., Calatayud, A., & Lalwani, C. (2025). *Global logistics and supply chain management* (5th ed.). John Wiley & Sons.
2. *International logistics: The management of international trade operations*. (2013). Cicero.
3. David, P. A., & Stewart, R. D. (2013). *International logistics: The management of international trade operations* (3rd ed.). Cengage Learning.
4. Divya Singh & Amit Gautam: *Export Management* – Himalaya Publishing House

Reference Books:

1. Green, C. (Ed.). (2022). *International logistics*. States Academic Press.
2. Drake, M. (2024). *Global supply chain management* (2nd ed.). Business Expert Press.
3. Kara, B. Y., Sabuncuoglu, I., & Bidanda, B. (Eds.). (2021). *Global logistics management*. CRC Press.

Web References:

1. Behar, A., Manners, P., & Nelson, B. D. (2013). Exports and international logistics. *Oxford Bulletin*

of Economics and Statistics, *75*(6), 855-886.

2. Stank, T. P., & Maltz, A. B. (1996). Some propositions on thrid party choice: Domestic vs. international logistics providers. *Journal of Marketing Theory and Practice*, *4*(2), 45-54.

3. Agyabeng-Mensah, Y., Afum, E., Acquah, I. S. K., Dacosta, E., Baah, C., & Ahenkorah, E. (2021). The role of green logistics management practices, supply chain traceability and logistics ecocentricity in sustainability performance. *The International Journal of Logistics Management*, *32*(2), 538-566.

4. Pfohl, H. C. (2023). *Logistics Management: Conception and Functions*. Springer Nature.

MB 34320: Advanced Marketing Research

Course Objectives: This course is designed to equip MBA students with advanced tools, techniques, and decision-making capabilities in marketing research, using a case-based pedagogical approach. It emphasizes the practical application of quantitative and qualitative research in solving real-world marketing problems. The course enables students to identify business issues, design appropriate research frameworks, use statistical tools, and draw actionable insights. It also fosters an understanding of emerging areas such as neuromarketing, social media analytics, and ethical considerations, while reflecting on traditional Indian approaches to consumer insight and knowledge gathering

Learning Outcomes:
1. Describe the scope, process, and ethical considerations of marketing research.
2. Explain various research designs and data collection methods including qualitative and quantitative techniques.
3. Apply statistical tools and software to analyze marketing data and draw business inferences.
4. Analyze case studies to identify research problems, interpret results, and suggest solutions.
5. Evaluate the strategic application of research findings to marketing decision-making.

Contents:

Unit I: Fundamentals of Marketing Research

Marketing research process, Role in strategic decision-making, Types of research – exploratory, descriptive, causal, Research problem formulation, Ethics in research. Traditional knowledge systems for understanding consumer behavior in ancient Indian markets.

Unit II: **Research Design and Data Collection**

Research design (cross-sectional, longitudinal, experimental), Sampling methods and sample size determination Measurement Scales – Nominal, Ordinal, Interval, Ratio; Attitude Scaling – Likert, Semantic Differential, Thurstone; Questionnaire Design and Validation; Data collection instruments – questionnaires, interviews, observation, scaling techniques. Observation-based insights in local Indian trade practices (haats, mandis).

Unit III: **Data Analysis Techniques**

Data preparation and cleaning, Descriptive statistics, Hypothesis testing, Correlation and regression, Use of Excel, SPSS, R, and Tableau for data visualization and interpretation.

Unit IV: **Advanced Analytical Tools and Applications**

Factor analysis, Cluster analysis, Conjoint analysis, Discriminant analysis, Structural Equation Modeling

(SEM), Sentiment analysis using social media data.

Unit V: **Report Writing, Ethics and Applications**

Structuring and Presenting the Research Report; Executive Summary and Visualizations; Ethical Issues – Consent, Privacy, and Honesty in Research; Real-life case studies on customer satisfaction, brand perception, product testing, pricing studies, media consumption, and B2B research, Neuro-marketing.

Suggested Readings:

Text Books

1. Malhotra, N. K., & Dash, S. (2022). *Marketing Research: An Applied Orientation*. Pearson.
2. Burns, A. C., & Veeck, A. (2020). *Marketing Research*. Pearson.
3. Hair, J. F., et al. (2018). *Essentials of Marketing Research*. McGraw Hill.
4. Kumar, V. (2014). *101 Design Methods: A Structured Approach for Driving Innovation*. Wiley.
5. Naresh Malhotra. (2021). *Review of Marketing Research*. Emerald Publishing.
6. McDaniel, C., & Gates, R. (2017). *Marketing Research*. Wiley.

Reference Books

1. Aaker, D. A., Kumar, V., & Day, G. S. (2020). *Marketing Research*. Wiley.
2. Churchill, G. A., & Iacobucci, D. (2019). *Marketing Research: Methodological Foundations*. Cengage.
3. Beri, G. C. (2018). *Marketing Research*. Tata McGraw Hill.
4. Brown, S. (2020). *Cases in Marketing Management*. Pearson.
5. Hair, J. F. et al. (2022). *Multivariate Data Analysis*. Pearson.
6. Sarstedt, M., & Mooi, E. (2019). *A Concise Guide to Market Research*. Springer.

Web References

1. https://www.qualtrics.com – Online survey and analysis tools
2. https://support.spss.com – SPSS tutorials and case applications
3. https://www.tableau.com/learn – Free data visualization training
4. https://hbr.org – Harvard Business Review case repository
5. https://www.marketingprofs.com – Case blogs and research tools
6. https://www.mygov.in/iks – Indigenous knowledge systems for market insights

Organization Behavior and Human Resource Management

Course Nos.	Title of Papers	Credits
MB 34201	Consulting to Management	4
MB 34202	Cross-Cultural Management	4
MB 34203	Cultural and Philosophical Foundations of Management	4
MB 34204	Employee Engagement	4
MB 34205	Employment Relations: Laws of Social Security	4
MB 34206	Ethical Issues in HR	4
MB 34207	Employment Relations: Laws of Industrial Relations	4
MB 34208	HR Tools and Techniques	4
MB 34209	Indian Philosophy and Leadership	4
MB 34210	Organization Change and Development	4
MB 34211	Performance and Compensation Management	4
MB 34212	Role of HR in Knowledge Management	4
MB 34213	Training and Development	4
MB 34214	HR Analytics	4
MB 34215	Psychometric Testing and HR skills	4
MB 34216	Industrial Relations in India	4

MB 34201 Consulting to Management (4 Credits)

Course Objective: The Course aims to provide a holistic perspective on Management Consulting. It also aims to develop techniques and skills of a consultant which are important for handling a consulting assignment. The course also helps to develop skills of handling a client and develop insight into some areas of consulting.
Learning outcomes: developing a strong understanding of business strategy, leadership, and interpersonal skills. Individuals will gain practical experience in problem-solving, decision-making, and stakeholder management, along with a broader perspective on organizational dynamics and goals

Unit I: Introduction: Introduction to the course and the pedagogy, Introduction to Management Consulting, Stages in Consulting process.

Unit II: Proposal: Gaining Access to a Client, Preparing a Consulting Proposal, Contracting Overview and Meeting the key professionals, Communicating the proposal effectively.

Unit III: Role of Consultants: Roles consultants Play, Entering the Client Firm, Diagnosis: Several Approaches, Diagnosis: Defining the Information Need, Presenting Diagnosis.

Unit IV: Data Collection Techniques: Several Data Collection Techniques, Review of the techniques, Analyzing Resistance to change.

Unit V: Communication: Developing Recommendations and Planning Intervention, Presenting your Analysis and Managing Group Meeting, Communicating through reports.

Suggested Readings:

1. Carrell, M.R. and Heavrin, C., 2008. Negotiating essentials: theory, skills, and practices. Prentice Hall.
2. Dessler, G., 2006. A framework for human resource management. Pearson Education India.
3. Laguna, M. and Marklund, J., 2013. Business process modeling, simulation and design. Chapman and Hall/CRC.
4. Lewicki, S.K.S. and Barcellos, A., 1977. Negotiation 5E. Tata McGraw-Hill Education.

MB 34202 Cross-Cultural Management (4 Credits)

Course Objective: This course aims to provide the learners develop a cognitive framework to appreciate the impact of culture on managerial behavior and business processes and also develop behavioral and cognitive skills to operate in the cultures of key countries. The course aims to provide a framework to apply the understanding of cultural differences to attain managerial effectiveness and provide help for designing systems and structures, HR practices, etc.

Learning Outcomes: The students focus on understanding and adapting to diverse cultures in business. Key areas include developing intercultural competence, improving communication and negotiation skills, and managing cultural differences effectively in diverse teams. Specifically, learners gain awareness of cultural nuances, learn to integrate diversity and inclusion, and understand the challenges of international assignments

Unit I: Introduction: Introduction to the course and the pedagogy, Introduction-Importance of culture, The Concept of Culture, Comparison of Cross-cultural Behavior , Culture as a system, roots of cultural identity; building blocks of culture, Major Obstacles in International Business Decisions

Unit II: Understanding Culture: Key Concepts Coverage, Key concepts in understanding culture, Edward T Hall's framework; High and low context cultures; Monochromic and polychromic cultures , Dimension of Cultural Differentiation - Geert Hoefstede's Model

Unit III: Dimension of Cultural Differentiation: Cluckhohn Coverage, Mapping the culture, Clyde Clickhohn's Cultural Orientation Framework, Structural Evolution of Global Organizations

Unit IV: Cultural Differences in Management/Business Practices Coverage: Implications for management practices, e.g., strategy, organizational forms, leadership, motivation, team-working, Ethics in International Business

Unit V: Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, Adjusting to the New Culture Coverage: Understanding and managing the culture shock; stages of cultural adjustment

Suggested Readings:

1. Adler, N.J. and Gundersen, A., 2007. International dimensions of organizational behavior. Cengage Learning.
2. Bartlett, C.A. and Ghoshal, S., 2002. Managing across borders: The transnational solution. Harvard Business Press.
3. Leaptrott, N., 1996. Rules of the game: Global business protocol. Thomson Executive Press.
4. O'Hara-Devereaux, M. and Johansen, R., 1994. Globalwork: Bridging distance, culture, and time.

MB 34203 Cultural and Philosophical Foundations of Management (4 Credits)

Course Objective: The course is designed to introduce the cultural and philosophical foundations of management education. As part of this course the students will be exposed to the contributions made by major eastern and western philosophers and also to an analysis of values such as trust, justice, honesty, integrity, fairness, prudence, respect, competition, professionalism. The course aims at making the participants understand the role of cultural context of human understanding and its implications in organizations.

Learning Outcomes: The course focuses on understanding how diverse cultures and philosophical principles impact management practices and strategies. Students should be able to analyze the influence of cultural values and beliefs on organizational culture, diversity management, and global business, as well as apply philosophical frameworks to ethical decision-making and leadership

Unit I: Introduction: Introduction to the course and the pedagogy, Introduction to Eastern and Western philosophies on education and understanding human nature, Philosophical foundations of management, Application of Trusteeship theory in management.

Unit II: Foundations: The psychological foundations of values and its impact on behavior, Morality and business, Consciousness and capitalism, Theory of Justice and management. Doctrine of karma and Kant’s postulate of morality.

Unit III: Theories: 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: 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: 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.

Readings:

1. Hume, D., 1957. An enquiry concerning the principles of morals.
2. Klafehn, J., Banerjee, P.M. and Chiu, C.Y., 2008. Navigating cultures. Handbook of cultural intelligence, 318.
3. Locke, J., 1841. An essay concerning human understanding.
4. Memmi, D., 2017. Comparative foundations of Eastern and Western thought. AI & Society, 32(3), pp.359-368.
5. Smith, A., 2010. The theory of moral sentiments. Penguin.

MB 34204: Employee Engagement (4 Credits)

Course Objective: The course aims to define what is meant by employee engagement and explain the relationship between employee engagement and motivation. The course will help participants to understand conditions that foster engagement. It will help them to understand the role of measuring employee engagement and examine the expanding scope of employee engagement.

Learning Outcomes: The course focuses on understanding the meaning of employee engagement, its components, strategic issues, and impact on organizational structures and employee relations. They also explore the benefits of engagement, including increased productivity, reduced turnover, and improved customer satisfaction. Additionally, learning outcomes may cover how to assess current engagement levels and identify strategies for improvement

Unit I: Introduction to the course and the pedagogy, employee engagement, How much of today's workforce is engaged and why it matters , The multiple factors of employee engagement. Define the relationship between employee engagement and motivation, Advantages from Employee Engagement, Millennials Motivation for Employee Engagement, Understand conditions that foster engagement.

Unit II: Organizational Dynamics of Employee Engagement, Communication and Engagement, Understand how leadership fosters engagement, How does leadership influence engagement, From HR to Corporate Social Responsibility.

Unit III: Understand the role of measuring employee engagement, measuring employee engagement , Surveying employee engagement, Examine the expanding scope of employee engagement.

Unit IV: Describe successful employee engagement strategies, What strategies, tactics and tools are being used to foster higher levels of employee engagement , After assessment, strategizing employee engagement.

Readings:

1. Carbonara, S., 2012. Manager's guide to employee engagement. McGraw Hill Professional.

2. Macey, W.H., Schneider, B., Barbera, K.M. and Young, S.A., 2011. Employee engagement: Tools for analysis, practice, and competitive advantage (Vol. 31). John Wiley & Sons.
3. Employee Engagement: A Practical Introduction: 19 (HR Fundamentals, 19) by Emma Bridger (2018) (online resources)
4. The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces they Want, the Tools they Need, and a Culture They Can Celebrate by Jacob Morgan (2017) published by Wiley
5. Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work by Kevin Kruse (2013)
6. Manager's Guide to Employee Engagement Paperback – 11 September 2012 by Scott Carbonara (Author) • Publisher : McGraw-Hill (11 September 2012)
7. The Essential Guide to Employee Engagement: Better Business Performance Through Staff Satisfaction Paperback – Illustrated, 1 August 2008 by Sarah Cook (Author) published by Publisher : Kogan Page Ltd; Illustrated edition (1 August 2008);

MB 34205 : Employment Relations: Laws of Social Security (4 Credits)

Course Objective: The course will offer brief discussion of Provisions relating to Labour in General and Trade Unions in particular in the Constitution of India and of ILO. Decent working conditions and improved quality of life of workers, ensuring India without child labor in hazardous sectors and enhancing employability through employment services and skill development on a sustainable basis.

Learning outcomes: The course typically covers understanding labor laws, social security schemes, and their impact on workers. Students learn about various social security benefits, like pensions, medical care, and maternity leave, along with the legal frameworks that protect workers' rights. They also gain knowledge of industrial relations, including dispute resolution and collective bargaining

Unit I: The Trade Union Act, 1926
Basic Provisions of the Act, definitions, Registration of Trade Unions, Trade Unions' Fund & Members and Office-bearers and Outsiders in Trade Unions, Privileges and Liabilities of Registered Trade Unions, Penalties and Procedure, A brief discussion of Recognition of Trade Unions – Selected State Laws & Procedures & Unfair Labour Practices.

Unit II: The Industrial Employment (Standing Orders) Act, 1946
Standing Orders – Introductory aspects, Certification of Standing Orders, Modification and Temporary Application of Standing Orders, Interpretation and Enforcement of Standing Orders, Payment of Subsistence Allowance.

Unit III: The Industrial Employment (Standing Orders) Act, 1946
Disciplinary Procedure, Domestic Inquiry and Disciplinary Action at the Firm Level, Model Standing Orders – Central and briefly State Level (selected).

Unit IV: The Industrial Disputes Act, 1947
History of ID legislation prior to 1947 – Objects, Scope and Application of the ID Act, Definitions: Appropriate Government, Award, ControlledIndustry, Industry, Industrial Dispute, Workman Definition and scope of Strike, Prohibition of Strikes &Lockouts, Public Utility vs. Nonpublic Utility Services - Illegal strikes. Strike – Lockout, Strike – Justification

of Strike and Lockout --Dismissal of Striking Workmen -- Wages for strike and lockout period, notice of change in conditions of service,Lay-off and Retrenchment, Retrenchment,Closure, Termination.

Suggested Readings:

1. Bray, M. and Waring, P., 2006. The rise of managerial prerogative under the Howard government. Australian Bulletin of Labour, 32(1), p.45.
2. Mamoria, S., Mamoria, C.B. &Gankar. (2010). Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House
3. Monappa, A. (2000). Industrial Relations. New Delhi: Tata McGraw Hill.
4. Sen, R. (2009). Industrial Relations in India: Text and Cases. Laxmi Publications (P) Ltd, Mumbai
5. Uzzaman& Sherwani (2000). Industrial Relations in India. Anmol Publication
6. Venkata Ratnam, C.S.&Dhal, M. (2017).Industrial Relations. Oxford University Press, India

MB 34206 Ethical issues in HR (4 Credits)

Course Objectives: - To equip HR professionals with the knowledge and skills necessary to navigate complex ethical and legal dilemmas in the workplace. To impart the moral ethical practices of various Indian and global organisation

Learning Outcomes: -

A proactive and systematic approach to address the ethical issues in Human resource management. To understand the fundamental employee rights.

To learn the fair and equitable practices in a situation of workplace discrimination, harassment etc

To learn the ethical HR policy and their strategy for integrated ethical environment at the workplace

To learn the support and guidance from the organisation for the work life balance and retention. How to convert an employee an asset of the organisation-a policy perspective

To understand the legal provisions of the Indian corporate sector of Ethical HR practices, their guidelines to regulate the diverse corporate culture in a equitable manner.

To learn the exit policy of the organisation through fair and equitable downsizing provisions for the employee.

Unit 1: Introduction to Ethical Decision Making in HR

Introduction to Business Ethics and HR:

- o Evolution of Business Ethics and its impact on HR practices
- o Ethical principles and frameworks applicable to HR decisions
- o Business ethics as eternal Indian value system.
- o Role of HR professionals in promoting ethical workplace culture

· Employee Rights and Privacy:

o Understanding fundamental employee rights in India and international contexts
o Balancing employee privacy with legitimate organizational needs
o Legal and ethical considerations of data collection, storage, and usage
· Pedagogy and Assessment:
o Introduction to active learning methodologies for ethical decision-making
o Importance of critical thinking and reflection in ethical analysis
o Assessment methods aligned with NEP 2020 focus on continuous and holistic evaluation

Unit 2: Ethical Dilemmas in the Workplace
· Workplace Ethical Issues:
o Conflicts of interest and corruption prevention strategies
o Whistle-blowing: ethical considerations and legal protections
o Insider trading and its implications for ethical HR practices
o Workplace discrimination and harassment: prevention, intervention, and resolution
o Corporate espionage and unethical competitive practices
· Case Studies and Role-playing:
o Analyzing real-world ethical dilemmas in HR through case studies
o Developing critical thinking and decision-making skills through role-playing exercises
o Fostering empathy and understanding of diverse perspectives

Unit 3: HR Strategies for Ethical Conduct
· Developing and Implementing Ethical HR Policies:
o Aligning HR policies with organizational values and ethical principles
o Stakeholder engagement in policy formulation and implementation Communication and training strategies for ethical behavior
· HRD Strategies for Responsible Business Practices:
o Integrating ethical considerations into HRD initiatives
o Promoting corporate social responsibility and sustainability
o Managing ethical dilemmas in multinational companies (MNCs)
· Emerging Ethical Issues in HR:
o Artificial intelligence and its impact on ethical decision-making in HR
o Automation and its implications for employee rights and well-being
of gig workers and the evolving nature of work relationships

Unit 4: Human Resource Retention and Employee Well being
· Human Resource Retention Strategies:
o Building trust and fostering positive employee relationships
o Creating a culture of ethical leadership and employee engagement
o Work-life balance initiatives and employee well-being programs
· Monitoring and Counselling:
o Identifying and addressing ethical concerns in the workplace
o Developing effective communication and conflict resolution skills
o Providing ethical guidance and support to empoyees

Unit 5: HR Practices in Indian Corporate Sector & EDP
· Challenges and Opportunities for Ethical HR in India:
o Cultural context and its influence on ethical decision-making
o Legal framework for ethical HR practices in India
o Best practices for ethical HR in Indian companies
· Case Studies and Analysis of Indian Ethical Issues:
o Examining ethical dilemmas faced by HR professionals in the Indian context

o Developing strategies for promoting ethical HR practices in Indian organizations
o Ethical HR issues in small business, entrepreneurs & start-ups
o Case studies on ethical HR issues from Indian business

Unit 6: Managing Downsizing and Restructuring
· Downsizing Plans and Exit Strategies:
o Ethical considerations in downsizing and restructuring processes
· Downsizing Plans and Exit Strategies:
o Ethical considerations in downsizing and restructuring processes
o Developing fair and transparent redundancy programs
o Providing support and outplacement services to affected employees
· Voluntary Retirement Schemes (VRS) and Job Discrimination:
o Ethical concerns related to VRS implementation
o Avoiding age discrimination and ensuring fairness in job selection
o Managing privacy issues during downsizing and restructuring

Suggested Readings List:

1. Brooks, L.J. and Dunn, P., 2011. Business & professional ethics. Cengage Learning.
2. Chakraborty, S.K., 1995. Ethics in management: Vedantic perspectives.
3. Chakraborty, S.K., 2001. Management and Ethics Omnibus: Management by Values, Ethics in Management, Values and Ethics for Organizations. OUP Catalogue.
4. Flynn, G. ed., 2008. Leadership and business ethics (Vol. 25). Springer Science & Business Media.
5. Velasquez, M.G. and Velazquez, M., 2002. Business ethics: Concepts and cases (Vol. 111). Upper Saddle River, NJ: Prentice Hall.

MB 34207 Employment Relations: Laws of Industrial Relations (4 Credits)

Objective: The purpose of this course is to develop an understanding in participants about the socio-political background, issues and challenges related to employee relations in the Indian context. The course attempts to generate awareness in the participants for the ground realities of industrial strife, institutionalized mechanisms to resolve conflicts and instill harmony.

Learning outcomes-

Following are the learning outcomes of the course -

1- Basic understanding of the Constitution of India.

2- Familiarity about provisions of Factory Act.

3- Sound understanding of provision of Gratuity.

4- Understanding related to the workmen compensation in India.

5- Employments of Child Labour / Minors in India.

Contents-

Unit 1- Constitution of India, Fundamental Rights including Writs, Directive Principles of State Policy, Binding effect of Supreme Court Decision (Precedent), Ordinance power of the President.

Unit 2-The Factories Act, 1948: Definitions: Factory, Manufacturing Process, Occupier, worker etc., Working Hours, Employment of Young Persons and Adult, Annual Leave with wages.

Unit 3-Payment of Gratuity Act 1972: Short title, extent and commencement, Definitions, Continuous service, controlling authority, Payment gratuity, Compulsory Insurance, Power to exempt, Nomination, Determination of the amount of gratuity, Recovery of Gratuity, Protection of Gratuity.

Unit 4-Workmen's Compensation Act, 1923 :Short title, extent and commencement , Definitions ,Employer's liability for compensation and amount of compensation, Payment of compensation , Method of calculating wages , Distribution of compensation , Protection of compensation , Notice and claim , Report / Statement of fatal accidents / serious bodily injuries ,Medical examination , Contracting ,Remedies of employer against stranger ,Insolvency of employer ,Compensation to be first charge on assets transferred by employer , Special provision relating to Seamen / Crew of Aircrafts / Workmen working abroad and motor vehicles ,Returns ,Contracting out.

Unit 5-Child Labour (Prohibition and Regulation Act, 1986):

Definitions, Prohibition of employment of children in certain occupations and processes, Regulation of conditions of work of children, The Child Labor (Prohibition and Regulation) rules, 1988.

Readings:

1. Bray, M. and Waring, P., 2006. The rise of managerial prerogative under the Howard government. Australian Bulletin of Labour, 32(1), p.45.

2. Mamoria, S., Mamoria, C.B. &Gankar. (2010). Dynamics of Industrial Relations. New Delhi: Himalaya Publishing House .

3. Monappa, A. (2000). Industrial Relations. New Delhi: Tata McGraw Hill.

4. Sen, R. (2009). Industrial Relations in India: Text and Cases. Laxmi Publications (P) Ltd, Mumbai.

5. Uzzaman& Sherwani (2000). Industrial Relations in India. Anmol Publication

6. Venkata Ratnam, C.S.&Dhal, M. (2017). Industrial Relations. Oxford University Press, India

7. Mamoria ,Mamoria& Rao (2023) Dynamics of Industrial Relations.

8. Ministry of Labour and Employment latest report.

9. ILO India Country latest Reports.

MB 34208 HR Tools and Techniques (4 Credits)

Course Objective: Introduction to the course and the pedagogy, Concept of HR Tools, Role of HR Tools and Techniques in implementing HR systems and practices, HR Tools and techniques and achieving high performance

Learning Outcomes: The course aims at developing core competencies, enhancing data literacy, and leveraging technology for HR management. These objectives aim to improve efficiency, accuracy, and data-driven decision-making within HR functions

Contents:

Unit I: HR tools and techniques, Designing and Implementing HR Tools and Techniques, The focus of the course is how to design HR tools and effectively implement given a set of HR systems, practices and processes.

Unit II: Developing implementation parameters and monitoring mechanisms, Limitations of tools and techniques in HR.

Unit III: Developing HR Systems and Tools Metrics, HR tool as an aid to implementing HR system, Assessment Centre as a tool for internal recruitment, HR systems/practices tools metrics, Implementing the metrics and HR effectiveness.

Unit IV: Contribution of HR tools and techniques, Challenges in tailor-making tools and techniques, Benchmarking tools and techniques.

Suggested Readings:

1. Gregory, R.J. (2005). Psychological testing: History, principles and applications. New Delhi: Pearson Education.
2. Kaplan, R.M. & Saccuzzo, D.P. (2007). Psychological testing: Principles, applications, and issues. Australia: Thomson Wadsworth.
3. Singh, A.K. (2006). Tests, measurements and research methods in behavioural sciences. Patna: Bharati Bhavan.

MB 34209 Indian Philosophy and Leadership (4 Credits)

Course Objective: The objective of the course is to enable the participants develop a holistic perspective towards self and managerial actions and foster organizational excellence. The course also aims to nurture value-based leadership that supports diversity and manages change effectively. The course aims to create understanding about value-based leadership. This course aims to enhance learning of students for creating sustainable and prosperous organizations through Asian concepts. The course contents are based on principles and values enshrined in the epic literature and folklore and draws from Indian Vedanta, Buddhism and Jainism.

Learning Outcomes: The course focuses on understanding ethical leadership, empathy, and the interconnectedness of all things, as well as applying these principles to contemporary leadership challenges. The course aims to develop skills in communication, managerial abilities, and interpersonal relationships, while also cultivating a global perspective and ethical decision-making.

Contents:

Unit I: Introduction to the course and the pedagogy, philosophies of Vedanta, Buddhism and Jainism.

Unit II: Exploring the self through Svabhava – Guna theory from Bhagavad Gita. Understanding the self from Buddhist and Western viewpoint.

Unit III: Value based leadership – dharma – danda model illustrated through heroes of Mahabharata. Aligning People Product and Processes for strategic change and development in organizations Vedanta approach.

Readings:

1. Aurobindo, S. (1993). Essays on Gita. Pondicherry, Shri Aurobindo Ashram.
2. Capra, F. (2003). The Hidden Connections. Harper Collins.
3. Griffiths, B. (1995). Universal Wisdom. Indus.
4. Nikam, R. K. (1973). Some Concepts of Indian Culture. Shimla: Indian Institute of Advanced Studies.
5. Vinoba, B. (2003). Talks on Gita: Gram Sewa Mandal.

MB 34210: Organization Change and Development (4 Credits)

Course Objective: The purpose of this course is to familiarize the participants with the various aspects of change management in organizations. It helps them get acquainted with the various models, theories and tools of change management that would help organizations cope in the VUCA world of today. The course primarily deals with the people side of strategic change management and attempts to develop understanding about the various issues and challenges related to different change management approaches and strategies.

Learning Outcomes: Students learn to understand the various models and theories behind change, develop strategies for implementing change, and analyze the impact of change on various aspects of an organization, including its culture, people, and processes

Unit I: Introduction to the course and the pedagogy Introduction to Organizational change and development, The evolution of HR, Developing HR as an internal consulting organization, Understanding threats to performance in a VUCA world.

Unit II: Process of Organizational Change,leading in a challenging situation • Leading change: Why transformation efforts fail, The change leader’s roadmap.

Unit III: Organisational Diagnosis, Using fishbone analysis to investigate problems, A Roadmap for Understanding Organizational Performance, Understanding Power and Politics. Communicating for Change, Appreciative Enquiry • Positive Problem Solving: How Appreciative Inquiry Works, The role of organizational leaders in employee emotion management,The role of emotions in a change process, The role of internal communication in change management.

Unit IV: Strategies for managing change in Government Sector / Mergers and Acquisitions, Change Management in mergers & acquisitions, Measuring and Changing Organizational Culture, Talent Management for Change, Measuring the effectiveness of change.

Suggested Readings:

1. Corey, M. S., & Corey, G. (2014). Groups: process and practice (9th ed.). Brooks/Cole Cengage Learning.
2. Cummings, T.G. & Worley, C.G (2009). Organization Development and Change.

California. Cengage
3. Forsyth, D. R. (2014). Group Dynamics (6thed). Cengage Learning.
4. Goleman, D. (2007). Social Intelligence: The New Science of Human Relationships. Bantom Books New York.
5. Levi, D. (2017). Group Dynamics and Teams (5th ed). India: Sage Publication.
6. Maheshwari, B. L., & Sinha, D. P. (1991). Management of Change Through HRD. Tata McGraw Hill.
7. Sharma, R. R. (2013). Change Management and organizational transformation. New Delhi. McGraw-Hill Education

MB 34211 Performance and Compensation Management (4 Credits)

Course Objective: Participants will have comprehensive understanding in performance appraisal, feedback, and counselling, along with designing performance management systems and training programmes. The course also covers core concepts in compensation management, including job evaluation, pay policies, and employee benefits.

Learning Outcomes:

Following are the learning outcomes of the course

1. A comprehensive understanding of performance management.

2. Learning tools and techniques of performance appraisal.

3. Sound knowledge of performance management systems.

4. Students will be able to address the challenges of performance and compensation management.

Contents:

Unit I-Introduction: Performance Management – Meaning, Nature and Significance, Performance management practices in India.

Unit II-Performance Appraisal – an introduction. Importance of appraisal systems, Understanding linkages between Strategy, organizational structure.

Unit III - Performance management and organizational transformation, Understanding linkages between Strategy, organizational structure and performance management systems.

Unit IV- Issues in delegating responsibility and evaluation of performance, Significance of Performance Information systems, Interlinks between Organizational development and employee performance systems.

Unit V- Performance Challenges in outsourcing, auditing a performance appraisal system, Workshop on Performance Management Frameworks.

Suggested Readings:

1. Armstrong, M. (2015). Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward (5th Ed.). London: Kogan Page.

2. Armstrong, M. (2018). Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward. London: Kogan Page.

3. Armstrong, M. & Cummins, A. (2011). The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits. London: Kogan Page.

4. Berger, L.A. & Berger, D. (2015). The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design (6th Ed.). New York: McGraw Hill.

5. Ellig, B.R. (2011). The Complete Guide to Executive Compensation. New Delhi: Tata McGraw Hill.

6. Rao, T. V. (2016). Performance Management: Toward Organizational Excellence (2nd.). New Delhi: Sage.

7. Sanghi, S. (2016). The Handbook of Competency Mapping: Understanding, designing and implementing competency models in organizations (3rd Edition.). New Delhi: Sage.

8. Goel, D. (2023) Performance Appraisal and Compensation Management: A Modern Approach

MB 34212 Role of HR in Knowledge Management (4 Credits)

Course Objective: This course attempts to build a strong relationship of organizational goals and strategy. This course will facilitate the understanding of participants on how to make the right knowledge available to the right people at the right time; how to best generate or acquire new relevant knowledge; how to manage all of these factors so as to enhance performance in light of the organization's strategic goals and short term opportunities and threats.

Learning Outcomes: The students develops understanding on how HR can support knowledge creation, capture, and dissemination; designing effective training and development programs; and promoting a culture of collaboration and knowledge sharing among employees

Contents:
Unit I: Introduction to the course and the pedagogy, Introduction to knowledge management, Understanding the significance of KM through a discussion on theories of the firm, Understanding the history, and the close relationship of KM with other concepts.

Unit II: Understanding major inputs viz. strategy, people and IT for a successful KM system, understanding knowledge, understanding the difference between data, information and knowledge, Understanding the various types of knowledge viz. tacit and explicit, Consequences of knowledge types on managing knowledge.

Unit III: Knowledge management and organization design, Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design, and understanding how organization structure can affect knowledge management.

Unit IV: Knowledge management and culture, Why and how culture affects knowledge? Why should an individual “share” knowledge and how organizational culture can help mitigate an individual's fears.

Unit V: Knowledge management, strategy and HRM, Understanding the need to align individual needs with organization, How HRM can design reward systems to facilitate KM,Using “organizational routines” for managing knowledge.

Suggested Readings:

1. Clarke, T. & Clegg, S. (1998). Changing Paradigms: the transformation of management knowledge for the 21st century. Harper Collins Business
2. Pierce, J.L. and Gardner, D.G., 2001. Management organizational behavior: an integrated perspective. South-Western.
3. Tiwana, A., 2002. The knowledge management toolkit: orchestrating IT, strategy, and knowledge platforms. Pearson Education India.

MB 34213 Training and Development (4 Credits)

Course Objectives: The objective of this course is to provide participants with an in-depth understanding of various stages of the learning, training and development process, and planning the training sub-system more effectively in an organisation. The course provides a skill-based approach towards designing and developing tools for managing the training function, including training needs assessment, designing of training and learning modules, resource planning, management of support facilities, coordination with institutions and experts, and evaluating training and learning outcomes.

Learning Outcomes: A Paper on training and development provides a comprehensive understanding of its principles, processes, and impact, including the ability to apply these concepts in practical settings. The paper aims to enhance understanding of organizational needs assessment, effective training design, and the importance of training evaluation for improved employee performance and organizational success

Contents:

Unit I: Introduction to the course and the pedagogy, Overview of the Training Process, training function in traditional and modern organisations, Stakeholders in training.

Unit II: Understanding the changing nature of the workplace, skills and competencies needed in the context of changing technology, values and aspirations of people.

Unit III: Key components of managing the training function, designing tools for and undertaking training needs analysis, and understanding the development of training modules using principles and theories of learning.

Unit IV: Instructional Objectives and Lesson Plans; Planning for and managing training, training calendar and training budget; Managing vendors and Institutions; Facility management.

Unit V: Delivery of training and learning modules, including facilitation of training and learning climate, instructional methods.

Unit VI: Measuring and evaluating training effectiveness and outcomes, including linkage with performance management and Return on Investment.

Suggested Readings:

1. Agochiya, D. (2018). Every Trainer’s Handbook (2nd ed.). New Delhi: Sage.
2. Bray, T. (2012). The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes (2nd ed.). New Delhi: Kogan Page.
3. Gane, C. (2017). Managing the Training Function: Using Instructional Technology and Systems

Concepts (Vol . 29). Oxon, UK: Routledge Library Editions.
4. Lawson, K. (2016). The Trainer's Handbook (4th ed.). New Jersey: Pfeiffer-Wiley.
5. Lynton, R., & U. Pareek. (2011). Training for Development (3rd ed.). New Delhi: Sage.

MB 34214 HR Analytics (4 Credits)

Course Objective: Organizations are increasingly leveraging human resource data for not only managing current human resources more efficiently but also use analytics for future decisions, from talent acquisition to competency development and from performance management to employee engagement. The objective of this course is to provide a detailed understanding of various qualitative and quantitative measures (metrics) of human resource activities and processes in organizations, research, track and compile these measures into data sets, and use statistical tools for analysing the data.

Learning Outcomes: The course will familiarize participants in the use of tools to analyse, interpret, and generate reports/ dash boards, for better human resource management decisions.

Contents:

Unit I: HR Metrics: Measuring HR functions and Processes: Concepts, Approaches and Objectives; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc.).

Unit II: HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics.

Unit III: Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude.

Unit IV: HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); Methods of data capture and benchmarking; Aligning HR Metrics and Organizational Performance.

Unit V: Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions, Effectiveness and Efficiency – Outcome and Impact analysis; HR Dash Boards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

Readings:

1. Bassi, L., Carpenter, R., &McMurrer, D. (2012).HR Analytics Handbook. New York: McBassi& Co.
2. Bucknall, H. & Wei, Z. (2006). Magic Numbers for Human Resource Management. New Delhi: Wiley.
3. Edwards, M.R. & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
4. Fitz-Enz, J. & Mattox-II, J. R. (2014). Predictive Analytics for Human Resources. New

Jersey: Wiley.
5. Isson, J. P. &Harriott, J. S. (2016). People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent. New Jersey: Wiley.

MB 34215 Psychometric Testing and HR skills

Course Objective: This course examines psychological assessment and testing, including principles of assessment interviewing, test selection, evaluation and report writing, and test construction and standardisation. Ability, interest, personality & vocational tests will be examined.

Learning Outcomes: Participants will be able to understand the technical, ethical and legal foundations of psychological tests. They will be able to critique psychometric instruments concerning normative data provided in a technical manual, be aware of multicultural concerns related to testing, and integrate test scores into meaningful communication as a psychological report.

Contents:

Unit I: Psychological Assessment & Testing: Definition and Purpose of psychological assessment in an organisational setting. Advancements in assessment: Use of computers. Classification of psychological tests: Behavioural observation, self-report, standardised/non-standardised, objective/projective, and dimensions measured.

Unit II: Assessment Principles: Objectivity, Standardisation, Reliability, Validity, Norms, Instrument selection, Administration, Scoring and Communicating Results.

Unit III: Ethical & Social Considerations in Testing: Ethical principles by APA, User qualifications, Testing instruments and Procedures, Protection of Privacy, Confidentiality, Communicating test results.

Unit IV: Questionnaires: Characteristics, Functions and Types.

Unit V: Interview: Types and functions of Interview, Factors affecting Interview, Advantages and Disadvantages, Important sources of error in Interview, Group Discussions, Competency Mapping.

Unit VI: Observation: Purposes and Types of Observation.

UNIT VII: Rating Scales: Meaning and Types of Rating Scales.

Unit VIII: Steps in test construction: Item Writing: Types of items, General guidelines for item writing.

Unit IX: Item Analysis: Meaning and Purpose, Item difficulty, Item validity, Internal consistency, Item analysis of Power and Speed Tests.

Unit X: Measurement of Intelligence, Ability, Aptitude and Achievement: Types of Intelligence tests, Distinction between Aptitude and Achievement Tests, Types of Aptitude and Achievement Tests.

Unit XII: Measurement of Personality: Meaning and Purpose, Tools of Personality Assessment, Measurement of Interests, Values and Attitudes, Application of various psychological assessments in an organisational setting.

Suggested Readings:

1. Aiken, R.L. & Groth- Marnat, G. (2006). Psychological testing and assessment. USA: Pearson Education.

2. Anastasi, A. &Urbina, S. (1997). Psychological testing. N.D.Pearson Education.

3. Kaplan, R.M. & Saccuzzo, D.P. (2007). Psychological testing: Principles, applications, and issues. Australia: Thomson Wadsworth.

4. McIntire, SA and Miller, LA. (2007). Foundations of psychological testing: A practical approach. Sage publications

5. Whiston, S.C. (1999). Principles and applications of assessment in counselling.

MB 34216: Industrial Relations in India

Course Description This course explores the Industrial Relations in India from a strategic business perspective. MBA students will learn to apply employment law concepts within the realities of Indian business to manage risks, ensure compliance, engage effectively with unions and workers, and align people practices with organizational strategy. The focus is on helping future managers use Industrial Relations as a tool for conflict resolution, workforce engagement, and competitive advantage. The students will be able to

1. Interpret and apply key industrial codes in business contexts.

2. Design strategic employment relations policies and systems in line with legal and ethical standards.

3. Assess the implications of trade union behavior, collective bargaining, and dispute resolution on business strategy.

4. Navigate India's new labor codes and understand their strategic implications for businesses.

5. Apply employment relations knowledge to contemporary issues like contract labour, gig work, ESG, and employer branding.

Contents:

Unit 1:

Strategic Foundations of Employment Relations

- Concept of industrial/employment relations and their strategic relevance in business
- Evolution of labor relations in India
- Key ER stakeholders: employers, trade unions, the state

Legal Framework of Industrial Relations in India

- Overview of Indian labor laws
- Constitutional foundations and regulatory bodies
- Importance of compliance from a business perspective
- Role of HR in managing labor law risks

Unit 2:

Trade Unions and Collective Bargaining

- Trade Unions Act, 1926 – Business implications
- Types of unions and their strategies
- Collective bargaining process and strategies for employers
- Engaging with unions: partnership vs. containment, Conflict Resolution and Industrial Discipline
- Grievance handling, disciplinary procedures, and natural justice
- Tools for maintaining workplace harmony
- Conciliation, arbitration, adjudication – what business leaders must know

Workforce Rationalization and Legal Aspects

- Employment separation strategies and compliance requirements
- Ethical downsizing and social sustainability
- Layoffs, retrenchment, and closure: Strategic and legal dimensions

Contract Labour and the Gig Economy

- Contract Labour (Regulation and Abolition) Act, 1970
- Informal workforce, gig workers, and new-age employment models
- Challenges and risks for business models relying on non-traditional labor
- Designing ethical and compliant gig/contract worker systems

Unit 4:

The New Indian Labor Codes

Overview of the four new labor codes:

- Code on Wages, 2019
- The Industrial Relations Code, 2022
- The Code on Social Security, 2022
- The Occupational Safety, Health and Working Conditions Code, 2020

Transition challenges and business response strategies

Employment Relations, ESG, and Responsible Business

Alignment of ER practices with sustainability and ESG goals

Role of ER in CSR, social audits, and sustainable development

Employee voice and workplace democracy as strategic assets

Suggested Readings

Core Textbooks

- Mamoria & Mamoria – Dynamics of Industrial Relations
- B.D. Singh – Industrial Relations and Labour Laws
- Dessler (India Edition) – Human Resource Management (Relevant Chapters)

Other References

- Ministry of Labour and Employment Website: https://labour.gov.in
- ILO India Country Reports
- McKinsey, Deloitte India workforce strategy reports
- HBR Articles: Employment Relations, Union Strategy, HR Compliance

Entrepreneurship

Course Nos.	Title of Papers	Credits
MB 34401	Management of Micro Finance	4
MB 34402	Corporate Innovation & Entrepreneurship	4
MB 34403	Management of Retail Business	4
MB 34404	Management of Small Business	4
MB 34405	Innovation and Entrepreneurship Management	4
MB 34406	Ethical Entrepreneurship	4
MB 34407	Management for Growing Business	4
MB 34408	Business Negotiation Practices	4
MB 34409	Indian Industrial Practices	4

MB 34401: Management of Micro Finance (4 Credits)

Objective:

The objective of this course is to provide students with a comprehensive understanding of microcredit and microfinance, particularly focusing on their role in financial inclusion and socio-economic development. It aims to equip students with the knowledge required to effectively manage microfinance institutions (MFIs), covering key areas such as financial operations, regulatory frameworks, personnel management, and strategic implementation. The course also seeks to raise awareness of the broader impact of microfinance on communities, both in India and globally.

Learning Outcomes:

1. Understand the concepts, characteristics, and models of microcredit and microfinance.

2. Analyze the role of microfinance in socio-economic development, especially in the context of India and abroad.

3. Differentiate between microfinance and micro-enterprises, and evaluate the involvement of government and non-government organizations in promoting them.

4. Develop skills for managing the financial and human resource aspects of microfinance institutions.

5. Interpret and evaluate financial statements of MFIs and understand regulatory and supervisory frameworks governing them.

Contents:

Unit-1

Introduction: Meaning, Nature and Scope of Micro-credit and Microfinance; characteristics; Distinctive features; Advantages; Microfinance and socio-economic development; Micro finance environment in India and Abroad., Micro-credit and Micro-finance models.

Unit-2

Micro-Credit and Micro Finance Vs micro trades and enterprises Government and non- government organizations in the promotion of micro-finance and micro –enterprises-micro insurance.

Unit-3

Management of Micro Finance Institutions: Personnel and financial management aspects of micro-finance institutions. Regulation and supervision of micro finance institutions.

Unit-4

Field study report on micro-credit group/micro enterprise/financial statement analysis of a MFI.

Readings:

1. Malcolm Harper, Practical Micro Finance- A Training Guide for South Asia, PHI.
2. Thomas Fisher and M.S. Sriram. 2016 "BEYONG Micro - Credit-putting Development Back into Micro – finance" Vistar Publications.

MB 34402: Corporate Innovation & Entrepreneurship (4 Credits)

Objective:

This course aims to provide students with a deep understanding of how the corporate environment influences entrepreneurial behavior within organizations. It focuses on the concept of intrapreneurship—entrepreneurial initiatives taken within established firms—and explores how companies can foster innovation, identify new opportunities, and manage entrepreneurial change. Students will learn how to navigate corporate structures to drive innovation, understand the barriers to change, and apply strategies to build a culture of intrapreneurship in the corporate ecosystem.

Learning Outcomes:

1. Differentiate between entrepreneurship and intrapreneurship and understand their relevance in corporate settings.

2. Analyze how corporate environments impact entrepreneurial efforts and innovation.

3. Identify strategies and processes for promoting innovation within mature organizations.

4. Understand and manage challenges in implementing entrepreneurial initiatives, including organizational rigidity and resistance to change.

5. Develop effective entrepreneurial teams and use cross-functional collaboration to drive innovation.

Contents:

Unit-1

Intrapreneurship Concept, Intrapreneurship & Entrepreneurship Distinction, Corporate Experiences in Intrapreneurship, Entrepreneurial initiatives in Matured Organizations, Sensing Emerging Corporate Opportunities, Corporate Learning from Entrepreneurial Initiatives Failures.

Unit-2

Entrepreneurial Strategies, Cross-Functional Teams for Intrapreneurship, Corporate Innovation, Innovation and Intrapreneurship, Growth stagnation in Successful Firms, Sources of Organisational Rigidity, Organisational Fatigue in Market Response,

Unit-3

Rekindling 'innovation, New Business Creation, Measuring/ Tracking Intrapreneurship, Channelling organisational resources for intrapreneurship, Entrepreneurial Environment to Sustain Initiatives, Processes for Overcoming Organizational Inertia.

Unit-4

Implementing Entrepreneurial Changes, Challenges Implementing Initiatives, Resolving Implementation Challenges, Entrepreneurial Leadership, Entrepreneurial Talent Recruitment, Lateral Entrepreneurial Potential, Entrepreneurial Team Building Strategies, Cross Functional Team Effectiveness,

Unit-5

Methodologies for Group Dynamics, Decision Making, Power, and Conflict in Entrepreneurial Teams. Innovative Networks Idea Sourcing, Key Individuals and Organisations in External Environment, Internal Venturing, In-house Incubation, Corporate Incubation in Entrepreneurial Ecosystem, Framework for Culture of Intrapreneurship.

Readings:

1. Michael H. Morris., 2011. Corporate Innovation & Entrepreneurship,CENGAGE Learning Custom Publishing; International Edition.
2. Peter F. Drucker. 2007. Innovation and Entrepreneurship, HarperCollins Publishers

MB 34403: Management of Retail Business (4 Credits)

Objective:

The objective of this course is to provide students with a foundational understanding of retail management by exploring its key concepts, structures, and operational techniques. The course aims to develop students' knowledge of how retail businesses function, including aspects such as store layout, merchandising, pricing, promotion, supply chain management, and salesmanship. By grasping these concepts, students will be better prepared to manage retail operations effectively and respond to evolving consumer behaviors and market dynamics.

Learning Outcomes:

1. Understand the structure and significance of the retailing system and apply marketing concepts to retail environments.

2. Analyze retail store location strategies, customer traffic flow, and visual merchandising techniques.

3. Plan and manage the retail mix, including merchandise planning, pricing, promotion, and supply chain coordination.

4. Explore and evaluate different retail formats such as chain stores, discount stores, and online retailing, including the role of IT in retail.

5. Understand the principles of effective salesmanship, manage sales force performance, and design compensation and productivity strategies.

Contents:

Unit-1

Retailing System: Meaning, Definition, Features – Significance - Structure – marketing concepts in retailing.

Unit-2

Retail Store location – Traffic flow and analysis – place of purchase – exteriors and layout –

customer traffic flow and pattern – Creative display.

Unit-3

Retailing Mix: Planning of merchandise – retail pricing – retail promotions – Supply chain management.

Unit-4

Direct marketing: Inclusive and Exclusive shops for retail outlets – Chain Stores – Discount Stores – Retailing through the internet – role of IT.

Unit-5

Salesmanship: Meaning, Definition – features of Good Salesmanship – Sales force management – Sales quota and target – Salesman productivity and Compensation

Readings:

1. Levy, Michael & Barton A. weitz. 2005,Retailing Management. Irwin Publishing
2. Morgenstein, Melvin and Harriat. 2002, Modern Retailing, Prentivce-Hall, HJ
3. Robin Murry. 2017, Social Innovation: Ways to Design, Develop and Grow Social Innovation, NESTA Publisher.
4. Stephen Spinelli. 2012. New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill Education.

MB 34404: Management of Small Business (4 Credits)

Objective:

The objective of this course is to enable students to appreciate the vital role of small businesses in the modern economy, particularly within the framework of globalization. It aims to equip students with the knowledge and skills needed to identify opportunities, overcome challenges, and successfully launch and manage small business ventures. By understanding the dynamics between small and large-scale industries, accessing sources of finance, and exploring various industry sectors, students will gain the competence to develop innovative business ideas and contribute meaningfully to economic growth, especially in the liberalized and privatized global market environment.

Learning Outcomes:

1. Define the characteristics and significance of small businesses in the Indian and global context.

2. Identify and evaluate different types of small business opportunities, including agro, mineral, artisan, and resource-based enterprises.

3. Analyze the roles of micro-enterprises and cottage industries in the economy and apply strategies for successful small business start-ups.

4. Prepare a business plan, conduct market research, and identify funding sources for small enterprises.

5. Understand the effects of liberalization, privatization, and globalization (LPG) on small businesses, and assess the role of government support and international trade prospects.

Contents:

Unit-1

Small Business. Definition – Characteristics – Categories – Dynamic Role of small business in Indian Economy – Interrelationship between small and large scale industries – Generating business ideas for starting small enterprise.

Unit-2

Profile of Small Business. AGRO Business – Allied activities of Agri business – Animal Husbandry – Marine Based Business – Mineral Based Business – Generic Resource Based Business – Artisan Resource Based Business.

Unit-3

Micro Enterprises – Village and Cottage Industry – Handicrafts – Manufacturing, Retail Trade and Services. Small Business Start – up Strategies. Identification of Business opportunity for Small Enterprise – SWOT Analysis.

Unit-4

Forming the business – Sources of Finance – Start up strategies – Market research – Managing the small business – The business plan.

Unit-5

Small Business and LPG. Problems and Prospects of Small Business in India and Tamilnadu –

Sickness of Small Business – Government Assistance – Small Business in International Trade Role of Small Business in the context of Liberalization, Privatization, and Globalization.

Readings:

1. Francis Cherunilam., 2018.Industrial Economics – Indian Perspectives. Himalaya Publishers.
2. Gopal Swaroop. 1986, Advances to Small Industries and Small Borrowers. Sultan Chand.
3. Khanka. S.S. 2013, Entrepreneurship in Small Scale Industries, Himalaya Publishing.
4. Robin Murry. 2017. Social Innovation: Ways to Design, Develop and Grow Social Innovation, NESTA Publisher.
5. Stephen Spinelli. 2012. New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill Education.

MB 34405: Innovation and Entrepreneurship Management (4 Credits)

Objective:

This course is designed to provide students with a foundational understanding of the key concepts, processes, and significance of both innovation and entrepreneurship. It aims to develop students' ability to think creatively, recognize entrepreneurial opportunities, and apply innovative approaches to real-world business challenges. By studying the history, frameworks, and practical applications of innovation and entrepreneurship, students will be equipped with the knowledge and skills necessary to become effective innovators and entrepreneurs in today’s dynamic and competitive environment.

Learning Outcomes:

1. Distinguish between creativity, invention, and innovation, and understand their relevance in the modern information age.

2. Understand and apply frameworks and tools for innovation in product, service, and technological contexts.

3. Analyze the role of knowledge management in fostering innovation and entrepreneurial thinking.

4. Evaluate entrepreneurial opportunities considering environmental, legal, and ethical factors.

5. Identify sources of capital formation and support systems for entrepreneurial ventures.

6. Learn from real-world case studies of entrepreneurship development in India and globally to draw practical insights.

Contents:

Unit-1

History of Innovation, Creativity, Invention Vs, Innovation. Traditional and Conventional Tools. Innovation in the age of Information.

Unit-2

Framework for Innovation, Need for skill development. Innovation development & deployment. Innovation in Products and services and Technological development. Role of Knowledge management in Innovation.

Unit-3

Evolution of Entrepreneurship, Understanding the entrepreneurial perspective of Individuals, Developing Creativity through knowledge management.

Unit-4

Assessment and evaluation of entrepreneurial opportunities, Environmental conditions. Legal and ethical issues. Sources of Capital Formation for entrepreneurs.

Unit-5

Case studies of entrepreneurship development in world and India.

Readings:

1. Francis Cherunilam., 2018. Industrial Economics – Indian Perspectives. Himalaya Publishers.
2. Khanka. S.S. 2013, Entrepreneurship in Small Scale Industries, Himalaya Publishing.
3. Michael H. Morris. 2011. Corporate Innovation & Entrepreneurship, CENGAGE Learning Custom Publishing; International Edition.
4. Peter F. Drucker. 2007. Innovation and Entrepreneurship, HarperCollins Publishers

MB 34408 : Business Negotiation Practices

Course Objectives

This course equips students with essential negotiation skills for business success. It covers foundational negotiation theories, practical frameworks, cross-cultural perspectives, and ethical considerations. Through simulations and real-life case studies, learners develop communication, persuasion, and conflict resolution skills in alignment with NEP 2020's focus on experiential learning and skill development.

Contents:

Unit 1: Fundamentals of Negotiation

Introduces the foundational aspects of negotiation, beginning with the definition and various types of negotiation. The negotiation process; planning, discussing, proposing, and closing. Critical concept; BATNA (Best Alternative to a Negotiated Agreement), WATNA (Worst Alternative), and ZOPA (Zone of Possible Agreement) to enhance analytical thinking in negotiation planning.

Unit 2: Strategies and Tactics in Negotiation

Negotiation strategies and the tactical tools; cognitive biases, emotional intelligence, and behavioral cues. experiential in nature, incorporating role-playing and scenario-based exercises apply theory in simulated negotiation environments, enhancing their strategic and interpersonal effectiveness.

Unit 3: Cross-Cultural and International Negotiations

Negotiating across cultural boundaries; cultural dimensions influence negotiation styles, decision making processes, and communication patterns. various negotiation practices across countries, gaining insights into both verbal and non-verbal etiquette in global business settings. Emphasis is placed on adaptability, sensitivity, and respect in multicultural negotiations. highlights traditional Indian negotiation customs and ethical conduct, integrating Indian Knowledge Systems (IKS) to indigenous approaches to diplomacy and consensus-building.

Unit 4: Negotiation in Specific Business Contexts

Negotiation theory to real-world business scenarios; commercial contracts, procurement processes, labor and employment discussions, mergers and acquisitions, and sales negotiations. Each context is analyzed for its unique challenges and negotiation requirements.

Unit 5 Indian and international case studies, theoretical knowledge with practical business application, sharpening decision-making skills in diverse professional settings.

Suggested Readings:

• Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In.
• Lewicki, R. J., Barry, B., & Saunders, D. M. (2020). Negotiation. McGraw-Hill.
• Shell, G. R. (2006). Bargaining for Advantage: Negotiation Strategies for Reasonable People.
• Ghosh, D. (2008). Business Negotiation in Indian Context.

MB 34407: Management for Growing Business (4 Credits)

Objective: To present students an insight into what involves in running and managing a growing small and medium size business in terms of its expansion and diversification.

Learning Outcomes:

1. Understand the stages and dynamics of business growth.
2. Identify and analyze different growth strategies including internal and external options.
3. Evaluate expansion and diversification methods and their implications.
4. Assess the strategic considerations and challenges in joint ventures, mergers, and acquisitions.
5. Apply strategic management principles to real-world scenarios in growing businesses.

Contents:

Unit-1

Introduction: Meaning of Growth, Need for Growth, Objectives of Growth, Stages of Growth: Introduction, Growth, Maturity, Decline

Unit-2

Growth Strategies: Meaning of Strategy, Strategy Relating to: Product, Price, Distribution. Advertising, Sales Promotion, Types of Growth Strategies: Internal and External Strategies

Unit-3

Internal Growth Strategies: Expansion: Meaning, Forms, Advantages and Disadvantages of Enterprise Expansion; Diversification: Meaning, Types, Advantages and Disadvantages of Diversification

Unit-4

External Growth Strategies I: Joint Ventures: Meaning, Conditions for Effective Joint Ventures, Types of Joint Ventures, Advantages and Disadvantages of Joint Ventures, Reasons for Failure of Joint ventures

Unit-5

External Growth Strategies II: Mergers and Acquisitions: Reasons for Mergers and Acquisitions, Types, Advantages and Disadvantages of Mergers and Acquisitions, Issues Involved in Mergers and Acquisitions

Readings:

1. H. Stevenson., 2007. Perspective on Entrepreneurship, Harvard Business Press, Boston.
2. J. Kaplan., 2009.Patterns of Entrepreneurship, Wiley.
3. J. Mullins., 2012. New Business Road Test, PHI Learning.
4. P. Burns, 2013. Entrepreneurship and Small Business, Palgrave.
5. R. Hisrich and M. Peters., 2010. Entrepreneurship. Tata McGraw Hill Publishing Company Ltd.
6. S. S. Khanka., 2015. Entrepreneurial Development. S. Chand & Company Limited.

MB 34409 : Indian Industrial Practices

Objective: The objective of this course is to provide students with a comprehensive understanding of Indian industrial practices by exploring their historical evolution, key trends, and development patterns before and after independence. It aims to analyse the transformative phases of industrial growth, policy interventions, and sectoral shifts over time. The course also focuses on contemporary developments including the impact of globalization and liberalization, and critically examines the future of Indian industries in the context of Industry 4.0 and emerging Technologies.

Contents:

Unit 1: Ancient to Pre-Modern Indian Industrial Systems

The industrial and economic landscape of ancient and medieval India; the Vedic, Mauryan, and Gupta period. Role of agriculture and crafts, and the influence of guilds (Shrenis) in organizing production; key industries such as textiles, metallurgy, shipbuilding, and maritime trade. Indian knowledge systems that supported sustainable industrial practices; heritage crafts centres or virtual explorations of ancient industrial technologies.

Unit 2: Colonial Impact on Indian Industry

Overview on the British colonial period; explores the transformation of Indian business practices due to colonial policies; shift from traditional to colonial-imposed economic structures; the emergence of Indian entrepreneurs under colonial rule, and introduction of modern infrastructure, and changes in labour and employment practices. Learners will also explore historical data and case studies to understand economic transitions during this era.

Unit 3: Post-Independence Industrial Development

India's economic condition at the time of independence and the policy frameworks introduced to promote industrial growth; Five-Year Plans, Industrial Policy Resolutions, and the establishment of Public Sector Undertakings (PSUs). The impact of Liberalization, Privatization, and Globalization (LPG reforms of 1991), along with sectoral developments in manufacturing, services, and MSMEs. key institutions and financial systems that supported industrial growth.

Unit 4: Industry 4.0, Sustainability

Contemporary and future trends in industrial development, focusing on Industry 4.0 and the core technologies driving it, such as artificial intelligence, Internet of Things (IoT), robotics, and big data.

Unit 5: Indian government initiatives like Make in India, Startup India, and the Production Linked Incentive (PLI) schemes. sustainable and green industrial practices under Industry revelation and emphasizes the role of entrepreneurship, startups, and digital transformation in shaping India’s industrial future.

Suggested Readings:

• Dutt & Sundaram, Indian Economy, S. Chand Publishing

• R. C. Dutt, The Economic History of India, London: Kegan Paul, Trench, Trübner & Co.

• Bansal, Dr. Vikram, and Deepthi B., Industry 4.0: Sustainable Industrial Approach,

Sultan Chand & Sons,

MB 34408 : Business Negotiation Practices

Course Objectives

This course equips students with essential negotiation skills for business success. It covers foundational negotiation theories, practical frameworks, cross-cultural perspectives, and ethical considerations. Through simulations and real-life case studies, learners develop communication, persuasion, and conflict resolution skills in alignment with NEP 2020's focus on experiential learning and skill development.

Contents:

Unit 1: Fundamentals of Negotiation

Introduces the foundational aspects of negotiation, beginning with the definition and various types of negotiation. The negotiation process; planning, discussing, proposing, and closing. Critical concept; BATNA (Best Alternative to a Negotiated Agreement), WATNA (Worst Alternative), and ZOPA (Zone of Possible Agreement) to enhance analytical thinking in negotiation planning.

Unit 2: Strategies and Tactics in Negotiation

Negotiation strategies and the tactical tools; cognitive biases, emotional intelligence, and behavioral cues. experiential in nature, incorporating role-playing and scenario-based exercises apply theory in simulated negotiation environments, enhancing their strategic and interpersonal effectiveness.

Unit 3: Cross-Cultural and International Negotiations

Negotiating across cultural boundaries; cultural dimensions influence negotiation styles, decision making processes, and communication patterns. various negotiation practices across countries, gaining insights into both verbal and non-verbal etiquette in global business settings. Emphasis is placed on adaptability, sensitivity, and respect in multicultural negotiations. highlights traditional Indian negotiation customs and ethical conduct, integrating Indian Knowledge Systems (IKS) to indigenous approaches to diplomacy and consensus-building.

Unit 4: Negotiation in Specific Business Contexts

Negotiation theory to real-world business scenarios; commercial contracts, procurement processes, labor and employment discussions, mergers and acquisitions, and sales negotiations.

Each context is analyzed for its unique challenges and negotiation requirements. Indian and international case studies, theoretical knowledge with practical business application, sharpening decision-making skills in diverse professional settings.

Suggested Readings

• Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes: Negotiating Agreement Without Giving In.

• Lewicki, R. J., Barry, B., & Saunders, D. M. (2020). Negotiation. McGraw-Hill.

• Shell, G. R. (2006). Bargaining for Advantage: Negotiation Strategies for Reasonable People.

• Ghosh, D. (2008). Business Negotiation in Indian Context.

Sustainable Development and Corporate Social Responsibility

Course objectives

This course introduces the fundamentals of sustainable development and corporate social responsibility (CSR), focusing on their integration into business strategy. It covers ESG issues, stakeholder engagement, sustainability frameworks, and reporting practices, while building skills in evaluating and communicating CSR impact.

Contents:

Unit-1: Introduction to Sustainable Development and CSR

Definitions and concepts of sustainable development and CSR, Historical evolution and significance of sustainability and CSR in business, Environmental Sustainability and Business Operations; Environmental challenges and impacts of business operations, Sustainable business practices: energy efficiency, waste reduction, resource conservation

Unit-2: Social Responsibility and Stakeholder Engagement

Social sues business: labor practices, human rights, community development, Stakeholder theory and stakeholder engagement strategies. Governance, Ethics, and Corporate Citizenship; Corporate governance principles and practices, Business ethics and ethical decision-making, Role of corporations in global citizenship and community development.

Unit-3: Sustainability Reporting and Standards

Sustainability reporting frameworks: Global exporting initiative (GRI). Sustainability Accounting Standards Board (SASB), Integrated reporting and triple bottom line accounting, Assurance and verification of sustainability reports. Sustainable Supply Chain Management; Principles of sustainable supply chain management, Supplier engagement and responsible sourcing practices, Supply chain transparency and traceability

Unit-4: CSR Strategy and Implementation

Developing a CSR strategy: goal-setting, implementation, evaluation, CSR integration into corporate culture and operations, Measuring and evaluating CSR performance and impact. Case studies of companies implementing sustainability and CSR initiatives, best practices in sustainable development and corporate social responsibility; Reflection on Indian models of sustainability and their contemporary relevance.

Suggested Readings:

• Werther, W. B., & Chandler, D. (2010). Strategic Corporate Social Responsibility: Stakeholders in a Global Environment. Sage Publications.

• Hopwood, B., Mellor, M., & O'Brien, G. (2005). Sustainable Development: Mapping Different Approaches. Sustainable Development, 13(1).

• Visser, W. (2008). Corporate Social Responsibility in Developing Countries. The Oxford Handbook of Corporate Social Responsibility.

• Rao, M. S. (2020). Effective CSR Strategies: Indian Perspectives and Global Best Practices. Himalaya Publishing House.

Information Technology Management

Course Code	Course Name	Credits
MB 34501	Artificial Intelligence Applications in Management	4
MB 34502	Data Visualization	4
MB 34503	Information Security Management	4
MB 34504	Business Process Management	4
MB 34505	Enterprise Systems	4
MB 34506	Business Intelligence and Data Mining	4
MB 34507	Business Analytics – Data Science Perspective	4
MB 34508	Big Data Applications in Management	4
MB 34509	Electronic Commerce	4
MB 34510	Advance Data Analytics	4
MB 34511	Machine Learning: Tools and Techniques	4
MB 34512	Digital Marketing-Analytics & Optimization	4
MB 34513	**Cloud Computing and DevOps for Business**	**4**
MB 34514	**Digital Twin and Smart Enterprise Systems**	**4**
MB 34515	**Designing Ethical and Sustainable IT Systems**	**4**
MB 34516	**Blockchain application in Business**	**4**
MB 34517	**Quantum Computing for Business Strategy**	**4**

MB 34501: Artificial Intelligence Applications in Management (4 Credits)

Course Objective: To equip management students with practical skills and applications of Artificial Intelligence technologies in various business scenarios.

Learning Outcomes:

1. Apply AI tools and platforms to real-world business and governance scenarios in India.
2. Implement machine learning models using Python/R for customer analytics and optimization.
3. Build NLP solutions for sentiment analysis, chatbots, and market intelligence.
4. Use predictive and prescriptive analytics for business forecasting and decision-making.

5. Integrate Indian traditional knowledge systems with modern AI for inclusive, ethical, and sustainable solutions.

Contents:

UNIT I

Introduction to Artificial Intelligence (AI)

AI use cases in Indian industries, AI-driven decision-making tools, AI platforms for business operations, AI in governance use cases in India, case studies on AI-based public service delivery in India, application design using AI APIs.

Exploration of ancient Indian logic systems like Nyaya and their relevance in decision-making processes supported by AI tools. Case examples from Indian governance and heritage management using AI.

UNIT II

Machine Learning Algorithms and Applications

Decision Tree Methods using Python and R, Symbol-Based Machine Learning Techniques, Neural Network Implementations for Business Insights, Genetic Programming Approaches for Business Optimization, Practical Case: Customer Analytics at Big Basket, Recommender Systems, Projects on Machine Learning Applications for Marketing Automation

Adapting Indian traditional heuristics and experiential learning (Anubhava) into data pattern recognition practices in AI models for business decisions.

UNIT III

Natural Language Processing and Cognitive Computing

Building Sentiment Analysis Models using Open-Source Tools, Developing Market Intelligence Solutions through NLP, Managing Advertisement Funnels using AI-based Tools, Chatbot Development and Customer Service Automation using NLP Libraries, Evaluating Sentiment Analysis Models on Real Business Data.

Incorporating Indian classical linguistics frameworks (Vyakarana) into the development of NLP systems for Indian languages, enriching AI tools with regional diversity and inclusivity.

UNIT IV

Predictive and Prescriptive Analytics

Industry-Specific AI Applications, Predictive Analytics Implementation in Marketing and Retail Banking, Business Simulations for Leveraging AI and IoT for Business Growth, Disruption Management using AI Tools

Leveraging Indian forecasting methods like Panchanga and traditional market prediction practices into AI-based predictive analytics for contemporary business decision-making.

UNIT V

Current Trends in AI and ML in Business

AI Use Cases in Finance, HR, Marketing, Operations, Developing AI-driven Business Models, Hands-on Industry Projects, AI in Sustainable Business Practices

Integrating Indian ecological knowledge and ethical frameworks into AI models for sustainability and *social entrepreneurship in India.*

Suggested Readings:

1. Bishop, C.M., 2006. Pattern recognition and machine learning. Springer.
2. KAMATH, U.L. and WHITAKER, J., 2019. DEEP LEARNING FOR NLP AND SPEECH RECOGNITION. SPRINGER NATURE.
3. Ng, A., 2017. Machine learning yearning. URL: http://www.mlyearning. org/(96).
4. Pedregosa, F., Varoquaux, G., Gramfort, A., Michel, V., Thirion, B., Grisel, O., Blondel, M., Prettenhofer, P., Weiss, R., Dubourg, V. and Vanderplas, J., 2011. Scikit- learn: Machine learning in Python. Journal of machine learning research, 12(Oct), pp.2825-2830.
5. Scholkopf, B. and Smola, A.J., 2001. Learning with kernels: support vector machines, regularization, optimization, and beyond. MIT press.

MB 34502: Data Visualization (4 Credits)

Course Objective:

The course aims to impart skills and enable students to apply design principles for creating effective visualizations that coincide with industry requirements. It encourages better understanding of business activities to uncover relevant business insights.

Learning Outcomes:

1. Understand data modeling concepts and visualize data using design principles.
2. Create effective visualizations using Python (Matplotlib, Pandas) and Tableau.
3. Build interactive dashboards and perform analytics with Power BI.
4. Visualize geospatial and social media data using maps and animations.
5. Apply traditional Indian design aesthetics to enhance visual storytelling and dashboard design.

Contents:

UNIT I

Data Modelling Concepts and Data Visualisation

Introduction to data modelling, Components of a data model - data entities, attributes and associations, and their representation, Conceptual Data Modelling using Entity Relationship Diagrams, Introduction to data visualization, telling stories with data, Basic design principles for charts and graphs, Common tools for creating data visualizations.

Understanding ancient Indian data recording techniques such as palm leaf manuscripts, temple inscriptions, and visual storytelling in Indian art forms. Discuss how these traditional methods emphasized clarity, symbolism, and structure in presenting complex information.

UNIT II

Basics of Python programming for Data Visualisation

Learning Python: Basics of Python, List, Functions & Packages, Numpy, Matplotlib, Control Flow and

Pandas, summarizing data using Python

UNIT III

Visualization with Tableau Desktop

Tableau Software Ecosystem, Tableau Desktop and Tableau, Introducing the Tableau Desktop Workspace, Connecting to Your Data, Joining Database Tables with Tableau, Chart types in Tableau, Trend Lines and Reference, Sorting Data in Tableau , Enhancing Views with Filters, Sets, Groups, and Hierarchies , Creating Calculations to gain Insights into the Data, Aggregation, Calculated Values and Table Calculations, Building Formulas Using Table , Adding Flexibility to Calculations with Parameters. Visualizing Social Media Data - Visualizing Twitter data by Engagement rate, top tweets, tweet timelines.

Exploring the principles of proportion, symmetry, and balance used in Indian temple architecture and art, and their relevance in designing effective visual layouts in dashboards.

UNIT IV

Introduction to Power BI

Get data in Power BI, Clean, transform, and load data in Power BI, design a semantic model in Power BI, add measures to Power BI Desktop models, Add calculated tables and columns to Power BI Desktop models, Use DAX time intelligence functions in Power BI Desktop models, Optimize a model for performance in Power BI, Design Power BI reports, Perform analytics in Power BI, Create dashboards in Power BI

Bringing It All Together with Dashboards

How Dashboard Facilitates Analysis and Understanding, Best Practices for Dashboard Building.

Applying the Indian aesthetic philosophy of Rasa (emotional essence) and Navarasa in creating impactful dashboards that engage users emotionally and intellectually.

UNIT V

Visualizing Geospatial Data and Creating and Designing animations

Using Maps to Improve Insight, Creating a Standard Map, Adding Custom Geocoding to Your Data source, Using Custom Background Images to Plot Spatial Data, Shaping Data to Enable Point-to-Point Mapping, Animating Maps Using the Pages Shelf or Slider Filters.

Studying ancient Indian cartographic practices like the Bhugola (cosmographical maps) and integrating cultural perspectives on geography and spatial data representation.

Suggested Readings:

1. Elmasri, R., 2008. Fundamentals of database systems. Pearson Education India.
2. Murray, D.G., 2013. Tableau your data!: fast and easy visual analysis with tableau software. John Wiley & Sons.
3. Satzinger, J.W., Jackson, R.B. and Burd, S.D., 2011. Systems analysis and design in a changing

world. Cengage learning.
4. Tufte, E.R., 2001. The visual display of quantitative information (Vol. 2). Cheshire, CT: Graphics press.
5. Yau, N., 2013. Data points: visualization that means something. John Wiley & Sons.
6. Yau, N., 2011. Visualize this: the Flowing Data guide to design, visualization, and statistics. John Wiley & Sons.

MB 34503: Information Security Management (4 Credits)

Course Objective: This course is intended to provide a broad overview of information security concepts and basic foundation-level knowledge of information security management practices. This is also intended to give a broad understanding and introduction to the field of Information Security Management, including current commercial and financial security issues and areas of concern.

Learning Outcomes:

1. Understand key concepts of information security, threats, and cryptographic methods.
2. Apply network security tools like firewalls, IDS, VPNs, and secure communication protocols.
3. Evaluate and manage security in e-commerce and digital payment systems.
4. Develop risk management strategies and assess the economics of cyber-security.
5. Analyze privacy and ethical issues using modern laws and traditional Indian perspectives.

Contents:

UNIT I

Understanding Information Security and Security Threats

Meaning of Information Security, Confidentiality, Integrity, Authentication, Authorization, Privacy, Security Vulnerabilities, threats and Attacks – Malwares, Rootkits, Botnets, Computer Criminals, Hacking, Cryptography as Defence Mechanisms, Cryptography and Encryption, Cryptographic Algorithms, Uses of encryption, Cryptographic hash Functions, Key exchange, Digital Signatures, Digital Certificates, Public Key Infrastructure (PKI).

Ancient encryption techniques from Kautilya's Arthashastra, Traditional secret code practices in Indian warfare, Use of symbolic messages in Indian epics, Historical Indian systems for protecting sensitive information

UNIT II

Network Security

Network Concepts, Threats in networks, Network Security Controls, Honeypots, Firewalls, Intrusion Detection Systems, VPN, Secure E-Mail, Security for Cloud, Security for IoT (Internet of Things).

Layered security inspired by Indian fort architecture, Strategic access control parallels from ancient Indian city planning, Use of symbolic barriers and checkpoints in Indian defense systems

UNIT III

Security for E-Commerce

Security Threats to E-commerce, Electronic Payments Systems and Security, Credit-Card Transactions, Online Credit-Card Frauds, Digital Currency, E-Wallets, Smart Cards, Securing E-commerce Networks - Security Protocols like HTTPS, SSL, Firewalls, Personal Firewalls, IDS, VPNs.

Trust mechanisms in ancient Indian trade networks, Community dispute resolution methods in Indian bazaars, Application of traditional safeguarding practices to digital payment systems

UNIT IV

Administering Security and Economics of Cyber- Security

Security Planning, Risk Analysis, Organizational Security Policies, Physical Security, Economics of Cyber-security, Quantifying Security, Modelling Security, Economics and Privacy, Economics and Integrity, Economics and Regulation.

Balancing of Dharma and Artha from Indian philosophy in risk management, Decision-making frameworks from Indian scriptures for prioritizing security investments, Application of Panchatantra's lessons on foresight and preparedness

UNIT V

Privacy in Computing

Privacy Concepts, Privacy Principles and Policies, Authentication and Privacy, Privacy on the web, Email security, Impacts on Technologies, RFID, VoIP and Skype.

Cultural concepts of personal information respect in Indian traditions, Role of societal privacy in Indian community structures, Reflection on data minimization from Indian minimalist lifestyles

Legal and Ethical Issues in Computer Security

Information and the Law, Rights of Employees and Employers, Redress for software Failures, Computer Crime, Ethical Issues in Computer Security.

Ethical principles from Manusmriti in digital conduct, Application of Kautilya's statecraft ethics to cyber governance, Panchatantra's lessons on deception and honesty in digital ethics

Suggested Readings:

1. Elisan, C.C., 2012. Malware, Rootkits & Botnets A Beginner's Guide. McGraw Hill Professional.
2. King, D., Chung, H.M., Lee, J.K. and Turban, E., 1999. Electronic commerce: A managerial perspective. Prentice Hall PTR.
3. Pfleeger, C.P. and Pfleeger, S.L., 2002. Security in computing. Prentice Hall Professional Technical Reference.
4. Tipton, H.F. and Nozaki, M.K., 2007. Information security management handbook. CRC press.
5. Whitman, M.E. and Mattord, H.J., 2011. Principles of information security. Cengage Learning.

MB 34504: Business Process Management (4 Credits)

Course Objective: The course addresses the methods and techniques required to analyse, design, implement, automate, and evaluate business processes. Structured along the phases of the Business Process Management (BPM) life cycle, students learn to analyse organizational performance from a process perspective, redesign processes using value-focused techniques, design workflows and implement them in BPM systems, simulate new process designs, and create process analytics applications using dashboards.

Learning Outcome:

1. Analyse and model business processes using quantitative and qualitative techniques.
2. Design and simulate efficient workflows using BPM tools and systems.
3. Manage and optimize process performance through benchmarking and maturity models.
4. Redesign business processes using improvement heuristics and innovation methods.
5. Automate, monitor, and enhance processes using process mining and analytics tools.

Contents:

UNIT I

Business Process Analysis and Design

Introduction to Business Process Design, Process Management and Process Oriented Improvement Programs, Quantitative perspective on process modelling and design.

Studying efficiency-focused systems in ancient Indian trade routes, Analysis of process design in temple management systems, Application of precision and flow from Indian classical dance and crafts.

UNIT II

Technology Support for Business Processes

A Simulation Based Methodology for Designing Business Processes, Basic Tools for Process Design, Workflows & BPMS.

Application of automation analogies from ancient Indian water management systems, Concept of work segmentation in Indian village administration

UNIT III

Managing Processes

Managing Process Flows, Introduction to Queuing and Simulation, Modeling and Simulating Business Processes, Input and Output Data Analysis, Optimizing Business Process Performance, Process Benchmarking with Data Envelopment Analysis, Process Innovation, Data Envelopment Analysis (DEA), Governing BPM Efforts, Process Management Maturity.

Exploring process governance models from Kautilya's Arthashastra, Use of empirical benchmarking from Indian temple economies and guilds

UNIT IV

Process Analysis

Qualitative process analysis, value added analysis, root cause analysis, pareto analysis, issue register. Quantitative Analysis, queuing theory, process simulation.

Analyzing problem-solving approaches from Indian epics, Traditional Indian decision-making heuristics in process optimization

UNIT V

Process Redesign

Business process reengineering, incremental process improvement, Devil's triangle, redesign heuristics- task elimination, task composition, triage, sequencing, parallelism, process standardization, resource optimization, communication optimization

Applying principles of simplification and standardization from ancient Indian crafts, Reimagining process flows inspired by Indian architectural design heuristics

Process Automation and Monitoring

Process Automation, Process Monitoring, Limitation of Process Modelling, Process Mining, event logs, extracting process models from events logs, control flow mining, alpha algorithm, process monitoring, conformance checking, organizational mining, process enhancement

Analyzing traditional monitoring practices from Indian administrative systems, Event recording and auditing practices from Indian temple and community governance

Suggested Readings:

1. Davis, R. and Brabander, E., 2007. ARIS design platform: getting started with BPM. Springer Science & Business Media.
2. Dumas, M., La Rosa, M., Mendling, J. and Reijers, H.A., 2013. Fundamentals of business process management (Vol. 1, p. 2). Heidelberg: Springer.
3. Laguna, M. and Marklund, J., 2013. Business process modeling, simulation and design. Chapman and Hall/CRC.
4. Van Der Aalst, W., 2011. Process mining: discovery, conformance and enhancement of business processes (Vol. 2). Heidelberg: Springer.

MB 34505: Enterprise Systems (4 Credits)

Course Objective: This course provides an overview of Enterprise Systems for business process integration, and introduces students how enterprise systems are used to make & manage effective business decisions

Learning Outcomes:

1. Understand the components, functions, and benefits of enterprise systems, especially ERP.
2. Navigate and apply ERP tools like Microsoft Dynamics AX for core business functions.
3. Manage sales, marketing, and customer relationships using CRM modules and lifecycle services.
4. Apply ERP systems in manufacturing, finance, and project management for process integration.
5. Evaluate ERP architecture, implementation strategies, and trends like SOA and cloud computing.

Contents:

UNIT I

Introduction and Basic Concepts of Enterprise Systems

What is an Enterprise System? Need for an Enterprise System, in particular ERP system, Definitions and Components of Enterprise System, Benefits from an Enterprise System, How does an ERP System work?

Exploring business process integration in ancient Indian trade guilds, Study of integrated temple management systems, Understanding holistic systems thinking from Indian philosophical texts

UNIT II

Introduction to Dynamics AX ERP System

Application overview, Introduction to Dynamics ERP, Supply Chain Management Basics, Application walkthrough, Basics of Supply chain Management.

Analysis of ancient Indian supply chain and logistics systems, Application of resource flow efficiency from Kautilya's Arthashastra to ERP supply chain modules

UNIT III

CRM Track (Sales and Marketing Management)

Application walkthrough, Sales and marketing, ERP Sales Kit, Implementation methodology, introduction to Life Cycle Services, Life Cycle Services, Collaborative workspace management (CWM), ERP Implementation Strategies.

Customer relationship principles from Indian trade practices, Community-based sales practices from Indian rural markets, Application of Indian cooperative models to CRM process integration

UNIT IV

Manufacturing track

Application walkthrough, Production and Planning Management, Finance, Project Account and User Security, Finance and Accounting, Business Intelligence.

Production management lessons from ancient Indian artisanal clusters, Financial management practices in Indian temple treasuries, Insights from Panchatantra on planning and resource allocation

UNIT V

Enterprise Architecture and ERP trends

Definition and Solutions – SOA and Cloud Computing, ERP Implementation/ Development Issues, Gartner 8 key Successful ERP Implementations, Misleading Cost Estimates, Reporting & Business Intelligence, Governance and Management of IS.

Architectural parallels from Indian temple and city designs applied to enterprise architecture, Insights on governance from Indian administrative models, Role of information stewardship in ancient Indian systems

Suggested Readings:

1. Bansal, V., 2012. Enterprise Resource Planning. Pearson Education India.
2. Leon, A., 2008. ERP demystified. Tata McGraw-Hill Education.
3. Magal, S.R. and Word, J., 2011. Integrated business processes with ERP systems. Wiley Publishing.
4. Monk, E. and Wagner, B., 2012. Concepts in enterprise resource planning. Cengage Learning.
5. Motiwalla, L. and Thompson, J., 2008. Enterprise systems for management. Prentice Hall Press.
6. O'Leary, D.E., 2000. Enterprise resource planning systems: systems, life cycle, electronic commerce,

and risk. Cambridge university press.
7. Wallace, T.F. and Kremzar, M.H., 2002. ERP: making it happen: the implementers' guide to success with enterprise resource planning (Vol. 14). John Wiley & Sons.

MB 34506: Business Intelligence and Data Mining (4 Credits)

Course Objective: The course aims to impart practical skills enabling students to approach business problems analytically using business intelligence and data mining tools for decision support.

Learning Outcomes:

1. Understand BI architecture, data warehousing, and ETL processes.
2. Perform OLAP operations and create multi-dimensional reports using Tableau.
3. Apply data mining and text mining techniques for extracting business insights.
4. Build and evaluate classification models like Decision Trees, SVMs, and Neural Networks.
5. Use association rules and clustering methods for market analysis and customer segmentation.

Contents:

UNIT I

Introduction to Business Intelligence and Data Warehousing

Evolution and Need of BI, Data Warehousing and BI Architecture, Business Value of BI Applications, Extraction Transformation & Load (ETL) Process.

Data archiving practices from ancient Indian granaries and treasuries, Decision-making based on empirical data in Arthashastra, Traditional Indian approaches to structured knowledge repositories

UNIT II

OLAP using Tableau

Online Analytical Processing (OLAP) Architecture, Multidimensional Database (MDD), Data Cubes & Hyper-cubes, Drill-down and roll-up, slice-and-dice or rotation, ROLAP, MOLAP & HOLAP Data Model.

Multi-dimensional decision frameworks from Indian scriptures, Application of layered knowledge representation seen in Indian cosmology to OLAP models

UNIT III

Data Mining (DM) and Text Mining

Fundamental Concepts, Architectural Aspects of Data Mining, Overview of Data Mining Techniques, Data Mining Applications, Data Mining Process, Text Mining Process and Tools & Applications, Text Pre-Processing, Tabular Representation of Text: Term-Document Matrix and “Bag-of-Words”.

Analyzing ancient Indian manuscripts using text mining concepts, Extraction of structured insights from Indian historical documents and inscriptions

UNIT IV

Classification

Naïve Bayes classification, K-Nearest Neighbour, Decision Trees, Neural Networks, Support Vector Machines (SVMs), Random Forest Classifier, Classification Model Selection and Evaluation.

Analyzing classification decision patterns in ancient Indian justice systems, Use of logical classification in Indian philosophical texts

UNIT V

Market Basket Analysis using Association Rules

Discovering Association Rules in Transactional DB,Generating candidate rules using Apriori Algorithm, Eclat Algorithm, Selecting Strong Rules, Support, Confidence and Lift statistics.

Understanding traditional Indian market basket patterns, Community consumption behavior analysis from ancient Indian village records

Cluster Analysis

Customer Segmentation and Clustering, K-Means Clustering Algorithm, Hierarchical Clustering Algorithm, Interpreting and Evaluating Clusters

Segmenting community behaviors using ancient Indian census-like data, Application of social group clustering patterns from Indian caste and guild systems

Suggested Readings:

1. Berry, M.J. and Linoff, G.S., 2004. Data mining techniques: for marketing, sales, and customer relationship management. John Wiley & Sons.
2. Dass, R., 2009, January. Using Association Rule Mining for Behavioral Analysis of School Students: A Case from India. In 2009 42nd Hawaii International Conference on System Sciences (pp. 1-6). IEEE.
3. Gupta, G.K., 2014. Introduction to data mining with case studies. PHI Learning Pvt. Ltd..
4. Linoff, G.S. and Berry, M.J., 2011. Data mining techniques: for marketing, sales, and customer relationship management. John Wiley & Sons.
5. Shmueli, G., Bruce, P.C., Yahav, I., Patel, N.R. and Lichtendahl Jr, K.C., 2017. Data mining for business analytics: concepts, techniques, and applications in R. John Wiley & Sons.
6. Tan, P.N., 2018. Introduction to data mining. Pearson Education India.
7. Turban, E., Sharda, R., Aronson, J.E. and King, D., 2008. Business intelligence: A managerial approach (pp. 58-59). Upper Saddle River, NJ: Pearson Prentice Hall.

MB 34507: Business Analytics – Data Science Perspective (4 Credits)

Course Objective: The objective of this course is to gain new insights and understand business performance based on statistical & machine learning techniques and to provide in-depth knowledge of data analytics techniques and their applications in improving business processes and decision-making.

Learning Outcome:

1. Apply R programming for data handling, visualization, and preparation.
2. Clean, transform, and explore data using statistical techniques.
3. Build and evaluate predictive models like linear regression.
4. Use classification and clustering algorithms for business insights.
5. Analyze supply chain decisions using multi-criteria methods and tools.

Contents:

UNIT I

Mastering the basics of R programming and data understanding & preparation

Introduction to R: Basics of R - Basic Math, Variables, Basic data types, Vectors, Advanced Data Structure – Matrices, Factors, List, Data Frames; Loading data into R - Data input, importing data from Excel, Importing data from Web, Graphics in R - Bar graph, Scatter plots, Corrograms

Exploration of Indian numeric systems and data structures from historical texts, Visualization traditions in Indian manuscripts and temple murals, Principles of harmony and balance from Indian art applied to data visualization

UNIT II

Data Understanding & Preparation

Data Pre-processing: Data cleaning, handling missing values and outliers, measures of centre & spread, Data Transformation: Need for transformations, min-max transformations, Z-scores, transforming categorical variables into numeric variables, binning numerical variables, Data Exploration: Data Exploration exploring numeric variables, exploring categorical variables, deriving new variables.

Data classification practices from Indian census-like records, Ancient Indian systems of data purification and validation, Categorization methods used in Ayurveda and other traditional sciences

UNIT III

Predictive Analytics

Understanding supervised learning algorithms: Linear Regression: Introduction to simple and multiple linear regression, Regression diagnostic–R-squared, identifying multicollinearity and handling, model selection strategy, Common task framework for model evaluation – training cross-validation and test set.

Regression analogies from predictive practices in Indian astrology, Application of inference and cause-effect understanding in ancient Indian logic systems

UNIT IV

Understanding supervised and unsupervised learning algorithms

Logistic Regression: Introduction to logistic regression, Logistic regression diagnostic: Wald statistics, Hosmer Lemeshow test, Classification Matrix, Sensitivity, Specificity, ROC Curve, Strategy to find the optimal cut-off, Case study using logistic regression techniques and hands- on using R code for regression. Other Classification techniques like KNN, SVM, Random Forest, Decision Tree, Naïve Bayes, Neural Network ; Understanding Unsupervised Learning Algorithm: Clustering, Association Rule mining - Market

Basket Analysis

Decision-making heuristics from ancient Indian texts like Arthashastra, Use of scenario-based analysis in Indian statecraft for classification and risk assessment

UNIT V

Supply chain Analytics

Supply chain Analytics Analytical Hierarchical Process – A multi-criteria decision-making approach Software tools, like Advanced MS-Excel & R-studio for analysing complex data

Hierarchical decision-making models from Indian administrative systems, Multi-criteria assessment approaches seen in Indian temple logistics and festival management

Suggested Readings:

1. Evans, J.R., 2016. Business analytics. Pearson Higher Ed.
2. Larose, D.T., 2015. Data mining and predictive analytics. John Wiley & Sons.
3. Lander, J.P., 2014. R for everyone: advanced analytics and graphics. Pearson Education.
4. Mathirajan, M., 2019. Business Analytics: The Science of Data-Driven Decision Making, U. Dinesh Kumar, Wiley (2017), 736 pp, INR 729.
5. Shmueli, G., Patel, N.R. and Bruce, P.C., 2011. Data mining for business intelligence: Concepts, techniques, and applications in Microsoft Office Excel with XLMiner. John Wiley and Sons.
6. Taylor, B.W., Bector, C.R., Bhatt, S.K. and Rosenbloom, E.S., 1996. Introduction to management science. New Jersey: Prentice Hall.
7. Whigham, D., 2007. Business data analysis using Excel. Oxford University Press.
8. HBR if subscribed and other equivalent Case tools subscribed by the library

MB 34508: Big Data Applications in Management (4 Credits)

Course Objective: The course aims to help industry professionals to understand domain knowledge and applications of analytics of business data in a global environment.

Learning Outcome:

1. Understand Big Data concepts, types, and their impact on business transformation.
2. Develop Big Data strategies aligned with key business initiatives and decisions.
3. Apply analytics in business functions, industries, and social media contexts.
4. Use Big Data technologies like Hadoop, Hive, R, and cloud platforms for data analysis.
5. Create effective visualizations and apply ethical data practices inspired by traditional and modern systems.

Content:

UNIT I

Overview of Big Data

What is Big Data? Evolution of Big Data, Structuring Big Data, Types of Data, Elements of Big Data, Business Transformation Imperative, Business and Organizational Impact of Big Data

Exploring large-scale data organization in Indian temple economies, Application of structured data collection from Indian census practices, Community knowledge management systems from ancient India

UNIT II

Big Data Strategy Document

Establishing Common Business Terminology, Identifying the Organizational Key Business Initiatives, Identifying Key Business Entities, Key Decisions and Data Sources.

Analyzing decision-making frameworks from Indian administrative systems, Mapping information ecosystems inspired by Indian epics and governance models

Applications of Analytics

Analytics for Business Support Functions, Analytics in Industries, Anatomy of Social Media Analytics, Anatomy and Components of Recommendation Systems, Reporting and Analysis, Types of Analytics, Points to Consider during Analysis, Text Analytics

Analyzing consumer behavior patterns from Indian market traditions, Personalization strategies derived from Indian community engagement practices

UNIT III

Introducing Technologies for Handling Big Data

Distributed and Parallel Computing for Big Data, Cloud Computing and Big Data – Features of Cloud Computing, Cloud Development Model, Delivery Model, Services for Big Data, Providers in Big Data Market.

Applying distributed task management models from Indian village governance, Collaborative work distribution patterns from ancient Indian guilds

Big Data Visualization

Ways of Representing Visual Data, Types of Data Visualization, Visualizing Big Data, Deriving Business Solution, Analytical Techniques used in Big Data Visualization.

Data visualization traditions from Indian art forms and epics, Use of symbolism and layered visuals in Indian storytelling applied to data visualization

UNIT IV

Understanding Hadoop Ecosystem

Configuring Hadoop Distributed File System (HDFS), Running MapReduce jobs using real datasets, Using HBase for data storage and retrieval, Writing Hive queries for data manipulation, Performing data analysis using Pig scripts.

Analogies of distributed information flow from Indian trade and knowledge networks, Applying resource and process efficiency principles from Indian temple logistics

Analytical Approaches and Tools to Analyse Data

Using R and RHadoop for data analysis, Data cleaning, manipulation, and processing in R, Merging, sorting, and shaping data in R, Performing text mining using RHadoop, Data mining using Hive

Data aggregation practices from Indian community record keeping, Use of structured data narratives from Indian philosophical texts

UNIT V

Social Media Analytics, Text Mining and Data Privacy

Social Media, Key elements of Social Media, Text Mining, Sentiment Analysis, Online Social Media Analysis, Personalisation and Relationships, Rights and Responsibilities, Conscientious and Conscious Responsibility.

Ethical considerations in information sharing from Indian philosophical thought, Privacy and responsibility lessons from Indian social structures and governance

Suggested Readings:

1. Baesens, B., 2014. Analytics in a big data world: The essential guide to data science and its applications. John Wiley & Sons.
2. Hurwitz, J.S., Nugent, A., Halper, F. and Kaufman, M., 2013. Big data for dummies. John Wiley & Sons.
3. Jorgensen, A., Rowland-Jones, J., Welch, J., Clark, D., Price, C. and Mitchell, B., 2014. Microsoft big data solutions. John Wiley & Sons.
4. Ohlhorst, F.J., 2012. Big data analytics: turning big data into big money (Vol. 65). John Wiley & Sons.
5. Mukerji, S.K., Khan, A.S. and Singh, Y.P., 2018. Electromagnetics for electrical machines. CRC Press.
6. Minelli, M., Chambers, M. and Dhiraj, A., 2013. Big data, big analytics: emerging business intelligence and analytic trends for today's businesses (Vol. 578). John Wiley & Sons.
7. Schmarzo, B., 2013. Big Data: Understanding how data powers big business. John Wiley & Sons.

MB 34509: Electronic Commerce (4 Credits)

Course Objective: The course focuses on hands-on applications of e-commerce models, technologies, and strategies to implement and manage online business solutions.

Learning Outcomes:

1. Understand e-commerce models, technologies, and market dynamics with historical parallels from Indian trade systems.

2. Design and implement e-commerce websites using client-server architecture and multimedia content.

3. Apply cybersecurity and payment system protocols, including encryption, PKI, and digital currencies.

4. Develop e-business strategies and mobile platforms using modern tools and traditional Indian planning frameworks.

5. Create e-supply chains, retail portals, and marketing campaigns while addressing privacy, IPR, and

ethical concerns.

Content:
UNIT I

Introduction to e-business and e-Commerce

What is e-commerce? What is e-Business, digital marketing, internet marketing e- Marketing? Why study e-commerce? Meaning of Marketing, Value proposition, Value chain, Changing realities of marketing – Technology, Globalization, Concern for sustainability, Role of technology in marketing, Types of e-commerce transactions, unique features of e-commerce technologies, Evolution of e-Commerce, 3 themes for studying e-commerce, Assessment of e- commerce deployment till date and predictions, Understanding e-commerce market-space, Impact of e-commerce on Business, Business Models – Concepts, Key elements, Generic Models for B2C, B2B, Case studies of e-commerce companies, Traditional commerce and EDI, Technology and Network Infrastructure for E-Commerce.

Studying historical trade models of India and their digital analogues, Application of Indian merchant guild structures to B2B platforms, Role of community-based value systems in Indian commerce traditions

UNIT II

Architectural framework for e-Commerce, Network infrastructure

Setting up client-server architectures for e-commerce websites, Configuring TCP-IP and packet switching simulations, Setting up FTP, email APIs, HTTP servers, Developing multimedia content using HTML, ASP, integrating images, audio, and video for digital commerce platforms

Application of Indian storytelling and art forms in digital content creation, Evolution of Indian communication systems and their parallels in internet communication

UNIT III

Security Environment and Payment Systems

Configuring firewalls, proxies, and encryption tools, Implementing PKI for secure transactions, Simulating e-payment systems including cryptocurrencies and PPIs, Setting up directory services, search engines and optimizing them for e-commerce.

Principles of secure transactions and trust-building from Indian trade practices, Historical money transaction methods in Indian markets and their adaptation to digital payment models

UNIT IV

E-business Strategy and Applications

Drafting e-business strategy documents for startups, System analysis and planning for e-commerce platforms, Designing and building e-commerce systems including mobile apps, System testing, maintenance, and deployment of online business platforms.

Applying strategic thinking frameworks from Kautilya's Arthashastra to e-business strategy, Resource *alignment models from Indian epics for digital platform planning*

UNIT V

Applications and E-commerce Implementation

Designing e-supply chain and e-procurement systems, Creating multi-channel B2C e-retailing platforms, Developing online service portals for travel, financial services, and entertainment, Simulating online marketing campaigns, Conducting behavior analysis of online consumers using real data, Addressing privacy, IPR, governance, and safety issues in e-commerce projects.

Analyzing the evolution of Indian retailing from local markets to global trade, Application of Indian ethical and governance models in e-commerce regulatory frameworks, Consumer rights traditions in Indian society applied to digital contexts

Suggested Readings:

1. Bhasker, B., 2013. Electronic commerce: framework, technologies and applications. Tata McGraw-Hill Education.
2. Chan, H., Lee, R., Dillon, T. and Chang, E., 2007. E-commerce, fundamentals and applications. John Wiley & Sons.
3. Deitel, H.M., 2001. e-Business & e-Commerce for Managers. Pearson Education India.
4. Grefen, P., 2015. Beyond E-business: towards networked structures. Routledge.
5. Hanson, W.A. and Kalyanam, K., 2007. Internet marketing and e-commerce. Recording for the Blind & Dyslexic.
6. Pt Joseph, S.J., 2015. E-commerce: An Indian perspective. PHI Learning Pvt. Ltd..
7. Traver, C.G. and Laudon, K.C., 2008. E-commerce: business, technology, society. Pearson Prentice Hall/Pearson Education.

MB 34510: Advance Data Analytics (4 Credits)

Course Objective: The objective of this course is to gain new insights and understand business performance based on machine learning techniques and to provide in-depth knowledge of data science techniques and their applications in improving business processes and decision- making. The course also provides the blueprint to train future managers who will be working in different domains with the relevant tools & techniques and to equip students with software tools, like Advanced MS-Excel & Python for analyzing complex data

Learning Outcomes:

1. Apply Python and advanced Excel for data manipulation and analysis in business contexts.
2. Implement and evaluate supervised learning models, including decision trees for classification.
3. Utilize advanced machine learning techniques like gradient descent, ensemble methods, and boosting.
4. Perform text analytics and sentiment classification on real-world datasets.
5. Build and interpret time series forecasting models using statistical and machine learning methods.

Content:

UNIT I

Foundation of Analytics & Machine Learning

Learning theoretical concepts in AI and ML. Basics of Python programming for Data Science, Learning Python: Basics of Python, List, Functions & Packages, Numpy, Matplotlib, Control Flow and Pandas, Summarizing data using Python.

Analyzing structured problem-solving approaches from Indian mathematics, Application of pattern recognition principles from Indian astronomy to data science foundations

UNIT II

Understanding supervised learning algorithms: Classification Problems

Classification Tree: Splitting the data set, building decision-tree classifiers, measuring test accuracy, understanding Ginni impurity, finding optimal criteria and max depth.

Decision classification frameworks in Indian judicial and administrative systems, Application of hierarchical decision trees in Indian governance structures

UNIT III

Advanced Machine Learning

Gradient Descent Algorithm, dealing with imbalanced data, ensemble methods, random forest, boosting.

Learning from Indian philosophical methods of consensus building and ensemble approaches in decision making, Use of incremental knowledge building in ancient Indian texts applied to boosting methods

UNIT IV

Text Analytics: Introduction, Sentiment classification

Loading dataset, exploring dataset, models for sentiment classification, and challenges of text classification.

Analyzing ancient Indian texts for sentiment and emotion extraction, Understanding text mining parallels in Indian literature and folk narratives

UNIT V

Time Series Forecasting

Applying moving averages and exponential smoothing using Python, Implementing Holt’s linear and Holt-Winters methods, Decomposing time series components, Building AR, MA, ARMA, ARIMA models for forecasting business data.

Applying Indian astronomical and calendrical forecasting methods, Understanding cycles and seasonality from Indian agricultural and trade records

Suggested Readings:

1. Albon, C., 2018. Machine Learning with Python Cookbook: Practical Solutions from Preprocessing to Deep Learning. " O'Reilly Media, Inc.".
2. Baesens, B., 2014. Analytics in a big data world: The essential guide to data science and its applications. John Wiley & Sons.
3. Marsland, S., 2014. Machine learning: an algorithmic perspective. Chapman and Hall/CRC.

MB 34511: Machine Learning: Tools and Techniques (4 Credits)

Course Objectives: The objective is to introduce the fundamental problems of machine learning and to provide understanding of techniques, mathematical concepts, and algorithms used in machine learning.

Learning Outcomes:

1. Explain core machine learning concepts, algorithms, and tools, linking them to Indian philosophical and mathematical traditions.

2. Apply dimensionality reduction and feature selection methods to simplify data effectively.

3. Implement parametric regression and generative models for prediction and estimation tasks.

4. Utilize discriminative models, neural networks, and support vector machines for classification problems.

5. Develop unsupervised and graphical/sequential models to identify patterns and make inferences from complex data.

Contents:

UNIT I

Introduction

Overview of machine learning, related areas, applications, software tools, Dimensionality reduction-Feature selection, principal component analysis, linear discriminant analysis, factor analysis, independent component analysis, multidimensional scaling, manifold learning.

Data abstraction and pattern recognition in Indian logic systems, Dimensionality reduction parallels in Indian philosophical simplification techniques

UNIT II

Parametric regression

Linear regression, polynomial regression, locally weighted regression, numerical optimization, gradient descent, kernel methods.

Understanding regression patterns in ancient Indian astronomy and astrology, Application of approximation methods from Indian mathematics

Generative learning

Gaussian parameter estimation, maximum likelihood estimation, MAP estimation, Bayesian estimation, bias and variance of estimators, missing and noisy features, nonparametric density estimation, Gaussian discriminant analysis, naive Bayes.

Inference and generative reasoning from Indian epistemology traditions, Probabilistic thinking approaches from Indian gambling and prediction practices

UNIT III

Discriminative learning

Linear discrimination, logistic regression, logit and logistic functions, generalized linear models, SoftMax regression.

Binary and multi-class decision frameworks from ancient Indian judiciary systems, Logical discrimination and decision methods from Indian debate traditions

Neural networks

The perceptron algorithm, multilayer perceptrons, backpropagation, nonlinear regression, multiclass discrimination, training procedures, localized network structure, dimensionality reduction interpretation.

Understanding brain-like computation from Indian cognitive science analogies, Application of layered learning approaches from Indian gurukul and pedagogy systems

UNIT IV

Support vector machines

Functional and geometric margins, optimum margin classifier, constrained optimization, Lagrange multipliers, primal/dual problems, KKT conditions, dual of the optimum margin classifier, soft margins, kernels, quadratic programming, SMO algorithm.

Balance and optimization concepts from Indian philosophy applied to SVM margin maximization, Understanding duality from Indian metaphysics applied to SVM dual problems

Graphical and sequential models

Bayesian networks, conditional independence, Markov random fields, inference in graphical models, belief propagation, Markov models, hidden Markov models, decoding states from observations, learning HMM parameters.

Causal reasoning frameworks from Indian logical systems, Sequential prediction approaches from Indian almanac and calendar systems

UNIT V

Unsupervised learning

K-means clustering, expectation maximization, Gaussian mixture density estimation, mixture of naive Bayes, model selection.

Pattern discovery in community segmentation from Indian caste and guild systems, Unsupervised grouping principles from Indian social and economic organization models

Suggested Readings:

1. Alpaydin, E., 2010. Introduction to Machine Learning. [Sl].
2. Bishop, C.M., 2006. Pattern recognition and machine learning. springer.
3. Friedman, J., Hastie, T. and Tibshirani, R., 2001. The elements of statistical learning (Vol. 1, No. 10). New York: Springer series in statistics.
4. Mitchell, T.M., 1997. Machine learning. 1997. McGraw Hill
5. Robert, C., 2014. Machine learning, a probabilistic perspective.

MB 34512: Digital Marketing-Analytics & Optimization (4 Credits)

Course Objective: The course aims to provide practical skills in digital marketing tools, analytics, and optimization techniques for designing, executing, and evaluating digital campaigns across platforms.

Learning Outcomes:

1. Apply design thinking and user journey mapping to create effective digital experiences.
2. Perform SEO techniques including keyword research, on-page optimization, and link building.
3. Plan, execute, and analyze social media and online advertising campaigns using key performance metrics.
4. Use web analytics and data visualization tools to derive actionable insights for digital marketing.
5. Implement real-world digital marketing strategies including email, mobile, and geo-targeted campaigns.

Content:

UNIT I

Design Thinking for a Digital World

Conducting user interviews across diverse demographics, Mapping user journeys using wireframes, Designing digital experiences using low-fidelity prototypes.

Analyzing user empathy and storytelling practices from Indian art and folklore, Applying Indian design aesthetics and symbolism to user journey mapping

UNIT II

Search Engine Optimization (SEO)

Executing long-tail keyword research using tools, On-page SEO optimization using WordPress plugins, Inbound link building exercises, Identifying influential sites using domain authority metrics.

Understanding influence and authority in Indian traditional knowledge dissemination, Applying Indian wisdom literature strategies for content relevance and organic outreach

UNIT III

Social Media and Online Advertising

Planning social media campaigns targeting specific segments, Measuring engagement using conversation, amplification, and applause metrics, Setting up and managing Google AdWords and Facebook Ads campaigns, Analyzing cost-per-click, customer lifetime value, average order price using spreadsheets.

Community-based messaging and audience segmentation from Indian cultural practices, Word-of-mouth influence strategies from Indian festivals and events applied to digital media

UNIT IV

Web Analytics and Data Visualization

Analytics to work with real data to validate hypotheses in real-time for an e-commerce store, Ways of Representing Visual Data, Types of Data Visualization, Visualizing Data, Deriving Business Solution, Analytical Techniques used in Data Visualization.

Visualization practices from Indian mandalas and murals, Use of storytelling and symbolism in Indian art forms for impactful data storytelling

UNIT V

Real-World Applications

Implementing email marketing campaigns, Designing user experiences for digital platforms, Building online communities using social media tools, Developing geo-targeted and mobile marketing strategies using analytics tools.

Community engagement models from Indian cooperative societies and local governance, Application of hyperlocal marketing strategies seen in Indian village fairs and markets

Suggested Readings:

1. Chaffey, D. and Ellis-Chadwick, F., 2019. Digital marketing. Pearson UK.
2. Chaffey, D. and Smith, P.R., 2013. eMarketing eXcellence: Planning and optimizing your digital marketing. Routledge.
3. Ryan, D., 2016. Understanding digital marketing: marketing strategies for engaging the digital generation. Kogan Page Publishers.

MB 34513: Cloud Computing and DevOps for Business (4 credits)

Course Objective: To equip students with a comprehensive understanding of cloud computing paradigms and DevOps methodologies, emphasizing their critical role in building and managing scalable enterprise systems. The course will focus on practical aspects of cloud service models, deployment strategies, automation techniques, and security considerations, all within the context of real-world business applications and with an integrated exploration of relevant Traditional Indian Knowledge Systems.

Learning Outcome:

1. Understand cloud service and deployment models with parallels to traditional Indian knowledge systems.

2. Evaluate cloud security principles and relate them to ancient methods of knowledge preservation.

3. Compare offerings of major cloud providers and apply cost optimization strategies.

4. Apply DevOps practices like CI/CD, IaC, Git, and Docker in business settings.

5. Use orchestration tools like Kubernetes and Jenkins for automated workflows.

6. Analyze cloud adoption in Indian enterprises with insights from traditional communication and learning systems.

Contents:

UNIT I

Cloud Computing Overview: Characteristics, service models (IaaS, PaaS, SaaS).

Categorization of knowledge in ancient Indian texts, like the Vedangas organizing Vedic knowledge, mirrors *the logical structuring of data and services within cloud architectures for efficient access and management.*

UNIT II

Cloud Deployment Models: Public, Private, Hybrid, Community; Cloud Security principles.

Analyzing the rigorous methods employed in the Gurukul system for accurate knowledge transmission and the emphasis on preserving sacred texts. Exploring the resonance of these principles with the critical need for robust security measures in cloud environments to maintain data integrity and confidentiality.

UNIT III

Cloud Service Providers: AWS, Azure, Google Cloud - key offerings and billing.

Investigating the emphasis on balanced and efficient resource utilization in traditional Indian philosophies and practices (e.g., Ayurveda, sustainable living). Deriving insights for optimizing cloud resource consumption and implementing effective cost management strategies.

UNIT IV

DevOps Principles: CI/CD, IaC; Version Control with Git; Containerization using Docker.

Exploring the collaborative and iterative nature of knowledge evolution in oral traditions and community learning. Drawing parallels with the collaborative workflows in modern DevOps, particularly the use of version control systems like Git.

UNIT V

Orchestration using Kubernetes; CI/CD Pipelines with Jenkins

Examining the well-defined procedures and coordinated efforts in ancient Indian practices (e.g., complex rituals, architectural guidelines). Identifying conceptual parallels with the automated and orchestrated workflows managed by DevOps tools like Kubernetes and Jenkins.

UNIT VI

Cloud Adoption in Indian enterprises and public systems (e.g., DigiLocker), Private Cloud Infrastructure for Knowledge Resource Centres- CSIR-Knowgate.

Analyzing the historical emphasis on making knowledge widely accessible through various forms of communication and learning in India. Applying these principles to the design and implementation of user-friendly and inclusive digital platforms and services powered by cloud technologies.

Suggested Readings:

1. Erl, T. (2013). Cloud Computing: Concepts, Technology & Architecture. Prentice Hall.
2. Kim, G., Debois, P., Willis, J., & Humble, J. (2016). The DevOps Handbook: How to Create World-Class Agility, Reliability, and Security in Technology Organizations. IT Revolution Press.
3. AWS Official Documentation (latest versions of relevant whitepapers, user guides, and FAQs for core services like EC2, S3, RDS, VPC, IAM, Lambda, etc.)
4. Azure Official Documentation (latest versions of relevant whitepapers, user guides, and FAQs for core services like Virtual Machines, Azure Storage, Azure SQL Database, Azure Active Directory, Azure Functions, Azure Virtual Network, etc.)
5. AICTE (2021). Handbook on Indian Knowledge Systems (Vol. 1).
6. Introduction to Cloud Computing, Ritu Singhal, Author Press

7. Burns, B., Beda, V., & High Tower, K. (2019). Kubernetes: Up and Running: Dive into the Future of Infrastructure. O'Reilly Media. (Provides a practical introduction to Kubernetes)
8. Turnbull, J. (2017). The Docker Book: Containerization Using Linux, Second Edition. James Turnbull. (A good practical guide to Docker)
9. Vacca, J. R. (2020). Cloud Security: Concepts, Methodologies, Tools, and Applications. IGI Global.
10. Humble, J., Kim, G., & Farley, D. (2010). Continuous Delivery: Reliable Software Releases through Build, Test, and Deployment Automation. Addison-Wesley Professional. (A foundational book on the principles behind CI/CD)
11. Forsgren, N., Humble, J., & Kim, G. (2018). Accelerate: The Science of Lean Software and DevOps: Building and Scaling High Performing Technology Organizations. IT Revolution Press.
12. Research papers or articles exploring the intersection of ancient wisdom and modern technology.
13. Technology blogs (e.g., AWS Blog, Azure Blog, Google Cloud Blog, DevOps.com, InfoQ) for current trends and best practices.
14. Industry white papers and case studies from cloud providers and technology companies.

MB 34516: Blockchain Applications in Business (4 Credits)

Course Objective: To provide students with a thorough understanding of blockchain technology, its underlying principles, and its transformative applications across various business domains, including supply chain management, digital identity, finance, and smart contracts. The course will also explore the policy and regulatory landscape, particularly within India, and integrate insights from Traditional Indian Knowledge Systems related to record-keeping, trust, and agreements.

Learning Outcome:

1. Understand core blockchain concepts like distributed ledgers, consensus, and smart contracts.
2. Analyze blockchain use cases in supply chain, healthcare, finance, and digital identity.
3. Develop and deploy smart contracts using platforms like Ethereum and Hyperledger.
4. Evaluate blockchain policies, legal issues, and India's regulatory landscape.
5. Connect blockchain principles with traditional Indian systems of trust, record-keeping, and agreements.

Contents:

UNIT I

Blockchain Basics: Distributed ledgers, consensus mechanisms, hash functions, smart contracts.

Ancient Indian ledger systems like 'Bhatta' and 'Patta' for land and finance offer parallels to blockchain's distributed and transparent record-keeping.

UNIT II

Enterprise Applications: Use cases in supply chains, healthcare, insurance, and cross-border payments.

Trust mechanisms in traditional Indian trade networks, such as the 'Hundi' system relying on reputation, resonate with blockchain's aim to establish trust in digital transactions.

UNIT III

Hands-on: Simulating transactions on Ethereum and Hyperledger Fabric, creating smart contracts.

Symbolic contracts and significant agreements in Indian epics and temple inscriptions highlight the long-standing importance of clearly defined and enduring commitments, conceptually linked to smart contracts.

UNIT IV

Policy and Regulation: Indian blockchain initiatives (e.g., IndiaChain), legal implications, privacy.

Kautilya's Arthashastra emphasizes meticulous record-keeping for governance, offering historical context relevant to the need for effective regulation in the blockchain space.

Suggested Readings:

1. Mougayar, W. (2016). *The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology*. Wiley.
2. Swan, M. (2015). *Blockchain: Blueprint for a New Economy*. O'Reilly Media.
3. Narayanan, A., Bonneau, J., Felten, E., Miller, A., & Goldfeder, S. (2016). *Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction*. Princeton University Press.
4. Rangarajan, L.N. (Translator). (1992). *Kautilya's Arthashastra*. Penguin Books.
5. Introduction to Blockchain, Priya Gupta and Aarti Goel , Author Press

MB 34517 - Quantum Computing for Business Strategy (4 Credits)

Course Objectives

The course introduces students to the fundamentals of quantum computing and its distinction from classical methods, enabling them to apply quantum algorithms and optimisation techniques to business problems. Students will analyse sectoral use cases, assess organisational readiness, and develop quantum circuits using tools such as Qiskit and PennyLane. They will also interpret global quantum roadmaps, including India's National Quantum Mission, integrate IKS-based reasoning, and design a quantum-based business strategy or prototype through a capstone project.

Contents:

Foundations of Quantum Computing - Qubits; superposition; entanglement; quantum gates; circuits; measurement; hardware overview (foundational skills for IBM/Google quantum workflows)
Nyaya pramaaṇa framework for observation; Vaiseṣika combinatory reasoning; Pingala's binary structures

Quantum Algorithms and Cryptography- QFT; Shor's algorithm; Grover's search; quantum randomness; cryptographic implications (post-quantum security, BFSI risk mitigation)
Traditions of tarka (logic) and early Indian cipher practices as systematic reasoning tools

Quantum Optimisation for Business - QAOA; VQE; quantum annealing; supply chain, finance, routing optimization (logistics, mobility, energy optimisation pilots)
Indian combinatorial and algorithmic reasoning traditions.

Quantum Machine Learning & Hybrid Models - Variational circuits; quantum kernels; QSVM; hybrid workflows (Qiskit/PennyLane) (pharma, materials, risk modelling)
Prosodic pattern systems (Chandas) and indigenous classification logics.

Quantum Technology Ecosystems & Policy - Hardware landscape; error models; global roadmaps; India's NQM; governance and ethics (national missions, regulatory planning, workforce development)

Yantra traditions and holistic reasoning frameworks for instrumentation and policy.

Quantum Development Practice & Capstone- Qiskit programming; circuit design; QML demos; optimisation prototypes; sectoral capstone (organisational quantum readiness & applied prototype development)
Anvikshiki-based analytical inquiry and structured decision methodologies.

Readings:

- Nielsen, M. & Chuang, I. *Quantum Computation and Quantum Information.*
- Preskill, J. *Quantum Computing in the NISQ Era.*
- Schuld, M. & Petruccione, F. *Machine Learning with Quantum Computers.*
- MIT xPRO Quantum Computing Modules; IBM Quantum Documentation.
- McKinsey & BCG Quantum Technology Reports
- Plofker, K. *Mathematics in India*
- Ganeri, J. Philosophy in Classical India: The Proper Work of Reason.

MB 34516: Blockchain Applications in Business (4 Credits) (By Dr Priya Gupta)

Course Objective: To provide students with a thorough understanding of blockchain technology, its underlying principles, and its transformative applications across various business domains, including supply chain management, digital identity, finance, and smart contracts. The course will also explore the policy and regulatory landscape, particularly within India, and integrate insights from Traditional Indian Knowledge Systems related to record-keeping, trust, and agreements.

Learning Outcome:

1. Understand core blockchain concepts like distributed ledgers, consensus, and smart contracts.
2. Analyze blockchain use cases in supply chain, healthcare, finance, and digital identity.
3. Develop and deploy smart contracts using platforms like Ethereum and Hyperledger.
4. Evaluate blockchain policies, legal issues, and India's regulatory landscape.
5. Connect blockchain principles with traditional Indian systems of trust, record-keeping, and agreements.

Content:

UNIT I

Blockchain Basics: Distributed ledgers, consensus mechanisms, hash functions, smart contracts.

Ancient Indian ledger systems like 'Bhatta' and 'Patta' for land and finance offer parallels to blockchain's *distributed and transparent record-keeping.*

UNIT II

Enterprise Applications: Use cases in supply chains, healthcare, insurance, and cross-border payments.

Trust mechanisms in traditional Indian trade networks, such as the 'Hundi' system relying on reputation, resonate with blockchain's aim to establish trust in digital transactions.

UNIT III

Hands-on: Simulating transactions on Ethereum and Hyperledger Fabric, creating smart contracts.

Symbolic contracts and significant agreements in Indian epics and temple inscriptions highlight the long-standing importance of clearly defined and enduring commitments, conceptually linked to smart contracts.

UNIT IV

Policy and Regulation: Indian blockchain initiatives (e.g., IndiaChain), legal implications, privacy.

Kautilya's Arthashastra emphasizes meticulous record-keeping for governance, offering historical context relevant to the need for effective regulation in the blockchain space.

Suggested Readings:

1. Mougayar, W. (2016). *The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology*. Wiley.
2. Swan, M. (2015). *Blockchain: Blueprint for a New Economy*. O'Reilly Media.
3. Narayanan, A., Bonneau, J., Felten, E., Miller, A., & Goldfeder, S. (2016). *Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction*. Princeton University Press.
4. Rangarajan, L.N. (Translator). (1992). *Kautilya's Arthashastra*. Penguin Books.
5. Introduction to Blockchain, Priya Gupta and Aarti Goel , Author Press

MB 34514: Digital Twin and Smart Enterprise Systems (4 Credits) <u>(By Dr Priya Gupta)</u>

Course Objective: To provide a comprehensive understanding of digital twin technologies, their underlying principles, and their diverse applications in optimizing operations, manufacturing processes, logistics, and the management of smart urban environments. The course will also explore the enabling technologies and integrate relevant concepts from Traditional Indian Knowledge Systems related to feedback mechanisms, cyclical models, and precision.

Learning Outcomes:

1. Understand digital twin concepts, IoT integration, and real-time feedback loops.
2. Apply digital twin technologies in Industry 4.0, smart factories, and urban systems.
3. Work with IoT, cloud, and analytics tools for smart enterprise development.
4. Build and analyze simulations using tools like MATLAB Simulink and AnyLogic.
5. Relate traditional Indian feedback and cyclical models to modern digital systems.

Content:

UNIT I

Introduction to Digital Twins: Real-world simulations, IoT integration, feedback loops

Feedback systems in Ayurveda (Prakriti analysis and balancing Doshas) offer an analogous understanding of dynamic system monitoring and adjustment.

UNIT II

Industry 4.0 Applications: Predictive maintenance, smart factories, and urban infrastructure.

Precision in Indian temple architecture, with its detailed measurements and structural integrity, highlights the value of accurate design and virtual blueprints.

UNIT III

Tech Stack: IoT sensors, cloud integration, analytics platforms

The Indian cyclic cosmology, viewing time in vast recurring cycles, provides a unique perspective on modeling long-term system behavior.

UNIT IV

Simulation Tools: Use of MATLAB Simulink, AnyLogic

The use of metaphors and analogies in traditional Indian knowledge systems offers a conceptual basis for understanding the power of creating simplified representations (simulations).

Suggested Readings:

1. Tao, F. et al. (2020). Digital Twin Driven Smart Manufacturing. Academic Press.
2. Boschert, S., & Rosen, R. (2016). Digital Twin – The Simulation Aspect. Springer.
3. Sharma, V. (2021). IKS and Smart Technologies. AICTE.

MB 34515: Designing Ethical and Sustainable IT Systems (4 Credits) <u>(By Dr Priya Gupta)</u>

Course Objective: To empower students with the critical awareness, ethical frameworks, and practical skills necessary to design, develop, and deploy IT systems that prioritize environmental sustainability and uphold the highest standards of ethical responsibility in their impact on individuals, society, and the planet.

Learning Outcomes:

1. Apply Green IT practices to reduce energy use and manage e-waste.
2. Develop low-carbon, resource-efficient software systems.
3. Design inclusive and ethical IT systems using bias-aware and accessible tools.
4. Analyze business sustainability using ESG metrics and carbon credit frameworks.
5. Integrate traditional Indian sustainability principles into modern IT system design.

Content:

UNIT I

Green IT Practices: Energy-efficient hardware/software, e-waste management

Indian traditions of sustainability, such as the principles of Panchatatva (five elements) emphasizing balance with nature, provide a foundational understanding of ecological harmony relevant to Green IT.

UNIT II

Sustainable Software Engineering: Low-carbon coding, efficient algorithms

Zero-waste principles observed in some Indian rituals, where resources are carefully utilized and minimal waste is generated, offer parallels to the goal of resource-efficient and low-carbon software development.

UNIT III

Ethical Design: Bias mitigation, inclusivity, accessibility, open-source tools

Ancient Indian concepts of inclusivity and justice, as potentially reflected in societal structures and ethical teachings, underscore the importance of designing IT systems that are fair and accessible to all.

UNIT IV

Business Impacts: Sustainability metrics, ESG compliance, carbon credits

Eco-conscious practices in ancient Indian cities, demonstrating sophisticated urban planning with attention to resource management, offer historical context for integrating sustainability into modern business practices.

Suggested Readings:

1. Tomlinson, B. et al. (2015). *Green Information Technology*. MIT Press.
2. Boehm, B. & Basili, V. (2014). *Software Engineering Ethics*. IEEE.
3. AICTE (2021). *Handbook on Indian Knowledge System (Vol. 1)*.
1. Rangarajan, L.N. (1992). *Kautilya's Arthashastra*. Penguin Books.

Operations Management

Course Nos.	Title of Papers	Credits
MB 34601	Operations Management	4
MB 34602	Game Theory	4
MB 34603	Urban Transport Management	4
MB 34604	Production Management	4
MB 34605	Export and Import Management	4
MB 34606	Distribution Management	4
MB 34607	Packaging and Material Handling	4
MB 34608	Environmental Analysis and Management	4

MB 34601: Operations Management (4 Credits)

Course Objective: To acquaint the concept of operation methodologies relating to production plants and service organization; understand the concepts related to industrial engineering.

Learning Outcomes:

1. Understand core concepts of operations and their role in competitive advantage.
2. Analyze processes and design effective facility layouts and line balancing.
3. Apply forecasting methods and inventory management models.
4. Plan and manage supply chains using lean, agile, and MRP systems.
5. Utilize project, quality, and sustainability tools in operations management.

Content:

UNIT I

Operations as a source of competitive advantage; Trade-offs and combinations, Process Analysis, Difference between Manufacturing and Service Operations.

UNIT II

Product, Process Matrix, capacity planning- Process Selection and Facility layout: Designing product and process layouts and line balancing.

UNIT III

Forecasting and its types, Inventory Management: Deterministic demand model–EOQ Continuous and Periodic Review Inventory models.

UNIT IV

Supply chain management; Lean vs Agile supply chains; Aggregate Production Planning; Master Production Schedule and MRP.

UNIT V

Project Management, Quality management and Sustainable Operations Management.

Suggested Readings:

1. R. Paneer Selvam. 2012, Production and Operations Management, Prentice Hall of India.
2. Mayor, R.R. 1995, ‘Production & Operations Management’, McGraw Hill.
3. Adam, E. E. and Ebert, R.J. 1986, ‘Production & Operations Management’, Prentice Hall,
4. Chary.S.N. 2016 ‘Production Operations Management’ Tata McGraw Hill Publishing Company Ltd.
5. Varma.M.M. 2002, ‘Materials Management’; S.Chand & Co.
6. Sharhmey. 2000, Productivity Management: Concepts and Techniques; Tata McGraw Hill Co.

MB 34602: Game Theory (4 Credits)

Course Objective: The papers would prepare students about the cooperative and non-cooperative games which firms play as a pricing and output strategy.

Learning Outcomes:

1. Understand strategic games and apply Nash equilibrium in business contexts.
2. Analyze extensive games using backward induction and subgame perfection.
3. Evaluate repeated and Bayesian games for long-term strategic planning.
4. Apply cooperative game solutions like the core and Shapley value.
5. Relate ancient Indian strategies to modern game theory concepts.

Contents:

UNIT I

Strategic games: Concepts of dominance, pure and mixed strategy Nash equilibrium.

Analyzing strategic competition from Indian epics like Mahabharata, Application of decision-making under uncertainty from ancient Indian military strategies

UNIT II

Extensive games: Backward induction outcomes in games with perfect information, subgame perfect equilibrium in games with imperfect information; Rubinstein bargaining solution.

Bargaining and negotiation strategies from Indian trade communities and diplomacy practices, Use of layered decision trees inspired by ancient Indian conflict resolution techniques

UNIT III

Repeated games: Nash folk theorems; finitely and infinitely repeated games. Static and dynamic games of incomplete information: Bayesian-Nash equilibrium, perfect Bayesian equilibrium and sequential equilibrium.

Principles of repetition and reciprocity in Indian social and market systems, Long-term cooperation models from Indian village and trade guild setups

UNIT IV

Cooperative games: Nash bargaining solution, concepts of core, shapely value etc.

Collective bargaining and value distribution practices in ancient Indian guilds and community systems, Sharing and cooperation principles from Indian cooperative models and Panchayat systems

Suggested Readings:

1. Fudenberg D. and J. Tirole. 1994.Game theory. Cambridge. MIT Press.
2. Gibbons, R. 1992,Game theory for applied economists. Princeton University Press.
3. Kreps D. 2011,A course in microeconomic theory. Princeton University Press.
4. Mas-Colell A., M.Whinston. 2005, Microeconomic theory, U.K.Ooxford University Press.
5. Myerson R. 1997,Game theory: analysis of conflict, USA, Harvard University Press.
6. Osborne M. and A. Rubinstein 1994, A course in game theory, MIT Press.

MB 34603: Urban Transport Management (4 Credits)

Course Objective: The objective of this course is to make students aware about structure and growth of cities in an economy. It also highlights the need and importance of urban transport.

Learning Outcome:

1. Understand the relationship between urban development and transport systems.
2. Analyze city structures using economic and spatial theories.
3. Evaluate urban poverty and policy responses in the context of city growth.
4. Apply economic principles to transport systems and services.
5. Assess transport policies, regulations, and their environmental impacts.

Content:

UNIT I

Introduction: Development of cities, Alfred Weber's theory of industrial location, theory of agglomerations, functions and economic interest of transport, characteristics, transport and economic development, transport and urban development.

UNIT II

The Internal Structure of Cities: The monocentric model of the city, Urban hierarchies and central place theory, the contemporary city and suburbanization sprawl, economics of housing markets, land use patterns and controls

UNIT III

Urban Poverty: The role of space, policy responses, Overview of local government. Growth of cities in

India, looking to the future

UNIT IV

Economic analysis transport: Economic theory, transport as an economic activity, cost of transport, pricing of transport services, law of diminishing returns and economics of scale, transport policy and development in a changing environment, assessment of present and proposed transport policy and legislation, environment cost of transport, transport regulation. Road freight transport introduction to passenger transport, macro and micro passenger transport

Suggested Readings:

1. Andrew C. K. 1993,Why regions grow: a review of research on the economic base model, Federal Reserve Bank of Atlanta economic review, 16-29.
2. Berube A. and Forman B. 2012, Living on the Edge, decentralization within cities in the 1990s, the living cities census series, The Brookings Institution (October 2002)
3. Button K.J.1993, Transport Economics, UK, Edward Elgar
4. Button, K.J. and Pearman A. 2005,Applied transport economics: a practical case study approach, London, Gordon and Breach

MB 34604: Production Management (4 Credits)

Course Objective: The objective of this paper is to make students aware about structure of manufacturing unit including plant, raw material, machinery and quality.

Learning Outcome:

1. Understand key concepts and evolution of production systems and product design.
2. Analyze plant location and layout decisions using appropriate methods.
3. Apply capacity planning and production scheduling techniques effectively.
4. Manage materials, inventory, and procurement using tools like MRP and EOQ.
5. Implement quality control and maintenance strategies in manufacturing settings.

Content:

UNIT I

Production Management - Definition - Production System - Difference between services and goods production - Historical development of production management -Product design - Steps- Designing for the customer.

UNIT II

Facility location - Factors affecting plant location - Plant location selection methods Process analysis - Types of processes - Process selection - Methods - Production layout techniques - Process layout.

UNIT III

Capacity planning - Concepts - Economies of scale - The Experience curve -Determining capacity requirements - Enterprise resource planning - Production scheduling - Nature and Importance of work centers.

UNIT IV

Materials management - Materials requirement planning - Master production schedule - Purchase management - Vendor selection - Methods - JIT system- Inventory control – Purposes, Inventory models - EOQ models (without shortages) - Break models.

UNITV

Quality control - Acceptance sampling - Statistical quality control -Maintenance management, Purposes - Types - Break down and Preventive Maintenance Work measurement - Work study, Time study- Standard time - Measurement techniques.

Suggested Readings:

1. B.S. Goel. 2015. Production and Operations management, Pragati Prakashan.
2. R. Panneerselvan. 2015. Production and Operations Management, Prentice Hall.
3. S.A.ShunwalIa & Patel. 2016. Production and Operations management, Himalaya Publishing.

MB 34605: Export and Import Management (4 Credits)

Course Objective: The program gives a foundation to participants who seek a career in international markets and understand the importance of export and import documentation and procedures.

Learning Outcome:

1. Understand the fundamentals of international trade and institutional frameworks.
2. Apply export-import procedures, documentation, and marketing strategies.
3. Analyze logistics, global shipping, and containerization practices.
4. Manage customs clearance, payment methods, and export financing.
5. Explore global trade practices using IT tools across key international markets.

Content:

UNIT I

Export & Import – Introduction, Definitions. Evolution of Export & Import. Foreign Trade— Institutional Framework and Basics. Multinational Organizations & Structure, International Business Scenario.

UNIT II

Export-Import—Documentation and Steps, Export–Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes.

UNIT III

Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices.

UNIT IV

Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Inco terms, Methods of Financing Exporters.

UNIT V

Information Technology and International Business, Export & Import with European continent, Africa, Middle East Countries, Asean Countries, Australia, New Zealand and China.

Suggested Readings:

1. Paul Justin & Rajiv Aserkar., 2013. Export Import Management. Oxford University Press
2. Rama Gopal. C., 2009. Export Import Procedures - Documentation and Logistics. New Age International.
3. Usha Kiran Rai., 2011, Export-Import and Logistics Management. PHI Learning Pvt. Ltd.

MB 33606 Distribution Management

Course Objectives: To develop an understanding of distribution management and logistics operating areas - their interrelationship and the importance, and implications of a customer-focused logistics strategy. To understand the channels of distribution and the underlying challenges and issues. The basic outcome of the course is to evaluate logistics supply chain networks and strategies and their overall impact on distribution control and management

Learning Outcomes: Distribution Management courses typically focus on understanding the principles of effective product delivery, managing distribution channels, and optimizing supply chains. These objectives aim to equip students with the skills to design efficient distribution strategies, analyze channel performance, and make informed decisions related to logistics, inventory, and warehousing.

Contents:

Unit I: Distribution: Definition and Scope – Need for physical distribution – Functions of distribution – Channel selection and outsourcing channels of distribution. Marketing forces affecting distribution. The distribution concept – System perspective. Physical distribution trends in India. Transportation: Scope – Principles of transportation function – Relationship of transportation to other business functions – Customer Service and logistics – Key issues and challenges.

Unit II: Channels of Distribution: Role of marketing channels– Channel functions. Channel structure - designing distribution channel – Choice of distribution channel and the factors affecting it. Channel Management- Intermediaries: Functions of intermediaries – Types of intermediaries – Variables in selecting channel members – Motivating – Training – Evaluating channel members – Modifying channel arrangements.

Unit III: Transportation Management: Legal types and modes of transportation. Transport mode selection – methods of selection – Transport costs – Rate profiles. Transport regulations – Intra and interstate transport of goods. Transport Industry in India - International Transport – Transport mode characteristics - Consignment factors – Cost and service requirement – Aspects of international trade. Trends in Modern Transport - Transport Security - Railways, Road transport, Ports. Need for planning and Resourcing – Financial impact of logistics – Globalization and Integration – Integrated systems - Competitive advantage through logistics.

Unit IV: Order Processing and Unitization: Defining Order Processing – order acquisition –order entry–

document processing – status reporting. Factors affecting order processing time – Customer service. Unitization – Functions of Packaging. Concept of unitization – Palletization for Unitization-Containerization– Roll On/Roll Off Ferries – Lighters Abroad a Ship. Cost of packaging – designing a package – packaging materials – choosing right materials – Containerization in India.

Unit V: Distribution Control and Evaluation: Distribution control – Stages of control process: Standards and Goals, Performance Report and Measurement, Monitoring, Corrective Action. Cost and performance monitoring – Logistics operational planning and Control system - Influencing factors - Detailed metrics and KPIs. Benchmarking – Formal benchmarking systems – Benchmarking distribution operations. Organization for Distribution: Distribution organization structure – Private and public organizations - Conflict resolution – Rising costs and need for control – Complexities of physical distribution. Stages in development of organization structure. Transport organization: Functions – structure – hierarchy. Transport and logistics organizations.

Suggested Readings:

1. Alan Ruston, Phil Crouches, Peter Baker.(2014) The Handbook of Logistics and Distribution Management: kogan page India New Delhi.
2. D K Agrawal. (2007). Distribution and Logistics Management: A Strategic Marketing Approach: Macmillan publishers. India.
3. Kapoor Satish K &Kansal Purva.(2003) Basics of Distribution Management: A Logistical Approach: Prentice HALL of India.

MB33607 Packaging and Material Handling

Course Objectives: The objective is to learn to design packaging utilising different materials and to analyse and solve technical problems in packaging manufacturing by applying packaging engineering principles. The students are made to understand the packaging types and considerations, as well as their significance in building a safe and sustainable packaging environment.

Learning Outcomes: It involves developing a wide range of skills and knowledge, from understanding basic principles to applying them in practical scenarios. These outcomes aim to equip individuals with the ability to optimise material movement, protect goods, and minimise costs throughout the supply chain.

Contents:

Unit I: Packing and Packaging: Meaning, Functions and Essentials of Packing - Packaging: Meaning and Essentials of Packaging – Containment – Protection – Convenience – Communication. The packaging function - Management, development, and product shelf life. Package Environment – Physical – Ambient – Human. Difference between Packing and Packaging - Packing for Storage - Packing for Overseas Shipment-Packing for Inland Transportation- Packaging for Product content Protection - Test of packaging: Mechanical, Climatic and Lab test- International Care labelling code - Packaging cost.

Unit II: Packaging/Packing Materials and Components: Various Materials - Metals Flexible, Folding, Insulated, Corrugated Packing Materials - Packing materials: Paper, Wood, Adhesive, Aluminium foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet - Security printing- Stretch wrap – Time temperature indicator- Tinplate. Properties of Plastic Polymers. Packaging Industry Process and **Machining:** Packaging Demands of Consumer goods Industry- Packaging Demands of Industrial Users - Technology Trends in Packaging Industry – Aseptic processing - Authentication -Automatic identification and data capture - Blow fill seal - Blow moulding - Containerization -Electronic article surveillance -Graphic Design -Induction sealing –Plastic Welding

-Printing - Printing Processes, Inks, Adhesives and Labelling of Packaging Materials

Unit III: Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging – Identification codes, bar codes, and electronic data interchange (EDI) - Universal Product Code - GS1 Standards - Package labels - Symbols used on packages and labels- Heavy, Medium and small Packaging- Child-resistant Packaging- Pilfer/Tamper Evident/Proof Packaging - Product-Packaging compatibility - Pharma Packaging- Food Packaging- Packaging of Microwavable Foods - Electronic goods Packaging- FMCG packaging- Heavy Engineering Goods/Equipment Packaging - Edible, Bio based and Biodegradable Food Packaging - Specifications and quality - Closures and closure systems

Unit IV: Packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition – Packing as a systems approach to Logistics- Transport/Storage Requirements- Physical, Chemical Environmental, Biological Nature of the Products- Packing as Protection Against Hazards- Package design considerations: Structural Design, Marketing, Shelf Life, Quality Assurance, Logistics, Legal, Regulatory, Graphic Design, End-Use, Environmental Factors- Packaging for Marketing and Visual Appeal- Biodegradation -Recycling: Glass, Plastic and Paper-Reuse- Sustainable packaging – Waste Management – Present and Future Trends - Active and Intelligent Packaging – Providing Protection against Theft, Counterfeiting and Tampering - Safety and Regulatory Issues.

Unit V: Packaging Economics: Packaging Cost versus Product cost- Cost Reduction in Packaging- Packing for Inventory Control, Value Analysis- Packing and Value Engineering- Packaging Laws-Consumer Protection in Food Packaging, Marking and Labelling, Eco-friendly Packaging for Exports- Waste Management Options – Recycling – Composting - Life Cycle Assessment - Packaging and Environmental Policies - Scientific Packaging-Standardization in Packaging. Quality assurance- frequency identification -Track and trace –Vacuum Forming- Verification and validation - Barcode printer - Barcode reader -Bottling line –Carton machine- Check weighed -Conveyor system -Heat gun - Heat sealer – Industrial Robot- Injection moulding machine –Logistics automation

Suggested Readings:

Books

1. Calver G. (2003). What is Packaging Design: Rot Vision?

2. Dean D. A. (2000). Pharmaceutical Packaging Technology: Taylor & Francis.

3. McKinley A. H. (2004). Transport Packaging: IoPP.

4. Robertson G. L. (2005). Food Packaging.

5. Scott Boylston. (2009). Designing Sustainable Packaging: Lawrence King

Case Studies

1. Boz, Z., Korhonen, V., & Koelsch Sand, C. (2020). Consumer considerations for the implementation of sustainable packaging: A review. *Sustainability*, *12*(6), 2192.
2. Deshwal, G. K., & Panjagari, N. R. (2020). Review on metal packaging: Materials, forms, food applications, safety and recyclability. *Journal of food science and technology*, *57*, 2377-2392.
3. Evans, D. M., Parsons, R., Jackson, P., Greenwood, S., & Ryan, A. (2020). Understanding plastic packaging: The co-evolution of materials and society. *Global Environmental Change*, *65*, 102166.
4. Joachimiak-Lechman, K., Selech, J., & Kasprzak, J. (2019). Eco-efficiency analysis of an innovative packaging production: a case study. *Clean Technologies and Environmental Policy*, *21*, 339-350.
5. Kachru, R. P. (2010). Agro-processing industries in India: Growth, status and prospects. *Journal*

Indonesian Agroindustries, *13*(2), 167-181.

6. Kapoor, S., & Kumar, N. (2019). Does packaging influence the purchase decisions of food products? A study of young consumers in India. *Academy of Marketing Studies Journal*, *23*(3), 1-16.
7. *Kapse, U.,* Mahajan, Y., Hudnurkar, M., Ambekar, S., & Hiremath, R. (2023). The Effect of Sustainable Packaging Aesthetics on Consumer Behaviour: A Case Study from India, 17(1), 236-246.
8. Kumar, P. (2014). Greening retail: an Indian experience. *International Journal of Retail & Distribution Management*, *42*(7), 613-625.
9. Nagaraju, B., & Thejaswini, H. D. (2014). Consumers' perception analysis-market awareness towards eco-friendly FMCG products: A case study of Mysore district. *IOSR Journal of Business and Management*, *16*(4), 64-71.
10. Rundh, B. (2013). Linking packaging to marketing: How packaging is influencing the marketing strategy. *British Food Journal*, *115*(11), 1547-1563.
11. Sahu, C. K., Dave, U., & Sukrutha, S. (2016). A case study and perspectives of human wisdom on eco-friendly food packaging materials in India. *Biotechnol Ind J*, *12*(6), 102.
12. Sehrawet, M., & Kundu, S. C. (2007). Buying behaviour of rural and urban consumers in India: the impact of packaging. *International Journal of Consumer Studies*, *31*(6), 630-638.
13. Wandosell, G., Parra-Meroño, M. C., Alcayde, A., & Baños, R. (2021). Green packaging from consumer and business perspectives. *Sustainability*, *13*(3), 1356.
14. Wikström, F., Verghese, K., Auras, R., Olsson, A., Williams, H., Wever, R., & Soukka, R. (2019). Packaging strategies that save food: A research agenda for 2030. *Journal of Industrial Ecology*, *23*(3), 532-540

MB 34608: Environmental Analysis and Management (4 Credits)

Course Objective: The main objective of the course is to provide a comprehensive knowledge about the ecological and environmental issues, including the Sustainable Development Goals, green manufacturing, green marketing, green tourism etc.

Learning outcomes:

1. Understand and explain key concepts in environmental and ecological economics, including the inter-linkages between ecology and economics, externalities, market failures, and ethical considerations.

2.Analyze environmental challenges using economic tools such as ecological footprint analysis, cost-benefit analysis, and sustainability indicators.

3.Evaluate the role of Sustainable Development Goals (SDGs) in shaping corporate and policy responses to environmental issues, with practical relevance to industries such as tourism, manufacturing, and marketing.

4.Demonstrate foundational knowledge in supply chain management, including inventory, procurement, transportation, and logistics systems.

5.Apply principles of green and sustainable supply chain management, including green procurement, sustainable logistics, and environmentally conscious design and packaging.

6.Critically assess the use of technology and data analytics in improving the efficiency and sustainability of global supply chain operations.

7.Design environmentally responsible strategies in business contexts by integrating concepts of green manufacturing, green marketing, and green tourism.

8.Make informed strategic decisions considering environmental impacts, intergenerational equity, and ethical implications for long-term ecological sustainability.

Content:

UNIT I

Environmental and Ecological Economics: Definition and concept; Ecology and environment inter-linkages; Property rights and externalities; Market failures and environmental problems; Ecological footprint, global and regional trends; Ethics and ecology, intergenerational issues; Economic evaluation and assessment of environment variables.

UNIT II

Supply Chain Management: Basics and concept; introduction to supply chain management, supply chain design, demand forecasting, inventory management, transportation networks, procurement strategies, logistics management, risk management

UNIT III

Advancements in Supply Chain: Sustainability in supply chain, data analytics in supply chain, and global supply chain operations, with a focus on strategic decision-making across the entire supply chain network

UNIT IV

Transportation: Choices, Consideration inter Model Documentation

UNIT V

Warehousing: Types, Layout & Packaging

Suggested Readings:

1. Baumol, William J. and Wallace E. Oates: The Theory of Environmental Policy, Cambridge University Press, 1988.
2. Fisher, A.C.: Resource and Environmental Economics, Cambridge University Press, 1981
3. Hanley, Nick, Shogren, Jason F. and Ben White, Environmental Economics, Oxford University Press.
4. Kolstad, Charles D., Environmental Economics, Oxford University Press, 2012.
5. Tietenberg, Tom and Lynne Lewis, Environmental and Natural Resource Economics, Pearson Education, 2014.
6. Chopra, Sunil and Meindl, Peter – "Supply Chain Management", Pearson Education, 2004

Strategic Management:

Course Nos.	Title of Papers	Credits
MB 34701	Corporate Restructuring	4
MB 34702	Corporate Strategic Management	4
MB 34703	Strategic Management and Business Policy (also in Compulsory)	4
MB 34704	Strategic Alliance	4

MB 34701: Corporate Restructuring (4 Credits)

Course Objective: To improve business performance. Case discussion helps illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques.

Learning outcomes:

1. Comprehend the significance and efficacy of corporate restructuring for expansion.

2. Enhance comprehension of the processes and economic justifications of diverse corporate restructuring mechanisms, including takeovers, acquisitions, joint ventures, divestitures, amalgamations, share buybacks, mergers, demergers, and reverse mergers.

3. Capable of comprehending anti-takeover strategies to prevent hostile acquisitions.

4. Facilitate the student's development of analytical skills for evaluating real-world cases necessitating corporate restructuring in a specific enterprise.

Contents-

Unit I: Corporate Restructuring: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A – rationale behind expansion and diversification through M&A.

Unit II: Merger – types and characteristic, major types of mergers – managerial & financial synergy of mergers, role of industry life cycle, Theories of Mergers: Efficiency theories and non- efficiency theories – Valuation of shares and firm

Unit III: Strategic Alliances: Types, Structure and Problems in Strategic Alliances. LBO (Leveraged Buy Out): Characteristics, Categories, Financing. Types of LBO Sponsor. Restructuring of Sick Companies. Deal Valuation in Mergers and Acquisitions: Factors affecting valuation, Valuation Basics. Valuation of Intangibles.

Unit IV: Methods of Payment and Financing Options in Mergers and Acquisitions. Impact on EPS (Earning Per Share). Determinants of Mergers and Acquisitions Financing Decisions. Accounting Aspects of Mergers and Acquisitions. Impact of Mergers and Acquisitions on

Shareholder Wealth.

Unit V: Tax Implications of Mergers and Acquisitions. The Process of Integration in Mergers and Acquisitions. International Mergers and Acquisitions: Motivations, Strategies and its Execution. Due Diligence in Mergers and Acquisitions. Regulatory Aspects of Mergers and Acquisition

Readings:

1. Aurora, Rajinder S, and Kale, Sharad., 2019, "Mergers and Acquisitions" Oxford Higher Education.
2. Kar,Rabi Narayan., 2017, "Mergers, Acquisitions and Corporate Restructuring

Strategies and Practices",3rd Edition, International Book House Pvt. Ltd.

3. Krishnamurti,Chandrashekar and Vishwanath,S.R. 2022, "Mergers, Acquisitions and Corporate Restructuring: Text and Cases", SAGE Publications.
4. Sudarsanam, S. 2016, "Creating Value from Mergers and Acquisitions", Pearson Education.

MB 34702: Corporate Strategic Management (4 Credits)

Course Objective: To expose participants to various perspectives and concepts in the field of Strategic Management., To help participants develop skills for applying these concepts to the solution of business problems.

Learning outcomes:

Upon successful completion of the module, students will be able to:

1. Familiarize themselves with the contemporary business environment.
2. Comprehend the fundamental principles of strategic management, generic strategic options, and the associated processes.
3. Comprehend the significance of strategic analysis and implement diverse methodologies employed for the analysis.
4. Establish a correlation between Sustainability and Strategic Management.

5. Rigorously assess and scrutinize case studies.

Contents-

Unit I: Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy, Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management, Four Phases in Strategic Management Process:

Unit II: Meaning of Vision, Process of envisioning, meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).

Unit III: Company's External Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) Analysing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.

Unit IV: Analysing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analysing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis, Value Chain Analysis Using Porter's Model: primary & secondary activities, Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering, Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model

Unit V: Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Six Sigma – Process consisting of defining, measuring, analysing, improving & establishing steps, Lean Six Sigma (Concepts only) . Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework, Business Models: Meaning & components of business models.

Readings:

1.KazmiAzhar., 2017. Strategic Management and Business Policy.Tata McGraw-Hill.

2.Ramasamy and S. Namakumari., 2013. Strategic Planning-Formulation of corporate strategy. Macmillan India pvt ltd.

3.Thomas L. Wheelen & J. David Hunger., 2018 Concepts in Strategic Management & Business Policy. Pearson.

4.Thompson, Strickland, Gamble & Jain, Executing Strategy- The Quest for Competitive Advantage. Tata McGraw-Hill.

MB 14701: Strategic Management and Business Policy (4 Credits)

Course Objective: This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

Learning outcomes: Upon successful completion of the module, students will be able to:

1. Gain knowledge of the essential elements of strategic management.
2. Analyse and assess a variety of business scenarios using diagnostic and practical skills.
3. Gain expertise in coming up with different approaches to challenging issues in a range of business contexts.
4. Show that you understand the idea of competitive advantage and where it comes from.
5. Gain expertise in implementing strategies successfully.

Contents-

Unit I: Business Policy as a study; Its Nature & Importance, Development & Classification of Business Policy; Mechanism or Policy making.

Unit II: Top Management its Responsibilities & tasks. Objectives of Business Characteristics, Classification, Stakeholders in business and their roles in strategic management, Hierarchy of

Unit III: Strategic Intent: Meaning & attributes of strategic intent. Types of Objective and their overall Hierarchy, Setting of Objective, key areas involved.

Unit IV: Corporate Planning; Concept of long term planning, Strategic Planning (Planning Strategically), Nature, Process & Importance.

Unit V: Synergy: Concept, Types, evaluation of Synergy. Capability Profiles, Synergy as a Component of Strategy & its Relevance.

Readings:

1. Kazmi Azhar., 2017. Strategic Management and Business Policy.Tata McGraw-Hill.

2. Krishnamurti, Chandrashekar and Vishwanath, S.R. 2018, "Mergers, Acquisitions and Corporate Restructuring: Text and Cases", SAGE Publications.

3. McCarthy. 2011, Business Policy and Strategy: Concepts and Readings, Richard d Irwin Publishing.

4. Sudarsanam, S. 2016, "Creating Value from Mergers and Acquisitions", Pearson Education.

MB 34704: Strategic Alliance (4 Credits)

Course Objective: helping the students to learn about the process of strategic management and helping the students to learn about strategy formulation and implementation.

Learning outcomes:

1. Economic and other strategic factors that form the basis of alliances.
2. To know formal and informal alliances.
3. Analysis frameworks for learning alliance options, co-option, and co-specialization.
4. The iterative process of learning, assessing, and modifying in alliance management
5. The function of negotiations in the formation, administration, and dissolution of alliances.

Contents-

Unit I: Introduction to Strategic Management and Alliance, Evolution, nature, and objectives of strategic management; Concept of strategy, levels at which strategy operates, strategic decision making, schools of thought on strategy formation; Process of strategic management; Corporate governance and social corporate responsibility.

Unit II: Strategic Intent and SWOC Analysis Hierarchy of strategic intent: strategic intent, vision, mission, business definition, and goals and objectives; SWOC analysis: environmental appraisal and organizational appraisal.

Unit III: Strategic Alternatives and Choice Corporate - level strategies; Business - level strategies; Process of strategic analysis and choice; Corporate - level strategic analyses; Business - level strategic analyses; subjective factors in strategic choice; Contingency strategies; Strategic plan.

Unit IV: Strategic Implementation Interrelationship among formulation and implementation of strategy; Issues in strategy implementation; Project and procedural implementation, and resource allocation; Structural implementation; Behavioural implementation.

Unit V: Functional Implementation and Strategic Evaluation and Control Functional implementation; Operational implementation; Strategic evaluation and control.

Readings:

1. C.W.L. Hill & G.R. Jones., 2022. Strategic Management Theory, Houghton Mifflin Pub.
2. Kazmi, 2018.Business Policy & Strategic Management, Tata McGraw Hill.
3. P. Lynch., 2021.Corporate Strategy. Pearson-Education.

Economics and Public Policy

Course Nos	**Title of the Papers**	**Credits**
MB 34801	Macro Economics	4
MB 34802	International Economics	4
MB 34803	Industrial Economics	4
MB 34804	Global Business Environment	4
MB 34805	Environmental Analysis and Management	4
MB 34806	Emerging Issues in Public Sector Management	4
MB 34807	Labour Economics	4
MB 34808	Energy Economics	4
MB 34809	Transportation Economics	4
MB 34810	Health Economics	4
MB 34811	Demographic Economics	4
MB 34812	Public Finance	4
MB 34813	Development Economics	4

MB 34801: Macro Economics (4 Credits)

Course Objective: The main objective of the course is to provide a comprehensive knowledge of the functioning of the economy of a nation, and specially with reference to the Indian economy.

Learning Outcome:

1. Understand key national income concepts and GDP measurement methods.
2. Analyze income and employment through classical and Keynesian models.
3. Explain consumption theories and their implications on economic behavior.
4. Evaluate investment functions, multiplier effects, and capital efficiency.
5. Examine money, interest, inflation, and monetary policy with focus on India.

Content:

UNIT I

National Income Concepts

Concepts of national income, Circular flow of income in two, three and four sectors, real flow and money flow, measurement of gross domestic product; income, expenditure & output method, Difficulties in measurement of national income, nominal and real GDP, GDP and welfare, GDP deflator, the inter-relation of income and product aggregates. Inter temporal and international comparisons of National income; National income estimation in India.

UNIT II

Determination of Income and Employment

Essential features and implications of Classical theory, self-adjustment mechanism in classical theory, Say's law in barter economy and money economy, Keynes' objections to classical theory, Theory of Effective Demand; Simple Keynesian model of Income Determination for a closed economy, Fiscal Policy and Government Budget, paradox of thrift.

UNIT III

Consumption function

Keynesian consumption function, Features of consumption function, Shifts/Drifts in the consumption function, Discrepancy between short-run and long-run consumption-income Relationship, Overview of Life Cycle Hypothesis, Permanent Income Hypothesis and Relative Income hypothesis and the economic Implications.

UNIT IV

Investment Function

Meaning and types of Investment, Marginal Efficiency of Capital, Marginal Efficiency of Investment, Relation between MEC and MEI Determination of volume of investment Accelerator Theory; Theory of Multiplier; Concept of super Multiplier. Classical and Keynesian theory of investment.

UNIT V

Money Demand and Supply

Theories of Demand for Money: Classical, Cambridge and Keynes; Theories of Rate of Interest: Classical, Loanable and liquidity preference.

Inflation

Meaning, types and impact of inflation;Demand pull and cost push inflation; Inflationary and deflationary gap analysis; Social cost of inflation;Inflation and developing countries; Inflation, deflation and stagflation; Inflation and unemployment trade-off;Control of inflation,

Central Bank and Monetary Policy

Functions of central bank; Reserve Bank of India; Monetary Policy Instruments: Bank rate, Open Market Operation, Statutory Liquidity Ratio, Moral suasion, Selective credit control; Indian monetary system; India's monetary policy since Independence; Problem of black money and parallel economy; Demonetization of higher denomination currency notes by RBI; Recent developments on financial inclusion; Jan-Dhan Yojana. Emerging issues related to Monetary Policy in India and other countries.

Suggested Readings:

1. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 2017.

2. Andrew B. et al., Macroeconomics, Pearson Education, 2016.
3. Gregory, N. and Mankiw, Macroeconomics, Worth Publishers, 1999.
4. Shapiro, Edward, Macroeconomic Analysis, Harcourt Brace Jovanovich, 2012.
5. Olivier Blanchard, Macroeconomics, Pearson Education, 2017.
6. Errol D'Souza, Macroeconomics, Pearson Education, 2012.

MB 34802: International Economics (4 Credits)

Course Objective: The main objective of the course is to familiarise the students with the concepts and theories of international trade, terms of trade, trade policies, balance of payments and working of international financial and monetary institutions.

Learning Outcome:

1. Understand key theories of international trade and their implications.
2. Analyze the effects of trade policies like tariffs and quotas.
3. Interpret the structure and dynamics of the balance of payments.
4. Explain exchange rate mechanisms and foreign exchange markets.
5. Evaluate the role of international institutions in global trade and integration.

Content:

UNIT I

Theories of International Trade

Internal and External Trade: Similarities and dissimilarities; Trade Theories: Ricardian Theory of Comparative Cost Advantage; Factor Endowments and Heckscher-Ohlin Theory; Empirical Test of H-O Model- Leontief Paradox; Rybczynski Theorem under Theories of International Trade; Stolper-Samuelson Theorem; Factor Intensity Reversal. Concepts of Terms of Trade; Factors affecting Terms of Trade; Gains from Trade; Offer Curves, Distribution of gains from trade in terms of Offer Curves, Trade as an Engine of Growth.

UNIT II

International Trade Policy

Free Trade and Protection- Arguments for and against Free Trade and Protection; Tariffs- Classifications of Tariffs, Effects of Tariffs- Partial Equilibrium analysis, Concept of Optimum, Tariff and Retaliation; Quotas- Types, Effects; Tariffs versus Quotas.

UNIT III

Balance of Payment

Current account and capital account; Structure of BOP; Accounting principle; Disequilibrium in BOP; Types and causes of disequilibrium; Adjustment mechanism; Correction under Fixed and Flexible Exchange Rate regimes; Functions of Foreign exchange market; Determination of equilibrium exchange rate; Spot and forward rates.

UNIT IV

Economic Integration and International Institutions

Forms of economic integration; Customs union; Partial equilibrium analysis of customs union trade creation and trade diversion; Objectives and functions of IMF, IBRD, WTO with special reference to trade.

Suggested Readings:

1. Bo Sodersten and Geoffrey Reed, International Economics, Palgrave/Macmillan, 2015.
2. Salvatore, Dominic, International Economics, Wiley India, 2016
3. Ellsworth, P.T. and J. Clark Leith, International Economy, Macmillan, 1984.
4. Caves-Jones-Frenkel World Trade and Payments, Pearson Education, 2006.
5. Chacoliades, International Economics, McGraw-Hill, 2015.

MB 34803: Industrial Economics (4 Credits)

Course Objective: The main objective of the course is to familiarise the students with the basic knowledge of different economic aspects of the industry such as industrial policy, location and globalization strategy, and problems and prospects of major industries of India.

Learning Outcome:

1. Understand India's industrial policies and their role in regional and national development.
2. Analyze sources and trends of industrial finance and capital structure in India.
3. Evaluate the impact of globalization on Indian industry, including FDI and trade patterns.
4. Examine key issues and opportunities in major Indian industries and MSMEs.
5. Assess industrial productivity, capacity utilization, and challenges like industrial sickness.

Content:

UNIT I

Industrial Policy and Growth

Industrial development in India and other countries; Industrial planning in India since Independence, Industrial policy resolutions of 1948 and 1956; Industrial policy prior to 1991; Economic policy statement of 1991; Effect of economic policy and industrial policy reforms; Liberalization, Privatization and Globalization (LPG); Location of industries; Regional development: Role of industrial policy for regional development; Trends and patterns of regional development.

UNIT II

Industrial Finance

Nature and types of industrial finance, sources of institutional finance, Commercial Banks, Trends in institutional finance for industrial sector. Capital Structure in India.

UNIT III

Impact of Globalization

Trends and pattern of FDI in India-Trends and pattern of Indian industry abroad, M&A, Export and import component of Indian industrial sector.

UNIT IV

Problems and Prospects of Selected Major Industries

Iron and Steel, Cotton textiles, Jute, Sugar, Coal, Cement and other heavy engineering industries; Cottage industries, SSI and MSMEs; Public Sector Enterprises in India, their performance and problems; Industrial sickness and exit policy; Role of BIFR; Industrial productivity in India and other countries; Industrial capacity utilization in India.

Suggested Readings:

1. Shepherd W. C., Economics of Industrial Organization, Pearson Education, 2015.
2. Hay and Morris D. J., Industrial Economics: Theory and Evidence, Oxford University Press, 2013.
3. Martin Stephen, Industrial Economics: Analysis and Public Policy, Macmillan, 2013.
4. Mookherjee, Dilip, Indian Industry: Policies and Performance, Oxford University Press, 2005.
5. Ahluwalia I. J., Industrial Growth in India, Oxford University Press, 2009.

MB 34804: Global Business Environment (4 Credits)

Course Objective: The main objective of the course is to provide a comprehensive knowledge of the global business environment, including current scenario on protectionism, regional economic cooperation, world trade in goods and services, patterns of FDI and international economic institutions.

Learning Outcome:

1. Understand key concepts and entry modes in global business.
2. Analyze social, political, legal, and economic factors affecting international business.
3. Examine global trade patterns, protectionism, and FDI trends.
4. Explain the role of major international economic institutions like IMF, World Bank, and WTO.
5. Assess regional economic cooperation and contemporary global business issues.

Content:

UNIT I

Introduction

Business environment: domestic and global; Modes of entry into global business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

UNIT II

International Business Environment

Social, Economic, Political, Cultural and Legal environments for global business.

UNIT III

Global Trading and Investment Environment

World trade in goods and services; Major trends and developments; World trade and protectionism; Tariff and non-tariff barriers; Foreign direct investment (FDI) patterns; Movements in foreign exchange and interest rates and their impact on trade and investment flows.

UNIT IV

International Economic Institutions

Bretton Woods Conference; BWC Institutions; IMF, World Bank, UNCTAD etc.; General Agreement on Tariffs and Trade (GATT); Uruguay Round of GATT negotiations; TRIPS Agreement; General Agreement on Trade in Services (GATS); Formation of WTO; WTO and development agenda; Current issues in GATS.

UNIT V

Regional Economic Cooperation

Important regional economic groupings in the world and regional trading blocs; Regionalism vs. Multilateralism; Contemporary Issues in International Business: Labour and Environmental Issues.

Suggested Readings:

1. Bennet, Roger, International Business, Pitman Publishing, 2013.
2. Czinkota, Michael R. et al., International Business, The Dryden Press, 2016.
3. Danoes, John D. and Lee H. Radebaugh, International Business, Addison Wesley, 2015.
4. Hill, Charles W. L., International Business, McGraw Hill, 2016.
5. Joshi, Rakesh Mohan, International Business, Oxford University Press, 2016.

MB 34805: Environmental Analysis and Management (4 Credits)

Course objective: To equip students with an in-depth understanding of ecological and environmental challenges in the context of sustainable development. The course integrates principles of environmental and ecological economics with modern supply chain management practices, emphasizing green and sustainable initiatives such as green manufacturing, green marketing, and green tourism.

Learning outcomes

1.Understand and explain key concepts in environmental and ecological economics, including the inter-linkages between ecology and economics, externalities, market failures, and ethical considerations.
2.Analyze environmental challenges using economic tools such as ecological footprint analysis, cost-benefit analysis, and sustainability indicators.
3.Evaluate the role of Sustainable Development Goals (SDGs) in shaping corporate and policy responses to environmental issues, with practical relevance to industries such as tourism, manufacturing, and marketing.
4.Demonstrate foundational knowledge in supply chain management, including inventory, procurement, transportation, and logistics systems.
5.Apply principles of green and sustainable supply chain management, including green procurement, sustainable logistics, and environmentally conscious design and packaging.
6.Critically assess the use of technology and data analytics in improving the efficiency and sustainability of global supply chain operations.
7.Design environmentally responsible strategies in business contexts by integrating concepts of green manufacturing, green marketing, and green tourism.
8.Make informed strategic decisions considering environmental impacts, intergenerational equity, and ethical implications for long-term ecological sustainability.

Content:

Unit I

Environmental and Ecological Economics: Definition and concept; Ecology and environment inter-linkages; Property rights and externalities; Market failures and environmental problems; Ecological footprint, global and regional trends; Ethics and ecology, intergenerational issues; Economic evaluation and assessment of environment variables.

Unit II

Supply Chain Management: Basics and concept; introduction to supply chain management, supply chain design, demand forecasting, inventory management, transportation networks, procurement strategies, logistics management, risk management.

Unit III

Advancements in Supply Chain: Sustainability in supply chain, data analytics in supply chain, and global supply chain operations, with a focus on strategic decision-making across the entire supply chain network

Unit IV

Transportation: Choices, Consideration inter Model Documentation

Unit V

Warehousing: Types, Layout & Packaging

Suggested Readings:

1. Baumol, William J. and Wallace E. Oates: The Theory of Environmental Policy, Cambridge University Press, 1988.
2. Fisher, A.C.: Resource and Environmental Economics, Cambridge University Press, 1981
3. Hanley, Nick, Shogren, Jason F. and Ben White, Environmental Economics, Oxford University Press.
4. Kolstad, Charles D., Environmental Economics, Oxford University Press, 2012.
5. ·Tietenberg, Tom and Lynne Lewis, Environmental and Natural Resource Economics, Pearson Education, 2014.
6. Chopra, Sunil and Meindl, Peter – "Supply Chain Management", Pearson Education, 2004

MB 34806: Emerging Issues in Public Sector Management (4 Credits)

Course Objective: The main objective of this course is to provide a comprehensive knowledge to the students about all aspects of public sector enterprises (PSEs), including the purpose of their creation, HR issues, financing, budgetary support, if needed, and so on. Although the usefulness of PSEs is declining in the WTO era of global competition, there are other strategic reasons that have continued revival and survival of the PSEs.

Learning outcome:

1.Understand the evolution, purpose, and changing role of public sector enterprises (PSEs) in India.

2.Analyze management challenges and reforms in PSEs in the context of global and regional developments.

3.Apply HRM concepts and practices relevant to the functioning and development of human capital in PSEs.

4.Evaluate strategies for re-orienting PSEs using systems thinking and collaborative management tools.

5.Interpret public sector budgeting, financial management practices, and emerging fiscal issues.

Content:

UNIT I

Public Sector: Growth and Decline

Need for public sector in India; Private, Public and Joint sectors; Types of public sector enterprises (PSEs); Functioning of PSEs in the competitive business environment; Indian economic reforms and public sector reforms of 1991; Declining role of PSEs.

UNIT II

PSEs Management:

Global, regional and local political landscape of the 21st century; changing management of PSEs in India and other countries in Southeast Asia. Successful PSEs vs loss-making PSEs; Need for organizational change in PSEs;

UNIT III

Human Capital in PSEs:

Human resource management in PSEs; Process and activities in HRM (Job design & analysis, recruitment, selection, training and evaluation; Performance management and HRD; Learning and Development in Indian PSEs.

UNIT IV

Re-orienting PSEs and Emerging Issues:

Re-engineering PSEs; Process of re-orientation of PSEs; System thinking; Problem solving and Decision-making tools for PSE managers; Collaborative public management: International relations and intersectional networks.

UNIT V

Public Sector Financial Management:

Budgeting and Financial Management practices in PSEs; Relationship between PSEs and the government; Government expenditures and budgeting procedure; budgeting system, budgeting procedure, accounting and auditing; Emerging issues and future of PSEs in India.

Suggested Readings:

1. Flynn, Norman and Alberto Asquer, Public Sector Management, 2017.

2 .Jan-Erik Lane (ed.), Public Sector Reform: Rationale, Trends and Problems, Sage Knowledge, 2016.

3. Common, Richard et al., Managing Public Services: Competition and Decentralization, Butterworth-Heinemann, 1992.

MB 34807: Labour Economics (4 Credits)

Course Objective: The main objective of the course is to provide to the students a comprehensive knowledge about different issues related to the demand and supply of labour, wage determination, minimum wages legislation and other regulatory benefits to the workers in the organised as well as unorganised sectors.

Learning Outcome:

1. Understand key issues in India's labour market, including industrial and casual labour.
2. Explain classical and modern wage theories and concepts of labour welfare.
3. Analyze labour demand and supply across sectors and seasons in India.
4. Evaluate employment policies, labour mobility, and rural labour dynamics.
5. Understand minimum wage concepts and key labour laws and social security schemes.

Content:

UNIT I

Labour Scene in India

Nature and characteristics of labour problems; Characteristics of Industrial Labour and casual labour in India; Labour market in India.

UNIT II

Wage Determination

Classical and Modern Theory of Wage Determination. Labour Welfare in India. – Theories of Labour Welfare The policy, Theory. The Religious Theory, Philanthropic theory, The trusteeships theory. The placating theory, The Public Relation theory and The function theory, Rigidity and Flexibility in the labour market.

UNIT III

Sectoral and Seasonal Labour Demand

Demand for Labour and Supply of Labour Demand for labour in relations to size and pattern of investment, Supply of Labour in relation to growth of Labour Force. Labour Market policies, Mobility of labour, employment service organization in India. Employment and unemployment in developing countries, Employment policy in Five Year Plans and its evaluation. Rural and Agricultural labour in India

UNIT IV

Minimum Wages and Other Regulatory Benefits to the Workers

Concepts of minimum wage, living wage and fair wage. Social Security I India – Need of Social Security, social insurance and social assistance, workmen Compensation Act. Maternity Benefit act and Employees state Insurance Scheme, Women and Child Labour.

Suggested Readings:

1. Gupta, P.K., Labour Economics, Vrinda Publications, 2012.
2. Hajela, P.D., Labour Restructuring in India, Commonwealth Publishers, 2009.
3. Lester, R.A., Economics of Labour, Macmillan, 1998.
4. Papola, Ghosh and Sharma, Labour Employment and Industrial Relations in India, B.R. Publishing House, 1993.
5. Datt, G., Bargaining Power Wages and Employment, Sage Publications, 1996.
6. Bhagoliwal, T.N., Economics of Labour and Industrial Relations, Sahitya Bhavan, 2002.

MB 34808: Energy Economics (4 Credits)

Course Objectives: To familiarise the students with the alternative sources of energy and the economics of energy in alternative forms. Energy policy inputs are derived from the study of this course.

Learning Outcome:

1. Understand the role of physical and social infrastructure in energy supply and planning in India.
2. Analyze pricing, supply, and environmental impacts of electricity and natural gas.
3. Evaluate water supply systems, financing, and pricing challenges in urban and rural contexts.
4. Examine financing methods, regulation, and policy reforms in energy infrastructure.
5. Assess energy demand, conservation, and policy frameworks, focusing on renewable and alternative energy sources in India.

Content:

UNIT I

Energy Infrastructure

Physical and social infrastructure; Public utilities; Infrastructure planning in India; Need for Public-Private Partnership.

UNIT II

Electricity and Gas

Supply characteristics and pricing of Electricity; Relative economics of Thermal, hydel and nuclear power; Case for a National Power Grid; Exploitation of natural gas; Pricing problems; Environmental implications

UNIT III

Water supply

Financing Water Utilities; Urban and rural water supply; Concept of user charge; Pricing problems; Environmental implications; Problem of distribution

UNIT IV

Energy Infrastructure Financing and Regulation

Conventional methods of financing energy infrastructure; Private financing of infrastructure; Reforms in financing; Theory of regulation, deregulation and privatization in infrastructure; Competition policy; Evolution of infrastructure policy in India with focus on case studies regarding different modes.

UNIT V

Energy Economics and Energy Policy

Importance of energy in the process of economic development; Factors determining demand for energy; Effects of energy shortage; Energy conservation; Renewable and non- conventional sources of energy; Efficient energy options; Energy policy in Indian context.

Suggested Readings:

1. Boyle, G., Renewable Energy: Power for a Sustainable Future, Oxford University Press, 2015.
2. Cooper, J., Price Elasticity of Demand for Crude Oil: Estimates for 23 Countries, OPEC Review: Energy Economics & Related Issues (27)
3. Michael A. Crew and Paul R. Kleindorfer, Economics of Public Utility Regulation, MIT Press, 2014.
4. Dahl, C.A., International Energy Markets: Understanding Pricing, Policies and Profits, Penn Well, 2009.

MB 34809: Transportation Economics (4 Credits)

Course Objective: The main objective of the course is to provide comprehensive knowledge to the students about various aspects of the transportation sector, including the growth of transportation systems and their impact on economics of time, relationship between transportation communication and other infrastructure.

Learning Outcome:

1. Understand the role and impact of transportation systems on economic and social development.
2. Analyze demand patterns and pricing models for passenger and freight transportation.
3. Evaluate government regulations and market structures in the transportation sector.
4. Apply cost and pricing concepts to different transportation modes and related challenges.
5. Assess urban transportation issues, safety, environmental impacts, and project evaluation methods.

Content:

UNIT I

Transportation Sector

Changing need for transportation systems; Relationship between transportation, communication, social and economic systems. Changing pattern of demand and supply of transportation; Structure of transportation costs.

UNIT II

Demand for Transport

Demand for transportation for people, goods and strategic supplies. Models of Freight and Passenger time and transportation; Price and service quality (including speed) of alternative modes of transport; Sensitivity of demand to changes in travel time; Cost of travel and economics of time;

UNIT III

Regulation Transportation

Governmental intervention and regulation of transportation sector (trucking, rail, maritime and air routes); Monopoly and oligopoly in the transportation sector;

UNIT IV

Cost and Pricing

Cost functions in the transportation sector; Costs and pricing; Special problems of individual modes of transport; High cost of road construction and maintenance and associated difficulties in pricing of transportation services; Location of economic activities; Location of economic activities; Business vs leisure travel; Peak-time vs off-peak time travel; Subsidies in transportation sector.

UNIT V

Other Issues in Transportation

Project evaluation; Spill-over effects (noise accident risk etc.); Safety issues and "optimal" safety provision; Urban transportation problems like road congestion, parking difficulties, environmental concerns, difficulties for pedestrians, road accidents, over-crowding on public transit in the peak hours, etc.; Odd-even numbered vehicles regulation on different days.

Suggested Readings:

1. World Bank, World Development Report: Infrastructure for Development, 1994.
2. Network, India Infrastructure Report 2004, Oxford University Press, 2004.
3. Button, K.J., Transport Economics, Edward Elgar, 2010.
4. José A Gómez-Ibáñez et al. (eds.), Essays in Transportation Economics and Policy, Brookings Institution,

MB 34810: Health Economics (4 Credits)

Course Objective: The main objective of the course is to provide a comprehensive knowledge of the functioning of the

Learning Outcome:

1. Explain key concepts and models in health economics and their relevance to different life stages.
2. Analyze methods for evaluating health outcomes and valuing health impacts.
3. Understand and apply DALY and QALY frameworks to measure disease burden.
4. Examine health care financing models including public, private, and PPP approaches.
5. Evaluate pharmaceutical markets, innovation, and the role of patents in health care economics.

Content:

UNIT I

Health Issues and Health Economics

Fundamentals of Health Economics; Definition of Health; Behavioural and Social Models of Health. Human Life Course and Health Care: Childbirth, Childhood, Family & Individual Wellbeing, Older Age, Third Age (Death and Dying). Basic Concepts: Prevention, Cure, Healing, Disease, Illness, Sickness.

UNIT II

Evaluation in Health Care

Theories & Measurement of Health Methods of Evaluation in Health Care: Valuing Health and health damage: Human capital approach: measurement of mortality: value of statistical life, years of life lost; morbidity valuation: cost of illness,

UNIT III

DALY and QALY

Burden of disease; Meaning and significance; DALY Framework; Measure of burden; Components and postulates; DALY and QALY; The GBD assessment, BD and DALY: A critical appreciation.

UNIT IV

Financing Health Care

Financing of health care; Public health care; Market based care; Insurance; Targeted intervention plan; Public-Private Partnership (PPP) for effective health care.

UNIT V

Pharmaceuticals and Health Care

Market for Pharmaceuticals; Issues; Development of new drugs; Investment in R&D and innovation; Importance of patent rights in pharmaceutical sector; Price competition in pharmaceuticals market.

Suggested Readings:

1. Anthony J. Cuyler and Joseph P. (eds.), Handbook of Health Economics, Newhouse, North-Holland, Elsevier Science.
2. Clewar, Ann, and David Perkins, Economics for Health Care Management, Pearson Education.
3. Folland, Sherman, Allen Goodman, and Miron Stano, Economics of Health and Health Care, New York: Macmillan.
4. Rice, Thomas, The Economics of Health Reconsidered, Chicago: Health Administration Press.
5. Sherman Folland, Allen C. Goodman, and Miron Stano, Economics of Health and Health Care, Pearson Education.
6. Santerre and Neun, Health Economics: Theories, Insights, and Industry Studies, Thomson/South Western.

MB 34811: Demographic Economics (4 Credits)

Course Objective: The main objective of the course is to provide the students with a comprehensive knowledge of different demographic concepts and their importance to the management professionals.

Learning Outcome:

1. Understand key demographic concepts like birth rate, mortality, fertility, and population growth.
2. Analyze the impact of urbanization and migration on economic development and social issues.
3. Evaluate economic factors influencing human fertility and family size decisions.
4. Assess the relationship between population quality, workforce productivity, and economic policy.
5. Apply demographic theories such as demographic transition and dividend to management strategies.

Content:

UNIT I

Demographic Concepts:

Birth rate, Death rate, Population growth rate; Mortality and morbidity; Nuptiality rate and divorce rate; Age at marriage and fertility rate; Total and age-specific fertility rates;

UNIT II

Urbanization and Migration:

Relationship between urbanization and economic development; urbanization through migration; Urban slums; Urban poverty; Urban violence; Economics of urban vote-bank politics.

UNIT III

Economics of Human Fertility:

Quantity and quality of children; Costs of bringing up children; Benefits or utilities derived from children; Child mortality and desired family size; Small family norm; Determinants of human fertility behaviour; Social systems, social security systems and family size.

UNIT IV

Management of Population

Quality of population; Worker productivity; Occupational distribution of the working population; Dependency ratio; Economic policy intervention for effective population control; Integration of demographic and economic policy; Demographic transition; Demographic dividend.

Suggested Readings:

1. Hinde, Andrew, Demographic methods, Routledge, 2009.
2. Shryock, Henry S. and Jacob S. Siegel, The Methods and Materials of Demography, Academic Press, 1976.
3. Becker, Gary, A Treatise on the Family, Harvard University Press, 1991.

4. Simon, Julian, Economics of Population Growth, Princeton University Press, 1977. Simon, Julian L., Theory of Population and Economic Growth, Basil Blackwell, 1986. Rosenzweig, Mark R. and Oded Stark,Handbook of Population and Family Economics, Elsevier, 2019.

5. Meadows,Donella H. et al., The Limits to Growth, 1972 (Report on the computer simulation of exponential economic and population growth with a finite supply of resources. ... The report's authors comprised a team of 17 researchers).

6. Malthus,Thomas Robert, An Essay on the Principle of Population, J Johnson (London), 1798.

MB 34812: Public Finance (4 Credits)

Course Objective: The main objective of the course is to provide to the students a comprehensive knowledge about the functioning of the economy's fiscal system such as the sources of revenue, principles of taxation, public expenditure, public debt and the fiscal policy of the government.

Learning Outcome:

1. Understand the role of government in the economy through fiscal functions and public goods.
2. Explain types, principles, and growth factors of public expenditure.
3. Analyze sources, types, and effects of public revenue and taxation principles.
4. Evaluate public debt management and its economic implications.
5. Understand fiscal policy, budget deficits, and federal financial relations in India.

Content:

UNIT I

Public Finance and Government

Scope of public finance; Fiscal functions: allocation function, distribution function and stabilization; Concept of public goods; Need for government intervention; Externalities; Generating income or equitable distribution of limited income; Socialist policy vs. market economy; Political system alignment with fiscal policy.

UNIT II

Public Expenditure

Introduction, meaning and scope, difference between public and private expenditure, Reason for growth of public expenditure, Types and Canons of Public Expenditure, Benefit Principle, Lindhal Theory and Samuelson's Model Pigou's Ability to Pay Theory, Wagner's Law of Increasing Governmental Activities.

UNIT III

Public Revenue

Source of Public Revenue, Direct vs. indirect taxes; Objectives of Taxation; Impact of Tax; Incidence of taxation; Shifting of tax and taxable capacity; Classification of taxes; Features of Indian tax system; High taxation vs. ethical issues.

UNIT IV

Public Debt and Fiscal Policy

Issues relating to public debt; Sources of internal and external public debt; Danger of high internal or external public debt; Safe limit of public debt; Debt burden analysis and management of public debt; Federal finance in India; Allocation of revenue resources between centre and state under constitution; Finance Commissions in India and changing recommendations; Budgetary deficit vs. fiscal deficit; Fiscal Policy.

Suggested Readings:

1. Andley K.K.&K.P.M. Sundharam,Public Economics and Public Finance, Rattan Prakashan, 2017
2. Hillman, Arye L., Public Finance and Public Policy, Cambridge University Press, 2003.
3. Lekhi, R.K. and Joginder Singh, Public Finance, Kalyani Publishers, 2016.
4. Musgrave, Richard A. and Peggy Musgrave, Public Finance in Theory & Practice, McGraw Hill, 2017.

MB 34813: Development Economics (4 Credits)

Course Objective: The main objective of the course is to apprise the students with the most important issue of economic development. This course covers the issues of economic growth vs. economic development and various theories of economic development, with the focus on policy towards rapid economic development.

Learning Outcome:

1. Differentiate between economic growth and development and analyze key development indicators.

2. Explain theories related to poverty, inequality, and structural change in developing economies.

3. Understand and evaluate classical and modern theories of economic development and capital formation.

4. Assess the role of agriculture, labor markets, and unemployment in economic development.

5. Formulate informed policies aimed at promoting rapid and sustainable economic development.

Content:

UNIT I

Basic Concepts in Economic Development

Concepts of economic growth and economic development; Indicators of economic development; International differences in per capita GNP (or GDP) and PPP estimates of GNP (or GDP). International poverty line and estimates of poor. Factors of development.

UNIT II

Economic Development and Poverty

Colonialism and dependency theories. Schumpeter's Innovation, enterprise and process of 'creative destruction'; Rejection of trade as the 'engine of growth'. Nurkse and Prebisch arguments; Structural changes: Kuznets analysis of structural change; Concept and measures of poverty; Pareto Distribution; Head count ratio; Income-Gap ratio; FGT Index; Concept and Measures of Inequality; Lorenz curve and Gini coefficient; Issues in composite Indices, Problems of Aggregation; Inequality and Growth; Inverted U-curve hypothesis; Interrelationships between Inequality and growth.

UNIT III

Economic Development Theories

Role of capital formation; Vicious circle arguments; Rostow's stages of growth and development, Kuznet's economic history analysis of characteristics of development. Capital formation and allocation of investment; Balanced and unbalanced growth theories; Rosenstein-Rodan and Hirschman Denison's growth accounting; Contribution of labour, capital and Technology.

UNIT IV

Agriculture, Seasonal Unemployment and Economic Development Policy

Role of agriculture; Dual economies and surplus labour argument; Ranis-Fei Model, Unemployment-efficiency wage theory as an explanation for wage rigidity and involuntary unemployment, Collusive theory of unemployment; Population growth and critical Minimum Effort; Healthy economic development policy.

Suggested Readings:

1. Ghatak, S., Introduction to Development Economics, Rutledge, 2003.
2. Basu, Kaushik, Analytical Development Economics, MIT Press,1997.
3. Meier and Rauch: Leading Issues in Economic Development, Oxford University Press, 2013.
4. Ray, D., Development Economics, Oxford University Press, 2014.
5. Thirlwall, A.P., Growth and Development, ELBS, 2015.
6. Todaro, M.P. and S.C. Smith, Economic Development, Pearson Education, 2017.

Contemporary issues in Management

Course Nos	Title of the Papers	Credits
MB 34901	Consulting and Advisory Practices	4
MB 34902	Change Management	4
MB 34903	Business Sustainability &CSR	4
MB 34904	Advanced Methods for Management Research	4
MB 34905	Social media & Business Practices	4
MB 34906	Technology and Innovation Management	4
MB 34907	Knowledge Management	4
MB 34908	Advanced Optimization Techniques	4
MB 34909	Soft Computing Techniques for Management	4

MB 34901: Consulting and Advisory Practices (4 Credits)

Objectives: The course aims to familiarize students with the foundations, evolution, and current practices of consultancy, including the types of consulting services and client-consultant dynamics. It also aims to equip students with practical skills in the consulting process—from entry to closure—along with consultant selection, proposal preparation, fee structuring, and report writing. The course further develops competencies in negotiation, professional ethics, and managing consulting firms and assignments using IT tools. Additionally, it prepares students to apply consulting principles across various management domains such as strategy, finance, marketing, operations, HR, and IT.

Learning Outcome:

1. Understand the basics, evolution, and types of consultancy services.
2. Learn and apply the stages of the consulting process.
3. Understand consultant selection, training, costing, and report writing.
4. Apply negotiation skills and follow professional ethics in consultancy.
5. Manage consulting firms and assignments effectively using IT tools.
6. Gain knowledge of consultancy across key management functions.

Contents:

Unit I:

Introduction to Consultancy, evolution, growth & status, Types of Consulting Services, firms and role of consultants, client and consultant relationship. Marketing of Consultancy Services, Future Challenges and Opportunities in Consultancy.

Unit II:

The Consulting Process, Entry, Diagnosis, Action Planning, Implementation and Termination/Closing.

Unit III:

Methods of selection of consultants, Training and development of Consultants, Costs and fee calculation, Preparation of Consultancy proposals and Agreements, Technical Report Writing and Presentatio.

Unit IV:

Negotiation Skills, Professional Ethics and Code of Conduct, Fundamentals of consulting firm management, consulting firms and IT in consulting firms, Management of consulting assignments.

Unit V:

Consulting in various areas of Management, Consulting in general and strategic management, consulting in financial management, consulting in marketing and distribution management, consulting in production and operation management, consulting in HRM, consulting in IT.

Readings:

1. Lewicki, R., Barry, B., & Saunders, D. (2015). *Essentials of negotiation* (6th ed.). McGraw Hill.
2. Marz, N., & Warren, J. (2015). *Big data: Principles and best practices of scalable real time data systems*. Dreamtech Co.
3. Pareek, U. (1992). *Managing transitions: The HRD response*. Tata McGraw Hill.
4. Peters, T. (2018). *The excellence dividend: Meeting the tech tide with work that wow and jobs that last*. Vintage.
5. Greiner, L. E., & Poulfelt, F. (2009/2010). *Management consulting today and tomorrow: Perspectives and advice from 27 leading world experts*. Routledge.
6. Greiner, L. E., Olson, T. H., & Poulfelt, F. (2009/2010). *Management consulting today and tomorrow casebook*. Routledge.
7. Wickham, L., & Wilcock, J. (2020). *Business and management consulting* (6th ed.). Pearson.

MB 34902: Change Management (4 Credits)

Objectives: The purpose of this course is to familiarize the participants with the various aspects of change management in organizations. It helps the participants get an understanding of change frameworks for Organizational diagnosis and approaches to change. It also helps the participants to manage resistance to change and methods of dealing with it.

Learning Outcomes:

1. Understand key theories, models, and ethical considerations in change management.
2. Analyze organizational structures, culture, and leadership dynamics during change.
3. Apply diagnostic tools and planned change strategies using a life cycle perspective.
4. Evaluate and implement various organizational development interventions.
5. Develop and manage effective change implementation plans and strategies.
6. Understand the role of change agents and methods to gain stakeholder support.

Contents:

Unit I:

Introduction to change, Theoretical approaches Models and Perspectives of change, Kotter's 8-step Model, Lewin's Change Model, Organizations and their changing Environment, Forces of change, Nature of Change, Ethics in Change Management

Unit II:

Organizational Structure, Design and Culture, Leadership and Politics of Change; Different types of organizational structures and designs, Strategies for Managing Change, Resistance to change Causes, Challenges and Management of Resistance of Change

Unit III:

Understanding Organizational development in a life cycle perspective, Nature of Planned Change; Diagnosing organizations; Collecting and Analysing diagnostic information; Designing Intervention; Action Research & Appreciative Enquiry

Unit IV:

Interventions of Change in Organisations, Human Process Interventions, Techno, structural Interventions, Human Resource Management Interventions, Strategic Interventions of Change; Mergers & Acquisitions, Knowledge Management, Quality Circles etc.

Unit V:

Implementation of Change, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Factors Affecting the Choice of a Change Strategy, Role of Change Agent; Action planning and Implementation.

Readings:

1. Clarke, T., & Clegg, S. (1998). *Changing paradigms: The transformation of management knowledge for the 21st century*. Harper Collins Business.
2. Cummings, T. G., & Worley, C. G. (2009). *Organization development and change*. Cengage.
3. Hammond, S. A., & Royal, C. (1998). *Lessons from the field: Applying appreciative inquiry*. Practical Press Inc.
4. Kotter, J. P., & Cohen, D. S. (2012). *The heart of change: Real life stories of how people change their organisations*. Harvard Business Review Press.
5. Sharma, R. R. (2013). *Change management and organizational transformation*. McGraw-Hill Education.
6. Waddell, D., Cummings, T., & Worley, C. G. (2017). *Organizational change: Development and transformation*. Cengage Learning.
7. Palmer, R., Dunford, R., & Buchanan, D. (2009). *Managing organizational change: A multiple perspectives approach*. McGraw-Hill.
8. Hays, J. (2002). *Theory and practice of change management*. Palgrave Macmillan.
9. Mills, J. H., Dye, K., & Mills, A. J. (2009). *Understanding organizational change*. Routledge.

MB 34903: Business Sustainability & CSR (4 Credits)

Objectives: The objective of this course is to provide an overview of the concept of sustainability and sustainable businesses to the participants. This course aims to create a deeper understanding of an alignment between the broader objectives of the market economy and the goals of sustainable development. The course aims to develop an understanding of the meaning of sustainability in terms of business, which provides both competitive advantage and fosters economic growth.

Learning Outcomes:

1. Understand climate change and sustainable development in business.
2. Learn sustainable business models and practices.
3. Apply sustainability reporting and responsible management.
4. Explore green infrastructure and energy efficiency in business.
5. Understand global laws and treaties impacting sustainability.
6. Recognize the role of CSR in sustainable business.

Contents:

Unit I:

Introduction to Climate Change and Sustainable Development, Millennium Development Goals, Historical and Emerging Themes in Sustainable Business, Business Case for Sustainability, CSR and corporations

Unit II:

Sustainable Firm – Corporate Social and Environmental Sustainability, Redefining the Traditional Business Models, Sustainability and New Product Development, Sustainable Retail, Supply Chain Restructuring

Unit III:

Sustainable Business Management –Sustainability Accounting and Reporting, Triple Bottom Line Accounting, Carbon Accounting and Auditing for Business, Socially Responsible Human Resource Management, Socially Responsible Investing and Finance

Unit IV:

Transformation of Business – Sustainable Infrastructure, Re-working Transportation Networks, Energy Efficiency, Green Buildings, Corporate citizenship

Unit V:

International Legal Environment of Sustainable Business – International Trade Laws, Climate Change Treaties and their Impact on Business

Readings:

1. Blowfield, M. (2013). *Business and sustainability*. Oxford University Press.
2. Esty, D. C., & Winston, A. S. (2006). *Green to gold*. Yale University Press.
3. Hoffmann, A. J., & Woody, J. G. (2008). *Climate change: What's your business strategy?* Harvard

Business School Publishing.
4. Kaplan, R. S., & Norton, D. P. (n.d.). *The balanced scorecard*. Harvard Business Review. *(Add publication year if available.)*
5. McDonough, W., & Braungart, M. (2002). *Cradle to cradle: Remaking the way we make things*. North Point Press.
6. Werther, W. B., Jr., & Chandler, D. (2011). *Strategic corporate social responsibility: Stakeholders in a global environment*. SAGE Publications.
7. Mallin, C. A. (2018). *Corporate governance* (Indian ed.). Oxford University Press.

MB 34904: Advanced Methods for Management Research (4 Credits)

Objectives: This course is designed to create a deep understanding of participants in the field of research and enable them to develop the methodology for research work. It is also aims to equip the participants with the skills which will enable them to formulate research objectives, hypothesis, and develop appropriate research design. During the course of study, Participants will be familiarized with the statistical software used for data analysis.

Learning Outcomes:
1. Understand the basics, types, and ethical aspects of research.
2. Conduct literature reviews and develop research designs.
3. Apply data collection methods and sampling techniques.
4. Perform statistical analysis using tools like Excel and SPSS.
5. Write structured, ethical, and well-documented research reports.
6. Use software tools for data management and scientific editing.

Contents:

Unit I:

Introduction to Research Methodology, Meaning and importance of research, Steps in the process of research,Ethics in research,Types and methods of research, Features of Good research

Unit II:

Literature Review & Research Design, Importance of literature review, Identification of source of information, literature search procedure online/offline sources, Identification of research gap, Defining research problem, Identification of objectives, Developing related hypothesis,research design

Unit III:

Introduction to Data Management, Data Sampling techniques or methods,sampling design,sample size, sampling and non-sampling errors, meaning and importance of data, Types and source of data, Primary and Secondary data, Methods of collecting primary data, tools for data collection, Questionnaire Designing, Conducting Pilot survey, Secondary Data collection Attitude measurement and scaling, Validating Data / Data Reliability

Unit IV:

Statistical Analysis of Data, Organizing and Summarizing the Raw data, Measures of Central Tendency, Measures of Dispersion,Skewness and Kurtosis, Correlation and Regression Analysis, Theory of Probability, Mathematical Expectation, Theoretical Probability Distributions (Binomial, Poisson, and Normal) (Includes Practical Problems) Theory of Estimation and Hypothesis testing (Using MS,Excel, SPSS)

Unit V:

Report Writing, Intellectual Honesty and Ethics (Plagiarism, Cheating, Fabrication and Falsification, Multiple Submission, Misuse of Academic Materials, Complicity in Academic

Dishonesty), Use of Data Base Management and Scientific Editing, Tools using available open source Software, Types of Reports, Planning report writing, Research report format, Principles of writing,Documentation,Writing/typing the report,Briefing,Evaluation of a research report.

Readings:

1. Bajpai, N. (2011). *Business research methods*. Pearson Education. https://books.google.com/books/about/Business_Research_Methods.html?hl=hi&id=6CQ8BAAAQBAJ
2. Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill-building approach* (8th ed., Enhanced eText). Wiley. https://www.wiley.com/en-us/Research+Methods+For+Business%3A+A+Skill+Building+Approach%2C+8th+Edition-p-9781119561248R150
3. Chawla, D., & Sodhi, N. (2011). *Research methodology: Concepts and cases*. Vikas Publishing House.
4. Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods* (9th ed.). McGraw-Hill Irwin.
5. Gupta, S. C. (2017). *Fundamentals of statistics*. Himalaya Publishing House.
6. Krishnaswami, O. R., & Ranganathan, M. (2005). *Methodology of research in social sciences*. Himalaya Publishing House.
7. Shajahan, S. (2000). *Research methods for management*. Jaico Publishing House. https://books.google.com/books/about/Research_Methods_For_Management.html?hl=hi&id=6x6MAAAACAAJ

MB 34905: Social Media & Business Practices (4 Credits)

Objectives: This course will enable the participants to appreciate the difference and similarities between non-digital and digital business practices; it will also enable the participants to understand consumer behavior on digital media. This course aims to enable the participants to develop digital strategy and understanding social media marketing.

Learning Outcomes:

1. Understand the types, dimensions, and business relevance of social media.
2. Explore organizational use of social media for marketing and CRM.
3. Learn to manage social media programs, audits, and ROI.
4. Analyze social media data using structured and unstructured analytics.
5. Apply text mining for reputation and customer relationship management.
6. Understand digital strategies including IoT, mobile, and content marketing.
7.

Contents:

Unit I:

Introduction, Definition, Types, and Dimensions; Status in India & the World, Different Revenue & Business Models, Situating Social Media in Business.

Unit II:

Adoption in Organizations, Social Media & Applications, Viral marketing, Tool for SMEs, Customer Relationship Management, Researching Competitors, Digital Brand Management.

Unit III:
Social Media Program Management, ROI, Influencers Index, and Social Media Audit & Policy in Organizations. Interface with Social Media and Cloud, social media marketing, Understanding social media

Unit IV:

Social Medial analytics: data type and collection, structured and semi-structured data, social media metrics, social medial ROI, Social networks and social network analysis; Social media analytics with unstructured data.

Unit V:
Text mining, social customer relationship management, text mining for communication and reputation management, Big data, Internet of things,Mobile Marketing, E-marketing, Internet marketing strategy, content marketing

Readings:

1. Aslam, K. (2017). *The 7 critical principles of effective digital marketing*. Scottsdale, AZ: The Stone Soup Hustler Publication.
2. Bly, R. W. (2018). *The digital marketing handbook*. Entrepreneur Press.
3. Chaffey, D. (2019). *Digital marketing*. Pearson UK.
4. Chaffey, D., & Smith, P. R. (2017). *Digital marketing excellence: Planning, optimizing and integrating online marketing* (5th ed.). Taylor & Francis.
5. Dodson, I. (2016). *The art of digital marketing: The definitive guide to creating strategic, targeted, and measurable online campaigns*. John Wiley & Sons.
6. Giovannoni, E. (2018). *The digital marketing planning*. Brisbane, Australia: Chasefive.com.
7. Maity, M. (2017). *Internet marketing*. Oxford University Press.
8. Ryan, D., & Russ, H. (2017). *Digital marketing for dummies*. Hoboken, NJ: John Wiley & Sons.

MB 34906: Technology and Innovation Management (4 Credits)

Objective: This paper aims to enable participants to appreciate the role of technology, innovation and new product management in both corporate and public sector. The course would emphasize on strategic aspects of decision making involved in process and technology choices, investment options, level of technology absorption and the derived competitive advantages particularly in Indian context.

Learning Outcomes:
1. Understand strategic issues and challenges in technology management and adoption in India.
2. Analyze technology investment decisions and foster innovation culture in organizations.
3. Apply concepts of new product development integrating design, manufacturing, and marketing.
4. Manage products and technologies effectively across their life cycles and sustainability aspects.
5. Evaluate the role of public sector innovation and government policies in technology management.
6. Understand intellectual property, licensing, and global trade impacts on technology

strategy.

7.

Contents:

Unit I: Strategic aspects of managing technology

Elements of manufacturing /operations strategy, Critical issues in choice of technology: flexibility, 'appropriateness', energy and non-renewable resources conservation, humanistic, social and other aspects: New technology transfer, absorption and adoption, constraints in India.

Unit II:Technology considerations in a lean environment

Strategic evaluation of technology investments, Creating organizational culture and climate for innovation, the new R&D approaches. Public sector innovation.

Unit III:New product development

Integration of design with manufacturing, Comparison with Japanese way of managing new innovations and technologies, Commercialization of core competencies in technology, the Indian context, Marketing new products and technologies.

Unit IV: Life cycle management

Introduction to Life Cycle Management, Product and Technology Life Cycle stages, Managing innovation through different stages, Technology adoption and diffusion, Portfolio management of products and technologies, Life Cycle Assessment and sustainability, Case studies in Life Cycle Management.

Unit V: Role of the State and Policy Framework in Technology Management

Role of the State - Programmes and Mission, Role of agencies like TIFAC. Public policy issues, role, rationale and requisites of a National Technology Policy, IPR and licensing issues, Role of WTO in new age technology and process choices.

Readings:

1. Avlonitis, G., & Papastathopoulou, P. (2006). *Product and services management*. Pine Forge Press.
2. Barclay, I., Dann, Z., & Holroyd, P. (2010). *New product development*. Routledge.
3. Kahn, K. B. (2001). *Product planning essentials*. Sage.
4. Khalil, T. (2004). *Technology management: Key to competitiveness and wealth creation*. Laws of the Game.
5. Kouzelis, G. (Ed.). (2005). *Knowledge in the new technologies*. Peter Lang.
6. Moody, P. E., & Morley, R. E. (2001). *The technology machine: How manufacturing will work in the year 2000*. Simon & Schuster.
7. Rastogi, P. N. (2009). *Management of technology and innovation: Competing through technological excellence*. SAGE Publications India.
8. Schilling, M. A. (2016). *Strategic management of technological innovation* (5th ed.). McGraw-Hil

MB 34907: Knowledge Management (4 Credits)

Objective: This course is aimed at helping students gain an insight into the basic concepts and application of Knowledge Management in business and industry. It involves deliberations on the basic processes and tools of managing knowledge in organizations.

Learning Outcomes:

1. Understand the fundamental principles and evolution of knowledge management and knowledge engineering.
2. Analyze the processes of knowledge creation, storage, sharing, and dissemination in organizations.
3. evaluate the role of intellectual capital, knowledge networks, and learning organizations in competitive advantage.
4. Apply tools and frameworks to design and implement knowledge management strategies.
5. Examine the integration of information technology in knowledge management and its applications in governance and business.
6. Assess real-world knowledge management practices through case studies and develop critical insights into best practices.

Contents:

Unit I: Introduction to Knowledge Management & Knowledge Engineering

History of Knowledge Management, Process of Knowledge Management - creating, capturing and storing knowledge, combining, transferring and distributing knowledge. Knowledge Economy.

Unit II: Approaches and Principles of Knowledge Management

Developing a Knowledge Management Capability, Intellectual Capital Strategy, Knowledge Networks.

Unit III: Learning Organizations and Knowledge Management

Designing and implementing Knowledge Management Program, Support technology for Knowledge Management, Case studies of learning organizations.

Unit IV: Knowledge Management and Information Technology

KM technologies, collaborative platforms, data warehouses, content management systems, enterprise knowledge portals.

Unit V: Knowledge Management in Practice and Governance

Role of Knowledge Management in Governance, Social Networking, Intellectual Capital Management; Case studies from business and public sectors.

Readings:

1. Batra, S., & Francisco, J. C. (2009). *Knowledge management and intellectual capital: Emerging perspectives*. Allied Publishers.
2. Belasen, A. T. (2000). *Leading the learning organization: Communication and competencies for managing change*. SUNY Press.
3. Boyett, J. T., & Boyett, J. H. (2001). *The guru guide to the knowledge economy: The best ideas for operating profitably in a hyper-competitive world*. John Wiley & Sons.
4. Chris, C., & Parcell, G. (2005). *Learning to fly: Practical knowledge management from leading and learning organizations*. Capstone Publishing.
5. Dalkir, K. (2017). *Knowledge management in theory and practice* (3rd ed.). MIT Press.

6. Liebowitz, J. (2001). *Knowledge management: Learning from knowledge engineering*. CRC Press.
7. Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.

MB 34908: Advanced Optimization Techniques (4 Credits)

Objective: The concept of optimization, finding the "best" way to do something, arises across all branches of mathematics and in application areas ranging from biology and engineering to business and finance. The purpose of this course is to provide an introduction to the theory of multi-variable optimization and optimal control, and to provide students with the skills to formulate, solve and analyze solutions to certain multi-variable optimization problems and infinite dimensional optimal control problems.

Learning Outcomes:

1. Understand fundamental concepts of multivariable and constrained optimization, and the role of optimization in business and managerial decision-making.
2. Formulate optimization problems from real-world business and economic contexts using appropriate mathematical models.
3. Apply analytical and numerical techniques to solve unconstrained and constrained optimization problems.
4. Analyze the sensitivity of optimization solutions with respect to parameter changes in complex managerial scenarios.
5. Demonstrate proficiency in using software tools (e.g., MATLAB, R, Python, Excel Solver) to solve optimization and control problems.
6. Evaluate and interpret optimal solutions for decision-making in diverse domains such as supply chain, finance, marketing, project management, and operations.

Contents:

Unit 1: Introduction to Optimization and Mathematical Modeling

Definition of optimization and key terminologies; Classification of optimization problems (linear, nonlinear, dynamic, stochastic); Role of optimization in decision-making across business functions; Mathematical formulation of optimization problems; Objective functions and constraints; Case examples in management.

Unit 2: Unconstrained and Constrained Optimization Techniques

Optimization of single-variable and multivariable functions; First- and second-order optimality conditions; Lagrangian method for constrained problems; Karush-Kuhn-Tucker (KKT) conditions; Applications in cost minimization and resource allocation.

Unit 3: Numerical Methods for Optimization

Gradient-based methods: Steepest Descent, Newton-Raphson, Conjugate Gradient; Line search and trust region approaches; Introduction to numerical solvers; Practical implementation using MATLAB, Python, and Excel Solver.

Unit 4: Optimal Control Theory

Introduction to dynamic systems and control problems; Pontryagin's Maximum Principle; Hamiltonian function, state and control variables; Optimality conditions for control problems; Applications in inventory control, capital investment, advertising expenditure models, and economic planning.

Unit 5: Multi-Objective and Advanced Optimization Applications

Multi-objective optimization: trade-offs, Pareto optimality, decision-making under multiple criteria; Evolutionary algorithms: Genetic Algorithms (GA) and their applications in multi-objective settings; Hybrid optimization methods; Case studies: Supply chain design, project scheduling, and portfolio selection.

Readings:

1. Bazaraa, M. S., Sherali, H. D., & Shetty, C. M. (2006). *Nonlinear programming: Theory and algorithms* (3rd ed.). Wiley-Interscience.
2. Bertsekas, D. P. (1997). Nonlinear programming. *Journal of the Operational Research Society, 48*(3), 344. https://doi.org/10.1057/palgrave.jors.2600365
3. Chong, E. K., & Zak, S. H. (2013). *An introduction to optimization* (Vol. 76). John Wiley & Sons.
4. Pardalos, P. M., & Romeijn, H. E. (Eds.). (2013). *Handbook of global optimization* (Vol. 2). Springer Science & Business Media.
5. Pelikan, M. (Ed.). (2006). *Scalable optimization via probabilistic modelling*. Springer-Verlag Berlin Heidelberg.
6. Rardin, R. L. (1998). *Optimization in operations research*. Prentice Hall.
7. Vasant, P. (2013). *Meta-heuristics optimization algorithms in engineering, business, economics, and finance*. Information Science Reference.

MB 34909: Soft Computing Techniques for Management (4 Credits)

Objective

This course will cover fundamental concepts used in soft computing. The concepts of Fuzzy logic (FL) will be covered first, followed by Artificial Neural Networks (ANNs) and optimization techniques using genetic Algorithm (GA). Applications of Soft Computing

techniques to solve a number of real life problems will be covered to have hands-on practices. In summary, this course will provide exposure to theory as well as practical systems and software used in soft computing.

Learning Outcomes:

1. Understand the fundamentals of soft computing and differentiate it from conventional computing techniques.
2. Apply fuzzy logic, neural networks, and genetic algorithms to solve decision-making problems in management.
3. Analyze managerial problems using soft computing tools such as MATLAB, R, or Python.
4. Evaluate the suitability of different soft computing techniques for specific business or operational scenarios.
5. Design soft computing-based models to address problems in areas like marketing, HR, finance, supply chain, and operations.
6. Interpret the output of soft computing systems to support data-driven managerial decision-making.

Contents:

Unit 1: Introduction to Soft Computing

Concept of computing systems, "Soft" computing versus "Hard" computing, Characteristics of Soft computing, some applications of Soft computing techniques.

Unit 2: Fuzzy Logic and Fuzzy Systems
Introduction to Fuzzy logic, Fuzzy sets and membership functions, Operations on Fuzzy sets, Fuzzy relations, rules, propositions, implications and inferences, Defuzzification techniques, Fuzzy logic controller design, Some applications of Fuzzy logic.

Unit 3: Artificial Neural Networks (ANNs)
Concept of "Genetics" and "Evolution" and its application to probabilistic search techniques, Basic GA framework and different GA architectures, GA operators: Encoding, Crossover, Selection, Mutation, etc., Solving single-objective optimization problems using GAs.

Unit 4: Evolutionary Computation and Genetic Algorithms
Concept of multi-objective optimization problems (MOOPs) and issues of solving them, Multi- Objective Evolutionary Algorithm (MOEA), Non-Pareto approaches to solve MOOPs, Pareto- based approaches to solve MOOPs, Some applications with MOEAs.

Unit 5: Hybrid Soft Computing Models and Business Applications
Biological neurons and its working, Simulation of biological neurons to problem solving, Different ANNs architectures, Training techniques for ANNs, Applications of ANNs to solve some real-life problems.

Readings:

1. Fogel, D. B. (1997). An introduction to genetic algorithms – Melanie Mitchell. *Bulletin of Mathematical Biology, 59*(1), 199–204. https://doi.org/10.1007/BF02462028
2. Goldberg, D. E. (1989). *Genetic algorithms in search, optimization, and machine learning*. Addison-Wesley.
3. Haykin, S. S. (2009). *Neural networks and learning machines* (3rd ed.). Prentice Hall.
4. Ibrahim, A. (2004). *Fuzzy logic for embedded systems applications*. Newnes.
5. Jang, J. S. R., Sun, C. T., & Mizutani, E. (1997). Neuro-fuzzy and soft computing – A computational approach to learning and machine intelligence [Book review]. *IEEE Transactions on Automatic Control, 42*(10), 1482–1484. https://doi.org/10.1109/TAC.1997.633869
6. Kasabov, N. K. (1996). *Foundations of neural networks, fuzzy systems, and knowledge engineering*. Marcel Dekker.
7. McNeill, F. M., & Thro, E. (2014). *Fuzzy logic: A practical approach*. Academic Press.
8. Pratihar, D. K. (2007). *Soft computing*. Alpha Science International.
9. Ross, T. J. (2005). *Fuzzy logic with engineering applications* (2nd ed.). John Wiley & Sons.