

Annexure-III
MBA Executive Programme Structure and Syllabus (From AY 2023-2024)

		Course Codes		Credits
Year 1	Trimester 1	Discipline Specific Core (DSC)		8
		Generic Elective (GE)		2
	Trimester 2	Discipline Specific Core (DSC)		8
		Generic Elective (GE)		2
	Trimester 3	Discipline Specific Core (DSC)		8
		Generic Elective (GE)		2
Year 2	Trimester 4	Discipline Specific Core (DSC)		8
		Generic Elective (GE)		2
	Trimester 5	Discipline Specific Elective (DSE)		6
		Generic Elective (GE)		2
	Trimester 6	Discipline Specific Elective (DSE)		6
		Generic Elective (GE)		2
Year 3	Trimester 7	Discipline Specific Elective (DSE)		8
	Trimester 8 and Trimester 9	Discipline Specific Internship (DSI)	Internships in Organizations and Report	12
			Internship Seminar	4

Course codes	Course Name	Credits	
Discipline Specific Core (DSC) Courses			
MGE-500	Management Process and Organisational Behaviour	2 Credits	DSC
MGE-501	Human Resource Management	2 Credits	DSC
MGE-502	Marketing Management	2 Credits	DSC
MGE-503	Finance Management	2 Credits	DSC
MGE-504	Strategic Management	2 Credits	DSC
MGE-505	Management Accounting	2 Credits	DSC
MGE-506	Information Systems and Data Security	2 Credits	DSC
MGE-507	Production and Operations Management	2 Credits	DSC
MGE-508	Quantitative Techniques for Decision Making	2 Credits	DSC
MGE-509	Economics	2 Credits	DSC
MGE-510	Legal Aspects of Business	2 Credits	DSC
MGE-511	Business Ethics	2 Credits	DSC
MGE-512	Leadership	2 Credits	DSC
MGE-513	Entrepreneurship	2 Credits	DSC
MGE-514	Learning and Development	2 Credits	DSC
MGE-515	International Finance	2 Credits	DSC
Generic Elective (GE) Courses			
MGE-636	Communication Skills	2 Credits	GE
MGE-637	Creativity and Innovative Thinking	2 Credits	GE
MGE-638	Yoga	2 Credits	GE
MGE-639	Sociology of Food	2 Credits	GE
MGE-640	Appreciation of Films	2 Credits	GE
MGE-641	Photography	2 Credits	GE
Discipline Specific Elective (DSE) Courses in Human Resources			
MGE-600	Hiring and Talent Management	2 Credits	DSE
MGE-601	Labour Laws and Industrial Relations	2 Credits	DSE
MGE-602	Organisational Development and Change Management	2 Credits	DSE
MGE-603	Designing High Performance Organisations	2 Credits	DSE
MGE-604	Consultancy Management	2 Credits	DSE
MGE-605	Occupational health and safety Management	2 Credits	DSE
MGE-606	Indian Ethos and Human Quality Development	2 Credits	DSE
MGE-607	Compensation and Benefits Management	2 Credits	DSE
MGE-608	Negotiations and Conflict Management	2 Credits	DSE
MGE-609	Technology in HR	2 Credits	DSE
Discipline Specific Elective (DSE) Courses in Finance			
MGE-610	Financial Accounting	2 Credits	DSE
MGE-611	Taxation	2 Credits	DSE
MGE-612	Project Planning and Implementation	2 Credits	DSE
MGE-613	Working Capital Management	2 Credits	DSE

MGE-614	Security Analysis and Portfolio Management	2 Credits	DSE
MGE-615	Mergers and Acquisitions	2 Credits	DSE
MGE-616	Financial Derivatives and Risk Management	2 Credits	DSE
Discipline Specific Elective (DSE) Courses in Marketing			
MGE-617	Sales Management	2 Credits	DSE
MGE-618	Product Management	2 Credits	DSE
MGE-619	Brand Management	2 Credits	DSE
MGE-620	Integrated Marketing Communication	2 Credits	DSE
MGE-621	Consumer Behaviour	2 Credits	DSE
MGE-622	Marketing Research	2 Credits	DSE
MGE-623	Digital Marketing and marketing in Social Media	2 Credits	DSE
MGE-624	Business to Business Marketing	2 Credits	DSE
MGE-625	Marketing of Services	2 Credits	DSE
Discipline Specific Elective (DSE) Courses in Operations Area/ General Management			
MGE-626	Supply Chain Management	2 Credits	DSE
MGE-627	Logistics Management	2 Credits	DSE
MGE-628	Project Management	2 Credits	DSE
MGE-629	Total Quality Management	2 Credits	DSE
MGE-630	Materials Management	2 Credits	DSE
MGE-631	Operations Research	2 Credits	DSE
MGE-632	Maintenance Management	2 Credits	DSE
MGE-633	Inventory Management	2 Credits	DSE
MGE-651	Internships in Organizations and Report	12 Credits	DSI
MGE-652	Internship Seminar	4 Credits	
Total Credits		80	

Effective from AY: 2023- 2024

Discipline Specific Core (DSC) Courses

MGE-500: Management Process and Organisational Behaviour

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	Participants will be introduced to management processes and to determinants of people behavior in workplace.	
<u>Content:</u>	Understanding an organization; Introduction to managerial processes of Planning and decision making; Basic tools in Decision making, Importance of Organizing and staffing; Importance of Controlling;	8 hours
	Determinants of people behavior at workplace - The Individual, the Group and the Organisation; Individual determinants of behavior- the concepts of Self, Perception, personality, attitudes and Learning	8 hours
	Determinants of Group and their impact on people behavior - Inter personal Analysis; Group Dynamics; Theories and application of Leadership; Theories and application of Motivation	8 hours
	Determinants of Organization and their impact on people behaviour: Organisation Structure, Climate and Culture; Role of Conflict, Change and Development; Power, Politics and Negotiation in Organization;	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Weihrich, Heinz and Harold Koontz; 'Essentials of Management: An International Perspective'; McGraw–Hill, Inc.; 2004 or later editions. 2. Robbins, Stephen and Mary Coulter; 'Fundamentals of Management'; Prentice Hall of India Pvt. Ltd.; New Delhi; Latest edition 3. Luthans, Fred; 'Organizational Behavior'; McGraw–Hill, Inc, Latest edition. 4. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Pearson Education India, Latest edition. 5. Sinha J B P; 'Culture and Organizational Behaviour'; Sage Texts, Latest edition 	
<u>Learning Outcomes</u>	1.An ability to use managerial processes and take decisions	

	2. An ability to understand individual and group behavior at workplace	
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MGE-501: Human Resource Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To familiarize with Human Resource Management (HRM) concepts and processes.	
<u>Content:</u>	Fundamentals of HR Management; Challenges of HR; Job Analysis: Job description and job Specification; Human Resource Planning: Demand and Supply; Downsizing and Retention; Hiring Fundamentals; Sources of Recruitment	6 hours
	Performance Management: Organizational and Individual potential assessment and competency development. Performance management errors	8 hours
	Talent Management: Developing Talent; Role of Learning and Development: Training process and methods; Impact of Learning interventions	8 hours
	Compensation and Reward Management: methods and types of compensation; Importance of Employee Relations and Trade Unions. Grievance Redressal, Dispute Resolution and Conflict Management.	8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Beardwell, Ian and Len Holden; 'Human Resource Management'; Macmillan India Ltd.; Latest edition. 2. Dessler, Gary; 'A Framework for Human Resource Management'; Pearson Education India; Latest Edition. 3. Brian E. Becker; Mark A. Huselid; Mark A Huselid; David Ulrich; The HR Scorecard: Linking People, Strategy, and Performance; HBR Press; 2001 or Latest edition 4. Tracey Smith; HR Analytics: The What, Why and How; Numerical Insights LLC; 2017 or Latest edition 5. Dipak Kumar Bhattacharya; HR Analytics – Understanding theories and Applications, Sage, 2017 or Latest edition 	
<u>Learning Outcomes</u>	1. An ability to take HR decisions	

MGE-502: Marketing Management**2 Credits**

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	The participants will understand components of marketing mix and their role in reaching target markets	
<u>Content:</u>	Role of Marketing, Core Concepts of Needs, Wants and Demands, Marketing Orientation of Companies. Strategic Planning and Marketing Management Process.	6 hours
	Consumer Behaviour and Consumer markets, Buying Process and decision making process. Types of Buying behavior. Marketing Information Systems, Demand Estimation, Segmentation, Targeting and Positioning	6 hours
	Marketing Plan, Process and evaluation, New Product Development Process, Product Life Cycle concept, Product and Packaging Decisions	6 hours
	Pricing and setting of Price, Methods of Pricing, Channels of Distribution, Retailing and Wholesaling.	6 hours
	Fundamentals of Integrated Marketing Communication. Advertising decisions, Media decisions, Sales promotion; Sales Management and Personal Selling. Digital Marketing and Social Media Marketing. Marketing Plan, Audits and Control of Marketing Decisions.	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Kotler, Philip., Keller Kevin., Koshy Abraham., and JhaMithileshwar; 'Marketing Management: A South Asian Perspective'; Pearson Education India, Latest edition. 2. Ramaswami., Namkumari; Marketing Management, McMillan India Ltd. New Delhi. Latest Edition 3. Brand Equity and News Items of Economic Times, Articles from Popular Business Periodicals, etc. 4. Majarao, Simon; 'The Essence of Marketing'; Prentice Hall of India Limited; New Delhi; Latest edition. 5. Baines, Paul; Chris, Fill; Kelly, Page; Sinha, Piyush Kumar: Marketing Management; Oxford Press, India. Latest Edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to understand basic marketing concepts 2. An ability to understand role of Product, Place, Price 	

	and Integrated marketing communication in reaching target market	
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MGE-503: Financial Management
2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	At the end of the course, the participants should have the competence in analyzing financial information to facilitate long term and short term financial decisions	
<u>Content:</u>	Reading Annual Reports, Balance Sheet, Profit and Loss Account, Cash Flow statements, Ratio Analysis.	6 Hours
	Scope of Financial Management, Time Value of Money, Calculating cash flows, Estimation of Project Cost, Techniques of Capital Budgeting, N.P.V., I.R.R., Discounted Payback, profitability Index.	9 hours
	Cost of Capital: Meaning and Concept, Calculation of WACC, Capital Structure and Leverage: concept.	6 hours
	Basics of Working Capital, Operating cycle, Estimation of Working Capital, Components of Working Capital, namely, Cash, Inventory and Debtors, Sources of Long term and Short term finance.	9 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Chandra, Prasanna; 'Financial Management: Theory and Practice'; Tata McGraw-Hill; Latest edition. 2. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition. 3. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. 4. Bhattacharyya, S. K. And John Dearden; 'Accounting for Management'; Vikas Publishing House Pvt. Ltd.; New Delhi; Latest edition 5. N. Ramchandran, Ram Kumar Kakani: 'Financial Accounting for Management, Tata McGraw-Hill Pvt Ltd: Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to read and interpret financial statements of a company; 2. An ability to evaluate basic capital investment 	

	<p>decisions and make choice;</p> <p>3. An ability to ascertain the cost of capital in a non complex situations;</p> <p>4. An ability to estimate the firm's working capital in a non complex business situation.</p>	
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MGE-504: Strategic Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of knowledge and tools used for industry and firm analysis in designing organisational strategies and their implementation	
<u>Content:</u>	Introduction to Strategy Strategy meaning & importance, Strategy development process, Vision, Mission statements, Objectives of the company.	2 hours
	External and Internal Analysis of Firms Evaluating company's external environment (Porter's 5 Forces Analysis, Political Economic Social Technological Environmental Legal (PESTEL) Analysis), Evaluating company's internal environment (Strength Weakness Opportunity Threats (SWOT) Analysis), resource capabilities, & competitive environment	14 hours
	Crafting Strategy Five generic competitive strategies: Low cost, Broad Differentiation, Focussed Differentiation, Focussed Low Cost, Best Cost Strategy.	8 hours
	Strategy Implementation Strengthening company's competitive position, Strategies for international markets, Corporate Group strategy.	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to analyse the structure of an industry and indicate sustainable strategies for competitive advantage.	

<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III & Arun K. Jain, "Crafting and Executing Strategy", MacGraw Hill Publication, Latest Edition. 2. Bowman, Cliff: 'The Essence of Strategic Management'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 3. Faulkner, David and Cliff Bowman; 'The Essence of Competitive Strategy'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 4. Murdick, Robert; 'Strategic Management'; BarCharts Publishing; Latest Edition. 5. Chandler, Jr. Alfred D; 'Strategy and Structure: Chapters in the History of the American Industrial Enterprise'; Latest Edition. 	
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MGE-505: Management Accounting

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce Cost Concepts that are used in an organisation.	
<u>Content:</u>	<p>Cost concepts Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Preparation of cost sheet.</p> <p>Decisions using the costing data - Cost Volume Profit Analysis (CVP Analysis), Marginal Costing Cost Volume Profit Analysis for making managerial decision. Break Even Point, Margin of Safety, Marginal Costing and Absorption Costing, Key Factors</p> <p>Variance Analysis Direct, Indirect Cost Variance (Material, Labour, Fixed & Variable Overhead Variance, Calendar Variance, Capacity Variance), Revenue & Profit Variance.</p> <p>Activity based costing (ABC) Design a traditional Activity based Cost System, Use information from ABC to improve operations, assign marketing, distribution, and selling expenses to customers, analyse and manage customer profitability.</p>	<p>4 hours</p> <p>12 hours</p> <p>8 hours</p> <p>6 hours</p>

<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take managerial decisions considering the impact of costs on the operations of an organisation.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar, Management Accounting, Pearson Education Publication, Latest Edition. 2. William Lanen, Shannon Anderson & Michael Maher, Fundamentals of Cost Accounting, Tata McGraw Hill Publication, Latest Edition. 3. Satish B. Mathur, Accounting for Management, McGraw Hill Publication, Latest Edition. 4. Saxena, V and Vashist, C; 'Advanced Cost & Management Accounting'; Sultan Chand & Sons, Latest Edition. 5. Kishore, R. M; 'Management Accounting & Financial Analysis'; Taxmann Allied Services, Latest Edition. 	

MGE-506: Information Systems and Data Security

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create awareness of techniques and procedures used to protect Information Systems and loss of privacy.	
<u>Content:</u>	<p>Information Systems, Type of Information Systems, Computer Security –Security Functional Requirements, OSI Security Architecture: Security Attacks, Security Services, Security Mechanism. Computer Security Strategy.</p> <p>Basic Cryptographic Concepts; User Authentication- Token Based and Biometric Authentication, Security issues; Access Control Authentication, Types of Access Control; Authorization, Audit; Access Control and Policies; Intrusion Detection and Prevention Systems: Intruder, Host based verses Network based Intrusion Detection, Honeypots, Firewalls, Intrusion Prevention Systems, Malicious Software and Counter measures. Denial of Service Attacks; Intrusion, Detection and Prevention systems: Trusted Computing and Multilevel Security, Security Evaluation: Protection Profiles, Security Targets</p> <p>Managing Security Risks</p> <p>Physical Security, Physical Security Prevention and Mitigation Measures, Threat Assessment, Planning and</p>	<p>4 Hours</p> <p>5 Hours</p> <p>7 Hours</p>

	Plan Implementation; Human Factors, Security Awareness, Training and Education, Organizational Security Policy, Employment Practices and Policies, Email and Internet use policies	6 Hours
	Security Audits, Security Audit Architecture, Audit Trail, IT Security Management and Risk Assessment, Security Risk Analysis, Security Safeguards, IT Security Plan, Implementation of Controls and implementation follow-up	8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. William Stalling, Lawrie Brown, Computer Security: Principles and Practice, Pearson Education, 2010, 2. Chuck Easttom, Network Defenses and Countermeasures: Principles and Practices, Pearson Education 2014. 3. Behrouz A Forouzan, Data Communication and Networking, Tata McGraw-Hill Education 2006. 4. Behrouz A Forouzan, DebdeepMukhopadhyay, Cryptography & Network Security, Tata McGraw-Hill Education, Latest Edition. 5. Landoll, Douglas J; Information Security Policies, Procedures, and Standards: A Practitioner's Reference; CRC Press, Latest Edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to understand how to mitigate security risk 2. An ability to diminish loss of reputation and business resulting from such security breach. 	

MGE-507: Production and Operations Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of functions of Production and Operations Management , Quality Management and Productivity Management	
<u>Content:</u>	Classification of operations; Process types in manufacturing and Services, Plant layout & Location; Production Planning and Control.	5 Hours
	Quality Management, Quality Control, Tools for improving Quality, TQM, Quality Assurance, Six Sigma Concept.	5 Hours
	Productivity Improvement Techniques, Work study and	

	Time Study, Maintenance policies for facilities and equipment, Preventive versus breakdown maintenance, Procedure for maintenance, total productive maintenance (TPM).	10 Hours
	Introduction to Operations Research and Linear Programming. Transportation and Assignment Models, Network Analysis including PERT and CPM. Decision Theory and Decision Tree Model	10 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 1992), latest Edition. 2. Krajewski, Lee J. and Larry P. Ritzman; ‘Operations Management: Strategy and Analysis’; Pearson Education India; Latest Edition. 3. Taha H- Operations Research- An Introduction (Prentice-Hall, 7th edition), Latest Edition 4. Bedi, Kanishka Production & Operations Management; Oxford University Press; Latest edition 5. Krishnaswamy, K. N. ‘Cases in production / Operations Management’; Prentice Hall of India Private Ltd., New Delhi, Latest edition 	
<u>Learning Outcomes</u>	1. An ability to take business decision issues in the domain of Production Operations	

MGE-508: Quantitative Techniques for Decision Making

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To provide an overview of management science / operations research with select applications from management systems.	
<u>Content:</u>	<p>Quantitative Methods and Probability An analytical scientific approach to Problem solving ; quantitative analysis, Operational research models & modeling process for Managerial Decision Making; Statistics for Management: Measures of Central Tendency & Dispersion; Probability concepts; Bayes Theorem; Probability Distributions;</p> <p>Collection and Analysis of Data Sampling & Sampling Distributions, Testing of Hypothesis. Correlation, Regression & Multivariate Analysis.</p>	<p>10 Hours</p> <p>8 Hours</p>

	Decision making and Quantitative Techniques Forecasting methods & Time Series Analysis; Stochastic process; Decision Analysis, Decision Trees & Utility Theory; Decision Making under different conditions;	12 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Anderson, Sweeney, Williams, Quantitative Methods for Business, Thomson South Western; Latest Edition 2. Hamdy A Taha, Operations Research-An Introduction, Prentice Hall of India; Latest Edition 3. Cooper D R and Schindler, "Business Research Methods", Tata McGraw-Hill, New Delhi, Latest Edition 4. Zikmund W G, "Business Research Methods"; Thomson Learning, Latest Edition. 5. Wisniewski, Mik; 'Quantitative Methods for Decision Makers'; Financial Times Prentice Hall; Latest Edition. 	
<u>Learning Outcomes</u>	1.To be able to take managerial decisions using quantitative techniques	

MGE-509: Economics

2 Credits

<u>Prerequisites for the course:</u>		
<u>Objective:</u>	To familiarize the participants with essential concepts in economics.	
<u>Content:</u> - -	<p>Demand: Factors influencing demand, Demand Theories, Elasticities, estimation and forecasting; Supply: Factors affecting supply, theories of supply, Elasticities, Supply budgeting,</p> <p>Economic Theories: Production theory, Cost theory.</p> <p>Decisions of the firm: Market structure and pricing. Risk, uncertainty and game theory.</p> <p>National income accounting frameworks and economic environment of an economy. Classical, Keynesian micro-economic theories</p> <p>Open economy macroeconomics; The process of structural adjustment and economic reforms- industrial policy, sectoral reforms; Monetary and fiscal policies</p>	<p>10 hours</p> <p>6 hours</p> <p>6 hours</p> <p>8 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of	

	these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take managerial decisions using Micro and Macro Economic concepts	
<u>References/Readings</u> -	<ol style="list-style-type: none"> 1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, Latest edition. 2. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition. 3. Nellis, Joseph G. and David Parker; 'The Essence of Business Economics'; Prentice–Hall of India Private Limited; New Delhi. Latest Edition. 4. Boakes, Kevin; 'Reading and Understanding Economics' Pearson Education Limited; Latest Edition. 5. Andrew Ashwin, N. Gregory Mankiw, Mark P. Taylor; 'Business Economics'; Cengage Learning; Latest Edition. 	

MGE-510: Legal Aspects of Business

2 Credits

<u>Prerequisites for the course</u>	Nil	
<u>Objective:</u>	To create an awareness of different legal provisions and requirements in an organisation	
<u>Content:</u>	Indian Legal system, structure and processes, basics of court room and legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents, etc.	4 hours
	Introduction, essentials of valid contract, Consideration, free consent and Void agreements; Breach of Contract and its consequences, Indemnity and Guarantee, Bailment, Pledge, and Agency.	6 hours
	Incorporation, memorandum and articles of Association of company including prospectus, Shares and debentures. Position of a director and winding up of a company including meetings	6 hours
	Essentials of Industrial Disputes Act and Workmen's Compensation Act, Factories Act, ESI Act, Consumer Protection Act, Contract of Employment.	14hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Nabhi's Business Law'; Jain Book Agency, Latest	

	<p>Edition.Singh, Avatar; ‘Company Law’; Eastern Book Co., Latest Edition.</p> <p>2. Singh, Avtar; ‘Mercantile Law’; Eastern Book Co., Latest Edition.</p> <p>3. Malik, P.L; ‘Labour and Industrial Law’; Eastern Book Co., Latest Edition.</p> <p>4. Anju Agarwal, Dr. Satish Kumar Saha, C S Rachit Mittal; ‘Indian Company Law’; SBPD Publications, Latest Edition.</p> <p>5. Madhu Tyagi, Arun Kumar; ‘Company Law’; Atlantic Publishers & Distributors (P) Limited, Latest Edition.</p>	
<u>Learning Outcomes</u>	<p>1. An ability to use relevant laws in managerial decisions.</p> <p>2. An ability to use process for statutory compliances</p>	

MGE-511: Business Ethics

2 Credits

<u>Prerequisites for the course</u>	Nil	
<u>Objective:</u>	To create an awareness of ethics in business and highlight the common conflicting ethical situations one faces in life	
<u>Content:</u>	<p>Business Ethics: Role of various agencies in ensuring ethics in an organisation, Setting standards of ethical behaviour, Managing stakeholder relations,</p> <p>Assessing ethical performance, Organizing for Business Ethics management; Difference between workplace ethics and the Law</p> <p>Corporate Governance and Corporate social Responsibility: Role of senior management, employees, Government and other stakeholders</p> <p>Environmental Ethics: Ecological Crises, Dominion Perspective, Stewardship Perspective and Participation Perspective</p>	<p>5 hours</p> <p>7 hours</p> <p>9 hours</p> <p>9hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	1. An ability to identify and critique conflicting ethical situations, and to broaden one’s ethical perspectives in life	
<u>References/Readings</u>	<p>1. Hugh LaFollette (ed); Ethics in Practice: An Anthology; Wiley-Blackwell, Latest Edition</p> <p>2. Peter Singer, Practical Ethics, Cambridge University Press, Latest Edition</p> <p>3. O.C. Ferrell, John Paul Fraedrich, Linda Ferrell</p>	

	<p>‘Business Ethics’ Cengage India Private Limited; Latest Edition</p> <p>4. Neeru Vasisht and Namita Rajput, ‘Governance ethics and social responsibility of business’; Taxmann Publications Private Limited, Latest Edition</p> <p>5. Alexander Brink, Corporate Governance and Business Ethics, Springer Dordrecht Heidelberg London New York, Latest Edition</p>	
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MGE-512: Leadership

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To familiarise participants with different facets of leadership.	
Contents	<p>Introduction to Leadership Leadership and Person, Personality, cultural values and ability; Models of Leadership; Leadership theories: Traits, Situational, and Functional Leadership, Leadership and Power; Interpersonal Conflict and Negotiation; Leadership in Groups and Teams</p> <p>Leadership and Organisation Organizations as Complex Systems: Strategy, Structure & Environment; Organizational Culture; Leading Organizations Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change</p> <p>Leadership Development Identifying potential leaders; Leader Development Vs Leadership Development in Organisation; Process of leadership Development; Developmental Readiness of employees; Tools and interventions for developing leadership;</p> <p>Special Leadership dimensions Identifying potential dark/ Negative leadership; Corrective measures; Public Leadership; Education Leadership; Spiritual Leadership; Transformational leadership; Leadership in different types of organisations.</p>	<p>7 Hours</p> <p>7 Hours</p> <p>8 Hours</p> <p>8 Hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	<p>1. R L Hughes, RC Ginnett, GJ Curphy, ‘Leadership’ Tata McGraw Hill latest edition.</p> <p>2. James Kouzes & Barry Posner, The Leadership Challenge, Jossey-Bass Publications, Latest edition</p>	

	3. J Owen , The Leadership Skills Handbook, Kogan Page Publishing, latest edition. 4. JH Zenger & JR Folkman, ‘The Extra ordinary Leader’, Tata McGraw Hill, latest edition. 5. WG Rowe, L Guerrero; ‘Cases in Leadership’ Sage Publications, latest edition.	
Learning Outcomes	An ability to identify effective leaders and help develop leaders.	

MGE-513: Entrepreneurship

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the tools and techniques required to start an organisation	
<u>Content:</u>	<p>Introduction Types of organisations; Entrepreneurial competencies and motivations; Funding fundamentals;</p> <p>Role of Government Different Government/ Other Organisations and their role in promoting Entrepreneurship in India; Schemes and incentives;</p> <p>Starting an Organisation: Prerequisites Environment Analysis; Idea Generation; Sources of funds; Entrepreneurial Training and Role of Incubation Centres; Feasibility Analysis</p> <p>Business Plan Components of a Business Plan; Registering a business, Legal requirements; Marketing Business plan to funding organisations</p> <p>Fundamentals of Managing New Business Managing Critical Resources – Money, Machines, and Materials; People Management; Entrepreneurial Marketing; Importance of Learning Orientation; Entrepreneurial Culture</p>	3 hours 4 hours 8 hours 8 hours 7 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Bruce Barringer and R. Duane Ireland, ‘Entrepreneurship: Successfully Launching New Ventures’, Pearson Education, Latest Edition 2. RD Hisrich, MP Peters and DA Shepherd,	

	<p>Entrepreneurship, Tata McGraw Hill Publishing, Latest edition</p> <p>3. S.Bhargava, Entrepreneurial Management by, Response Books, Sage Publishing, Latest edition</p> <p>4. P Tiffany & SD Peterson, Business Plans for Dummies by, Wiley India, Latest edition</p> <p>5. G Friend & S Zehle, Guide to Business Planning by, The Economist publication, latest edition</p>	
Learning Outcomes	An ability to start and manage a new organisation	

MGE-514: Learning and Development

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To understand the role of Learning and Development in achieving the organisational and employee goals	
Contents	Elements of an effective learning and training process; Principles of Adult Learning; Linkages between performance management and effective learning and development processes;	6 Hours
	A Systematic Approach to Learning initiatives - Needs Assessment; Objective Setting; Programme Design: Incorporating Learning Principles; Instructional Techniques: An Overview; Competencies of an effective Trainer	14 Hours
	Evaluating Learning: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and ROI Process Model; Transfer of Learning to workplace	6 Hours
	Training Department and Trainers' Roles; Moving from Training to Performance	4 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	<p>1. Devendra Agochiya; Every Trainer's Handbook; Sage Publications; 2009 or Latest edition</p> <p>2. P.N. Blanchard; J W Thacker; V A Anand Ram; Effective Training; Pearson; 2015 or Latest edition</p> <p>3. Raymond Noe; Employee Training and Development; Mc.Graw-Hill Education; 2019 or Latest edition</p>	

	<p>An Analytical Framework; Pearson Education India; 2015 or Latest Edition.</p> <p>4. John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education, India; 2018 or Latest Edition.</p> <p>5. Prasanna Chandra; Strategic Financial Management; McGraw Hill Education (India) Pvt. Ltd.; 2020 or Latest Edition.</p>	
<u>Learning Outcomes</u>	An ability to manage the international sources of finance, international projects and international financial risk.	

Generic Elective (GE) Courses

MGE-636: Communication Skills

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	The participant will understand the role of business communication in improving effectiveness	
<u>Content:</u>	Role of Communication in Business and Professional Excellence in the Workplace; Basics of effective Communication; Process for Effective communication;	6 hours
	Interpersonal and group communication. Oral Communication; Process; Importance of Feedback and Controlling Noise; Public Speaking and Oral Reporting; Presentation Skills	10 hours
	Fundamentals of Report Writing- Report structure; Shorter and Long formal Reports; Use of Graphics; Creativity in Writing	8 hours
	Techniques of cross-cultural communication; Correctness of Communication; Use of Technology in Communication	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Lesikar R V & Flatley M E; 'Basic Business Communication – Skills for Empowering the Internet Generation'; Tata McGraw–Hill, Inc, Latest edition. 2. Quintanilla KM & Wahl ST, 'Business and Professional Communication – Keys for Workplace Excellence'; Sage South Asia Edition; Latest edition. 3. Courtland L Bovee, John V Hill, Roshan Lal Raina, Business Communication Today, Pearson, 2021 or 	

	<p>Latest Edition</p> <p>4. Raymond V Lesilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande, Business Communication - Connecting in a Digital World, Tata McGraw Hill, 2015 or Latest Edition</p> <p>5. Innovative Interview Questions, Vibrant Publishers, 2020or Latest Edition</p>	
<u>Learning Outcomes</u>	<p>1. An ability to write better business communication</p> <p>2. An ability to speak better in formal communication settings</p>	

MGE- 637 : Creativity and Innovative Thinking

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of the techniques for improving the flexibility and originality of thinking	
<u>Content:</u>	Creative thinking as a skill; Valuing diversity in thinking; Thinking preferences; Creativity styles; Creativity in problem solving: Problem Definition, Understanding & Representing; Pattern Breaking; Mind stimulation.	6 Hours
	General Strategies Idea-collection processes including Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking; Mapping thoughts; Eight-Dimensional (8D) Approach to Ideation; Using Math and Science: Systematic logical thinking, Using math concepts;	8 Hours
	Systematic Inventive Thinking The TRIZ methodology; Levels of inventions; Evolution of technical systems; Ideality and the ideal final result (IFR); Stating contradictions and the contradiction table; Standards features and Inventive principles; Separation principles; Using physical, geometrical, and chemical effects, fields	8 Hours
	Decision and Evaluation Focused thinking framework; Six thinking hats, PMI (Plus, Minus, Interesting); Ethical considerations	5 Hours
	Introduction to intellectual property: Patents, Copyrights ©, Trademarks ®, Trade Secret, Unfair Competition	3 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Edward DeBono, Six Thinking Hats, Penguin Books, Latest Edition 2. Ed Catmull, & Amy Wallace Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration, Kogan Page, Latest Edition 3. Brian Clegg, Creativity and Innovation for Managers, Routledge; Latest Edition 4. Luecke, Richard; Harvard Business Essentials – Managing Creativity and Innovation, Harvard Business School Press, Latest Edition 5. Chris Griffiths, Melina Costi, The Creative Thinking Handbook- Your Step-by-Step Guide to Problem Solving in Business, Kogan Page, Latest Edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. To be familiar with processes and methods of creative problem solving: 2. To enhance creative and innovative thinking skills 	

MGE-638:Yoga

2 Credits

<u>Prerequisites for the course</u>	Nil	
<u>Objective:</u>	To create an awareness about Yoga in life and benefits of chosen Asanas.	
<u>Content:</u>	<p>Introduction to Yoga; Ashtang Yoga, Types of Yoga.</p> <p>Introduction to Asanas or Yoga Postures, Basic Sitting Postures and their effects on health and wellbeing. Paschimottanasana, JanuShirasana, Naukasana, Vakrasana, Padmasana, Vajrasana and others.</p> <p>Basic Standing Postures and their effects on health and wellbeing. Tadasana, Garudasana, Trikonasana and others.</p> <p>Basic Supine Postures and their effects on health and wellbeing. Makarasana, Dhanurasana, Bhujangasana, Halasana, Sarvangasana, Shalabhasana, Naukasana, Shavasana and others.</p> <p>Pranayama (breathing Techniques & Exercises) types and methods.</p>	<p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>10 Hours</p> <p>5 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a	

	combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability touse the techniques of Yoga postures, breathing techniques & exercises and meditation	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. BKS Iyengar, Light on Yoga, Allied Publishers, Latest Edition. 2. Freedom & Leela, Yoga Manual for Beginners – Yogic poses, postures & Exercises, Sound Yoga Body publishers, Latest Edition. 3. Vivekanand, Swami, Complete Book of Yoga, Prabhat Prakashan, Latest Edition. 4. Stephens, Mark, Teaching Yoga – Essential Foundations and Techniques, North Atlantic Books, Latest Edition. 5. K. Rangarajalyengar , Prof. G.S. Mudambadithaya, The Science of Yoga Mudras, Sapna Book House (P) Ltd., Latest Edition. 	

MGE-639: Sociology of Food

2 Credits

<u>Prerequisites for the course</u>	Nil	
<u>Objective:</u>	To create an awareness of culinary cultures and the impact of migration on food at the macro level and food preparation and consumption at the micro level	
<u>Content:</u>	<p>Food as an area of academic interest</p> <p>Culinary cultures: The development of culinary cultures; impact of colonialism and migration on food; Food in oriental history.</p> <p>Food production, preparation, distribution and consumption: Food production in India, Food preparation and consumption at home: Gender implications, Professional cooks and eating outside the home, Sociology of annadana</p> <p>Food and quality of life: Food and health, Food rationing, Poverty, famine and food</p>	<p>5 Hours</p> <p>10 Hours</p> <p>10 Hours</p> <p>5 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Breckenridge, Carol A. Consuming Modernity: Public Culture in Contemporary India. Oxford University Press, Latest Edition 2. Counihan, C. and P. Van Esterik (Eds.). Food 	

	<p>and Culture: A Reader Routledge; Latest Edition</p> <p>3. Goody, J. Cooking, Cuisine and Class: A Study in Comparative Sociology. Cambridge University Press, Latest Edition</p> <p>4. Janeja, Manpreet, K. Transactions in Taste: The Collaborative Lives of Everyday Bengali Food. New Delhi: Routledge; Latest edition</p> <p>5. Poulain, Jean-Pierre, The Sociology of Food Eating and the Place of Food in Society, Bloomsbury Publishing, Latest edition</p>	
<u>Learning Outcomes</u>	<p>1. An ability to appreciate systemic and social dynamic dimensions of food and eating.</p> <p>2. An ability to consider taste and food consumption as socio-cultural constructions and ideological determinants.</p>	

MGE-640:Appreciation of Films

2 Credits

<u>Prerequisites for the course</u>		
<u>Objective:</u>	To help the participants appreciate cinema (national and international) as having its own distinct language and philosophy, the way it stimulates people, and helps in making sense of the world.	
<u>Content:</u>	<p>Approaches to Films Document, Documentary and Narratives; Thought Orientation in Films; Text, Context and Non-Text</p> <p>Film and Other Art Forms Photography and Representation; Symbolism and Metaphors; Music, Dance and Drama; Presenting Reality and Fiction</p> <p>Films and our Minds Films and Emotions; Imagination; Identifying the Audience (Spectatorship); Communication and Persuasion</p> <p>Films and Morality Lessons from Films; Authorship and Copyright; Film Criticism; Evils and Issues – Pornography, Free Will, Laws and Artistic License</p>	<p>7 Hours</p> <p>10 hours</p> <p>7 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<p>1. David Bordwell; Principles of Narration; University of Wisconsin Pres; Latest Edition</p> <p>2. Gregory Currie ; Image and Mind, Film, Philosophy and Cognitive Science; Cambridge University Press; Latest Edition</p>	

	CreativelyDesign, Color and Composition in Photography, Clarkson Potter/Ten Speed, Latest Edition 5. Kelby, Scott, The Landscape Photography Book, Rocky Nook, Latest Edition	
<u>Learning Outcomes</u>	1. Able to take good photographs 2. Able to use digital tools for quality improvement of photographs	

Discipline Specific Elective (DSE) Courses

Discipline Specific Elective (DSE) Courses in Human Resources

MGE-600: Hiring and Talent Management

2 Credits

<u>Prerequisites for the course</u>	A core course in Human Resource Management	
<u>Objective:</u>	To introduce the concepts and tools of Hiring and Talent Management	
<u>Content:</u>	<p>Effective Hiring Talent Acquisition: Identification of Talent; Sources of Talent; Recruitment, Selection; Screening; Selection methods, Person-job fit; Ethics; Impact on individual, team, and organizational effectiveness.</p> <p>Assessment Centres : Role in Hiring and Talent Management; Psychometric Testing Tools;</p> <p>Talent management Career Management & Succession Planning; Employee Attrition and Role of Employee Career Paths; Career Development in a Changing Environment; Mentoring for Employee Development; Flexible Working Practices ; Talent Retention,</p> <p>Communication & Leadership: Integration of Human Capital Systems; Attracting and retaining high performers; Utilizing and managing excess manpower</p>	<p>10 Hours</p> <p>5 Hours</p> <p>8 Hours</p> <p>7 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<p>1. Berger & Berger, Talent Management Handbook, McGraw Hill Publishing, latest edition.</p> <p>2. D Arthur 'Recruiting, Interviewing, Selecting &</p>	

	<p>Orienting New employees', Prentice Hall India, latest edition,</p> <p>3. R Edenborough 'Assessment Methods in Recruitment, Selection & Performance', Kogan Page , Latest edition</p> <p>4. Jac Fitz- enz; John R. Mattox; Predictive analytics for Human Resources; Wiley; 2014 or Latest edition</p> <p>5. Gene Pease Boyce Byerly; Jac Fitz-enz; Human Capital Analytics,Wiley; 2013 or Latest edition</p>	
<u>Learning Outcomes</u>	An ability to hire and manage talent in Organisations	

MGE-601: Labour Laws and Industrial Relations

2 Credits

<u>Prerequisites for the course</u>	A core course in Human Resource Management	
<u>Objective:</u>	To introduce the implications of select labour laws and to bring out the importance of industrial relations in an organisation	
<u>Content:</u>	<p>Objective of the Acts, Definitions, Employer liabilities, Reporting and Documentation required, Provisions and Penalties for the following Acts and their Implications</p> <p>1. Trade Unions Act, 1926</p> <p>2 Industrial Disputes Act, 1947</p> <p>3. The Payment of Bonus Act, 1965</p> <p>4. Employees' State Insurance Act, 1948 (ESI Act)</p> <p>5. Child Labour (Prohibition & Regulation) Act, 1986</p>	14 hours
	<p>Industrial Relations</p> <p>Various approaches - The systems model; The Pluralist Approach; The Structural Contradictions Perspective; The Indian IR framework</p>	8 hours
	<p>The role of Government in Indian IR; Regulative and Participative bodies; Employers Associations; Contemporary Issues in Industrial Relations; Grievance Management</p>	8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<p>1. S. D. Puri; Sandeep Puri; Labour Laws for Everyday Made Easy; Snow White Publications; 2017 or Latest edition</p> <p>2. P. Subba Rao; Labour Welfare and Social Security; Himalaya Publishing Co; 2014 or Latest edition</p> <p>3. Anamitra Roy Chowdary; Labour Law</p>	

	Reforms in India Taylor & Francis; 2018 or Latest edition 4. S C Srivastava; Industrial Relations and Labour Laws; Vikas Publishing House; 2022 or Latest edition 5. Parul Gupta; Industrial Relations and Labour Laws for Managers; Sage; 2019 or Latest edition	
<u>Learning Outcomes</u>	An ability to interpret and apply the labour laws at workplace	

MGE-602: Organisational Development and Change Management

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To create an awareness of change management practices and Organisational Development.	
Contents	<p>Planned Organisational Change- Organisational Change Management (OCM): Understanding Organizational Transformation; Transformation Strategies; Process models and techniques of managing change; OCM Framework; Resistance to change; Change Agents; Evaluating Change; Role of Leadership; Role of Training</p> <p>Organizational Learning and Learning Organization ; Organisation Culture; Learning orientation of organisations and Individuals; Organizational effectiveness;</p> <p>Foundations of Organisational Development (OD) The OD Consultant: Role, Skills and Dilemmas Entry and Contract, Organisational Diagnosis – Methods of Diagnosis; Feedback and OD;</p> <p>OD Interventions: Individual and Interpersonal Interventions; Team / Group Interventions; Intergroup Interventions; Comprehensive Interventions; Success and Failure of OD; Future of OD & New Perspectives</p>	<p>10 hours</p> <p>5 hours</p> <p>5 hours</p> <p>10 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	1. French, Bell, Organisational Development; Sage Publishing; 2008 or Latest edition. 2. S Allcorn; Organizational Dynamics and	

	<p>Intervention – Tools for changing workplace; Prentice Hall India; 2015 or Latest edition</p> <p>3. Simon A Bertonshaw-Gunn; Essential Tools for Management Consulting; Wiley & Sons; 2010 or Latest edition</p> <p>4. Richard Newton; The Management Consultant; Pearson; 2010 or Latest edition</p> <p>5. Dipak Kumar Bhattacharya; Organisational Change and Development; Oxford University Press; 2011 or Latest edition</p>	
<u>Learning Outcomes</u>	<p>1. An ability to use Change Management techniques</p> <p>2. An ability to identify skills required in an OD consultant</p>	

MGE-603: Designing High Performance Organisations

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce performance management tools and techniques required in designing high performance organisations	
Contents	<p>Performance Management Relationship between development strategies and business performance; Skills related to performance planning, coaching and review/ appraisals; Interpersonal dynamics in performance management; Performance feedback and coaching;</p> <p>Competency Mapping, Holistic Frameworks for performance management - balanced scorecard, stake holder approach and their adaptations in India; Best Practices;</p> <p>Performance Appraisals – Methods, Documentation, Feedback, legal and Ethical Considerations, Role of Appraisers;</p> <p>Drivers for designing High Performance Organisations organizational effectiveness; structures and processes for excellence; Cultural Factors/Issues in Performance Management ; corporate social responsibility and corporate citizenship behavior; coaching for excellence; building and leading high performance teams; decision making to support high performance.</p>	<p>10 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>10 Hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-	

	study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	<ol style="list-style-type: none"> 1. A.S. Kohli; T. Deb; Performance Management, Oxford Higher education Press; 2009 or Latest edition 2. Michael Armstrong; Armstrong's Handbook of Performance Management; Kogan Page; 2022 or Latest edition 3. T.V. Rao; Performance Management: Towards Organisational Excellence; Sage Publications; 2015 or Latest edition 4. Herman Aguinis; Performance Management; Pearson Education; 2013 or Latest edition 5. Dipak Kumar Bhattacharyya; Performance Management Systems and Strategies, Pearson Publication; 2011 or Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to conduct performance appraisals 2. An ability to use performance management skills required to design High Performing Organisations 	

MGE-604: Consultancy Management

2 Credits

Prerequisites for the course	A basic course in Human Resource Management	
Objective	To create an awareness of the profession of management consulting	
Contents	Nature of Management Consulting; The Consulting Industry – History and Growth; Types of Consulting Services- Generalist and Specialist Services; Internal Consultants	10 Hours
	Consultant Client Relationship; Key Stakeholders; Consulting Skills; Consulting and Culture; Consultant and Change; Tools of Consulting – Types of Interventions; Coaching and Counselling; Action Planning; Monitoring and Measuring Results	10 Hours
	Professional ethics in Consulting; Codes of Conduct; Responsibility and Accountability; Certification and Licensing; Termination: Withdrawal and ending a consulting relationship	10 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Reading	1. M Kubr, Consulting – A Guide to the	

s.	Profession, ILO, Geneva, Latest Edition 2. Simon A Bertonshaw-Gunn; Essential Tools for Management Consulting; Wiley & Sons; 2010 or Latest edition 3. Richard Newton; The Management Consultant; Pearson; 2010 or Latest edition 4. Baaij, Marc; An Introduction to Management Consultancy; SAGE Publications; 2013 or Latest Edition 5. Sadler, Philip; Management Consultancy - A Handbook for Best Practice, Kogan Page, 2001 or Latest Edition	
<u>Learning Outcomes</u>	An ability to become a management consultant	

MGE-605: Occupational health and safety Management

2 Credits

Prerequisite	A core course in Human Resource Management	
Learning objectives	To provide insights into occupational health and safety training in a workplace	
Content	Occupational Health Hazards - Classification, permissible exposure limits, Threshold limit value; occupational diseases due to metals & dusts, fumes & chemical compounds, behavioural based safety; Role of Ergonomics in Employee safety & health	5 hours
	Accident Causes and prevention: Factors leading to accidents, Accident problem, need for prevention and preventive measures; Personal Protective Equipment: Need of PPE, Indian standards, factors of selection of PPE, non-respiratory equipment, respiratory equipment.	5 hours
	Safety: Nature, Philosophy, terminology, total safety concept, safety psychology, safety management & responsibilities of employees at different levels, safety organization, Safety measures required in different industries; Safety areas: Electrical Safety, Protection from Fire and Explosion; basic first aid and CPR	10 hours
	Hazards & Risk identification, Assessment and control techniques: Hazards, Risks & detection techniques, Preliminary hazard analysis(PHA) & hazard analysis(HAZAN), failure mode effect analysis(FMEA), Hazard and operability(HAZOP) study, Hazard ranking (DOW & MOND index), Fault tree analysis, Event tree analysis(ETA), major accident hazard control, onsite and off-site emergency plans.	10 hours

Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	<ol style="list-style-type: none"> 1. R. K. Mishra; Occupational Health Management; Aitbs Publishers and Distributors; 2015 or Latest edition 2. Charles D. Reese; Occupational Health and Safety Management: A Practical Approach; CRC Press; 2016 or Latest Edition 3. Akhil Kumar Das; Principles of Fire Safety Engineering; PHI Learning Pvt Ltd; 2020 or Latest edition 4. Sharon Clarke; Occupational Health and Safety; Taylor & Francis; 2016 or Latest edition 5. S. Z. Mansdorf; Handbook of Occupational Safety and Health, Wiley; 2019 or Latest edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to identify hazards, risks and their assessment 2. An ability to take precautionary measures for personnel safety 	

MGE-606: Indian Ethos and Human Quality Development

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce basic philosophies of Indian culture and its importance in building of organizational culture.	
Contents	<p>Indian Ethos in Management Foundation of Management, Indian Ethics and the Spirit of Development, Indian ethos & Indianity, Indian Model of Corporate Development</p> <p>Management Ideas in Arthsastra Philosophy of Arthsastra, leaders as achievers, Use of authority & Power, Arthsastra and Modern Management, Kautilya Theory of Motivation, Management Competencies and Excellence in Men</p> <p>Corporate Veda Essence of Indian Ethos, PREM Approach to Relationship & Management, HOPE Model for Existence, Emergence of Corporates as State, VEDA Model of Leadership</p> <p>Indian Theory of Relationship Management Assumption of Theories X, Y and Z, Theory K & Relationship Management, Sama-Dam-Danda-Bhed and New Theories, Ethical Dimension in Theory K, OSHA Model,</p> <p>Total Quality of Management: Means Ends Analysis for Managerial Actions, Karma Theory & Market, Management Principles from Gandhian Thought,</p>	<p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p>

	Guiding Principles for improving TOQM Models of Self-Development Three Level of Self, Three Types of Struggles, Three Levels of Existence, ,Three State of Mind, Three Views of Life, Three Types of Leadership, Three Styles of Management	5 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	<ol style="list-style-type: none"> 1. Subhash Sharma; New Mantras in Corporate corridors From Ancient Routes to Global Roots; New Age International Publishers; 2007 or Latest Edition 2. Subhash Sharma; Western Windows Eastern Doors Management; New Age International Publishers; 2019 or Latest Edition 3. S.K. Chakraborty; Values for Ethics for Organization: Theory & Practice; Oxford University Press; 1999 or Latest edition 4. N M Khandelwal; Indian Ethos and Values for Managers; Himalaya Publishing; 2019 or Latest edition 5. R.S. Naagarazan; A Textbook On Professional Ethics And Human Values New Age International (P) Limited; 2007 or Latest edition 	
<u>Learning Outcomes</u>	1. An ability to manage better in Indian organisations	

MGE-607: Compensation and Benefits Management

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce compensation methods and strategies used in an organisation	
Contents	<p>Historical development of payment systems basic concepts definition of compensation, wages, salaries and wage rates. Job Evaluation and strategic compensation; methods of job evaluation</p> <p>Theories of wages, subsistence theory, wage fund theory, surplus value theory, Residual claimant theory, marginal productive theory, Bargaining theory, Behavioural theories, Expectancy theories, Equity Theories.</p> <p>Wage Legislation- payment of wages act, minimum wages act, payment of bonus act, wage survey. Job Evaluation - definition, objectives, principles, methods, ranking classification, factor comparison method and point rating method.</p> <p>Wage structure, wage fixation, flat rate, merit rate. Wage</p>	<p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>7 Hours</p>

	<p>payment, wage payment policies, wage payment systems, wage incentive plans, blue-collar employees. White-collar employees.</p> <p>Executive compensation plan- basic payments, fringe benefits, retirement benefits, Challenges of compensation, performance based compensation, skill based pay vs. job based pay, pay reviews, pay secrecy comparable worth</p>	8 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings.	<ol style="list-style-type: none"> 1. GT Milkovich; JM Newman; CSV Ratnam; Compensation; Mc Graw Hill; 2017 or Latest edition 2. DK Bhattacharya; Compensation Management, Oxford Higher Education; 2009 or Latest edition 3. RL Henderson; Compensation Management in a knowledge-based world; Pearson Publishing; 2005 or Latest edition 4. Joseph J Martocchio; Strategic Compensation; Pearson Education; 2020 or latest edition 5. Jerry M. Newman; Barry Gerhart; et al Compensation; McGraw Hill; 2020 or Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. To appreciate the role of compensation systems within the Human Resource Management function. 2. An ability to use compensation tools for better performance 	

MGE-608: Negotiations and Conflict Management 2 Credits

<u>Prerequisites for the course:</u>	A Basic Course in Human resources Management	
<u>Objective:</u>	To introduce concepts of negotiation, collective bargaining and management of conflicts at work place	
<u>Content:</u>	<p>Negotiating a Contract Pre-negotiation - Preparing the Charter of Demand(s); Creating the Bargaining Team; Costing of Labour Contracts The Negotiation Process - Preparing for Negotiation; Communication Style; Breaking Deadlocks; Strategy and Tactics/Games Negotiators Play; Closing Successfully Negotiating Integrative Agreements Reviewing</p>	6 hours
	<p>Collective Bargaining Critical Issues in Collective Bargaining; Role of Government; Levels of Bargaining, Coverage and Duration of Agreements; Concept of Managerial Prerogatives; Administration of Agreements; Approaches and Phases in Collective Bargaining; Contract Ratification Post Negotiation - Administration of the Agreement;</p>	8 hours

	<p>Conflict Management Conflict Dynamics; Role of Communication in Conflict Management; —Origins of Conflict—Dispute Prevention—Assessment of Conflict; Conciliation; Mediation; Conflict management and organization policy;</p> <p>Grievance Management Causes/Sources of Grievances and how to locate them; Legislative Aspects of a Grievance Procedure; Managerial Practices to Prevent Grievances, Grievance Resolution; Union's Perspective on Grievance Resolution;</p>	<p>8 hours</p> <p>8 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Malhotra, D., M. Bazerman; Negotiation Genius; NY: Bantam Dell; 2008 or Latest edition. 2. Stone; Patton; Heen, Difficult Conversations; NY: Viking Press; 2010 or Latest edition 3. John Mattock; J Ehrenborg; How to be a better Negotiator; Kogan Page Publishing; 2012 or Latest edition 4. Deborah Kolb; Jessica Porter; Negotiating at Work: Turning Small Wins into Big Gains; Jossey-Bass; 2015 or Latest edition 5. Johnson C; Keddy J; Managing Conflict at Work; Kogan Page; 2010 or Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. A competence in negotiating 2. A competence in managing conflicts 	

MGE-609: Technology in HR

2 Credits

<u>Prerequisites for the course:</u>	A Basic Course in Human resources Management	
<u>Objective:</u>	To introduce the different technologies and tools available to automatise/ measure human resource functions	
<u>Content:</u>	<p><u>Technology and HR</u> History; Benefits and Challenges of Technology in HR, Technology Acceptance Models; Phases of Technology Adoption; Costs Benefits Analysis; Importance of Automation Policies; Changing Workforce demographics and Impact on Culture</p> <p><u>Human Resources Information Systems</u> Introduction to HRIS; Organisational HRIS needs Analysis; Employee Database Management; Self Service portals; HR Game changing tools</p> <p><u>Industry 4.0 and HR</u></p>	<p>6 hours</p> <p>7 hours</p>

	<p>Introduction; Value Creation in Data driven economy; Components of Industry 4.0; Basics of Artificial Intelligence, Block Chain Technology; Robotics; Internet of Things; Cloud Computing; Applications in industry; Employee Relations in Digital Age; Future of HR function;</p> <p><u>Using HR Metrics</u></p> <p>Business Intelligence and HR Analytics; Tools available; Role of Big Data and predictive analytics in HR decision making;</p>	<p>10 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Martin R Edwards & Kirsten Edwards; Predictive HR Analytics – Mastering the HR Metric; Kogan Page; Latest Edition 2. Jac Fitz-enz; John R. Mattox; Predictive analytics for Human Resources; Wiley; 2014 or Latest edition 3. Gene Pease Boyce Byerly; Jac Fitz-enz; Human Capital Analytics, Wiley; 2013 or Latest edition 4. Brian E. Becker; Mark A. Huselid; Mark A Huselid; David Ulrich; The HR Scorecard: Linking People, Strategy, and Performance; HBR Press; 2001 or Latest edition 5. Tracey Smith; HR Analytics: The What, Why and How; Numerical Insights LLC; 2017 or Latest edition 6. Dipak Kumar Bhattacharya; HR Analytics – Understanding theories and Applications, Sage, 2017 or Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. A competence in using relevant technology in HR functions 2. A competence to choose appropriate metric for analyzing Human Resource functions 	

Discipline Specific Elective (DSE) Courses in Finance

MGE-610: Financial Accounting

2 Credits

Prerequisites for the course	A core course in Finance Management	
Objective:	To introduce various books of Accounts, Financial statements and Basics of using Financial Accounting software.	
Content:	<u>Books of Accounts</u> Books of Accounts, Concepts and conventions, Journal entries, Writing of Cash Book and Journal as Primary books of accounts, Posting in Ledger as Secondary book, Subsidiary books, and Trial Balance.	10 Hours
	<u>Financial Statements</u> Bank Reconciliation Statement, Preparation of Profit and Loss Account and Balance Sheet from Trial Balance, Preparation of Cash Flow Statement, direct and indirect methods. Notes to Accounts, Schedule VI to Companies Act 2013, IFRS.	10 Hours
	<u>Inventory Records, Depreciation and Introduction to Financial Accounting</u> Inventory valuation with reference to Accounting Standard and its impact on final Accounts and disclosure requirements. Methods of charging depreciation and amortization and their impact on profits, sales and purchase of assets, disclosure requirements. Transactions relating to shares and debenture Entering transactions and making Final accounts in a financial accounting software package	10 Hours
Pedagogy:	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings	<ol style="list-style-type: none"> 1. K. Narayanswamy, 'Financial Accounting': A Managerial Perspective; PHI Learning Pvt. Ltd; Delhi 110092. Latest edition. 2. Anthony Robert N. Hawkins D., Merchant K.; 'Accounting Text and Cases' McGraw-Hill Education (India) Pvt. Ltd. New Delhi, Latest edition 3. Garg Kamal, 'Advanced Auditing', Bharat Law House Pvt. Ltd, New Delhi, latest edition 4. N. Ramchandran, Ram Kumar Kakani: 'Financial Accounting for Management, Tata McGraw-Hill Pvt Ltd: Latest edition 5. Bhattacharyya, S. K. And John Dearden; 	

	‘Accounting for Management’; Vikas Publishing House Pvt. Ltd.; New Delhi; Latest edition	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to write books of accounts, 2. An ability to present Final Accounts of business entities 	

MGE-611: Taxation

2 Credits

Prerequisites for the course	A core course in Finance Management	
<u>Objective:</u>	To introduce the concepts of taxation and procedures to calculate different types of taxes	
<u>Content:</u>	<p><u>Definitions, Salary and Income From House Property</u> Definitions- Income, agricultural income, Person Assessee, Company, Previous year and Assessment Year, Gross Total Income, Incomes exempt from tax, Basis of charge, Heads of Income, Salary, meaning, Perquisites, Allowances, Profit in lieu of salary deductions, Income from House Property, Annual value, self-occupied, let out and deemed to be let out, deductions.</p> <p><u>Computation of Income with all Heads of Income and Assessments</u> Profits and Gains of Business and Profession, chargeability, admissible deductions, disallowance u/s 40(a), , 40(A).</p> <p>Capital Gains, capital asset, transfer, Long term and short term capital gains, indexation, cost of acquisition and improvement, exemptions. Income from Other Sources, Chargeability and deductions Deductions under chapter VI –A, 80C, CC, CCC,D, E, G,GG, Computation of Income, Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source</p>	<p>5 Hours</p> <p>10 Hours</p> <p>5 Hours</p> <p>10 Hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Singhania, V. K., and Singhania M.; Students Guide To Income Tax including GST; Taxmann Publications (P) Ltd.; 2022 or Latest Edition. 2. Manoharan T. N. & Hari G. R.; Students’ Handbook on Taxation; Snow White Publications Pvt.; 2020 or Latest Edition. 3. G. Sekar; Handbook On DIRECT TAXES; Commercial Law Publishers (India) Pvt. Ltd.; 2020 or Latest Edition. 4. Singhania Vinod and Singhania Kapil; Direct Taxes Law and Practice with special reference to Tax Planning; Taxmann Publications (P) Ltd.; 2022 or 	

	<p>Latest Edition.</p> <p>5. Dr. R. G. Saha and Dr. Usha Devi N.; Income Tax (Direct and Indirect Taxes), Himalaya Publishing House (P) Ltd.; 2021 or Latest Edition.</p>	
Learning Outcomes	<p>1. An ability to apply tax compliance rules for individuals</p> <p>2. An ability to use knowledge of firms' taxation in taking financial decisions.</p>	

MGE-612: Project Planning and Implementation

2 Credits

Prerequisites for the course	A core course in Finance Management	
<u>Objective:</u>	To introduce capital budgeting techniques and basics of cost of capital and risk analysis of projects.	
<u>Content:</u>	<p><u>Capital Budgeting</u> Financial Goal of the Corporation, Corporate Decisions- Investment, Financing Liquidity and dividend</p> <p>Capital Budgeting, Net present Value and Other techniques of Project evaluation, estimation of Cash Flows especially for new product decisions and machine sale or purchase decisions, replacement decisions, Capital Rationing, projects with different lives.</p> <p><u>Cost of Capital and Risk analysis</u> Investment decisions with risk analyses-sensitivity analysis, scenario analysis and decision trees. Cost of Capital as discounting rate for capital budgeting decisions, Financing of projects with reference to leverage and risks, Theories relating to financing.</p>	<p>5 Hours</p> <p>10 Hours</p> <p>5 Hours</p> <p>10 Hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<p>1. Pandey I. M.; Financial Management; Pearson, India; 2022 or Latest Edition.</p> <p>2. Chandra, Prasanna; Financial Management: Theory and Practice; Tata McGraw-Hill; 2019 or Latest Edition.</p> <p>3. Brealey, Myers, Allen and Mohanty; Principles of Corporate Finance; Tata McGraw-Hill; 2018 or Latest Edition.</p> <p>4. Khan M.Y & Jain P.K.; Financial Management;</p>	

	McGraw Hill; 2018 or Latest Edition. 5. Watson, Denzil and Antony Head; Corporate finance: Principles and Practice; Pearson Education; 2013 or Latest Edition.	
Learning Outcomes	An ability to analyse financial information and take long term financial decisions.	

MGE-613: Working Capital Management

2 Credits

<u>Prerequisite for the course</u>	Nil	
<u>Objective:</u>	To create awareness about different tools and techniques available to manage cash and working capital in an organisation	
<u>Content:</u>	<p><u>Working Capital and Cash Management</u> Working Capital, Types, Policies, Estimation of Working Capital, Operating cycle, Cash Forecasting and Budgeting, Managing cash collections and disbursement,</p> <p><u>Current Assets Management</u> Inventory EOQ, Reorder level, Safety stock, Control techniques, Investment in debtors, credit management decisions-with reference to risk return trade-off, credit policy variables, namely credit standards, collection period, discounts, economic credit policy, monitoring tools like Aging Schedule, Sources of Long term and Short term finance.</p>	<p>15 hours</p> <p>15 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Hrishikesh Bhattacharya; Working Capital Management: Strategies and Techniques; PHI Learning; 2021 or Latest Edition. 2. Prasanna Chandra; Financial Management: Theory and Practice; McGraw Hill Education; 2019 or Latest Edition. 3. Bhalla, V. K.; Working Capital Management: Text and Cases; Anmol Publications Pvt. Ltd.; 2012 or Latest Edition. 4. Rustagi, R. P.; Working capital management; Taxmann Publications (p) Ltd; 2021 or Latest Edition. 5. Frederick C. Scherr; Modern Working Capital Management: Text and Cases; Prentice Hall; 1988 or Latest Edition. 	
<u>Learning Outcomes</u>	An ability to use knowledge and skills of managing working capital and cash to manage day to day financial	

	activities.	
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MGE-614: Security Analysis and Portfolio Management (SAPM)

2 Credits

<u>Programme pre-requisite</u>	Nil	
<u>Objective</u>	To create awareness about different tools and techniques available to analyse investment avenues and create a portfolio based on risk profile and financial goals.	
<u>Content</u>	<p><u>Investment analysis:</u> Working (Market mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various investment avenues, Valuation of shares and fixed income securities, Fundamental analysis, Technical analysis.</p> <p><u>Portfolio Management:</u> Portfolio creation, theories of portfolio management – active and passive, Markowitz theory, portfolio return and risk, efficient market hypotheses-strong, semi-strong & weak form.</p>	<p>15 hours</p> <p>15 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Jordan & Fischer; Security Analysis & Portfolio Management; Prentice Hall India; 2018 or Latest Edition. 2. Prasanna Chandra; Investment Analysis& Portfolio Management; McGraw Hill Education India Pvt. Ltd., 2021 or Latest Edition. 3. S. Kevin; Security Analysis and Portfolio Management; PHI Learning Pvt. Ltd; 2017 or Latest Edition. 4. Bodie, Kane, Marcus; Investments; Tata McGraw Hill; 2017 or Latest Edition. 5. A.K.Dash.; Security Analysis And Portfolio Management; Wiley; 2021 or Latest Edition. 	
<u>Learning Outcomes</u>	An ability to analyse investment avenues and choose and create portfolio using financial securities.	

MGE-615: Mergers & Acquisitions

2 Credits

<u>Programme pre-requisites</u>	Nil	
<u>Objective</u>	To create awareness and knowledge required to carry out	

	due diligence in order to restructure a business.	
<u>Content</u>	<p><u>Strategic analysis:</u> Meaning of M&A, Reasons and objectives of M&A, Strategic analysis of the M&A – Micheal Porter’s Five Force Analysis pre and post merger comparison, Identification of Target – Rationalisation and matching of M&A objectives – Market share, synergies, tax management, technology transfer.</p> <p><u>Due Diligence:</u> Complete due diligence of the target, Technical, Market, Financial, Human Resource, Integration of Vision & Mission and managing inter organisational conflicts, Risk Management.</p> <p><u>Valuation:</u> Financial Valuation of target and the impact on the merged entity, Net Asset Value – Book Value, Net Realisable Value, Discounted Cash Flow – Forecast Free Cash Flow, Weighted Average Cost of Capital using Capital Asset Pricing Model , Market Valuation – P/E multiple, B/V multiple, Beta, Shareholder Value Creation – wealth maximisation , Ascertaining the Share Swap ratio – based on Earnings Per Share; based on Market Price.</p> <p><u>Shareholder Value Creation & Defence against hostile takeover:</u> Shareholder Value Creation (SVC), Economic Value Added (EVA), Pablo Fernandez Model (PFM), Impact of M&A on the SVC – Creation or destruction of shareholder value post- merger or takeover. Defence mechanisms against hostile Takeover.</p>	<p>7 hours</p> <p>7 hours</p> <p>8 hours</p> <p>8 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Crafting & Executing Strategy by Arthur Thompson, M. Peteraf, J. Gamble, A. Strickland & Arun Jain, McGraw Hill, New Delhi, Latest Edition. 2. Mergers & Acquisitions by Kevin Boeh & Paul Beamish, Sage Publication, New Delhi, Latest Edition. 3. Mergers, Acquisitions & Corporate Restructuring by C. Krishnamurthy & Vishwanath S.R., Sage Publication, New Delhi, Latest Edition. 4. Strategic Financial Management by Prasanna Chandra, McGraw Hill, New Delhi, Latest Edition. 5. Bruner, Robert, F. Applied Mergers and Acquisitions, Wiley, 2004 or Latest Edition. 	
<u>Learning outcomes</u>	At the end of the course the participant will develop an ability to make informed Merger and Acquisition decisions.	

MGE-616: Financial Derivatives and Risk Management**2 Credits**

<u>Programme pre-requisite</u>	Course in SAPM	
<u>Objective</u>	To create awareness and knowledge required to manage portfolio risks using derivative securities.	
<u>Content</u>	<p><u>Risk Management using derivative:</u> Risk, Derivative types – forwards, futures, options, and swaps, features, market mechanics – settlement, trading, margins, determining cash flows, recalculation of portfolio risk using derivatives.</p> <p><u>Derivative pricing and Trading strategies:</u> Pricing of derivative instruments – Futures, and Options, trading strategies using various derivatives like Forwards, Futures, Options and Swaps.</p>	<p>15 hours</p> <p>15 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education India; 2018 or Latest Edition. 2. Jayant Rama Varma; Derivatives and Risk Management; McGraw Hill; 2019 or Latest Edition. 3. A.N.Sridhar; Futures & Options, Equities & Commodities; SPD Publications; 2008 or Latest Edition. 4. Chance Don M.; An introduction to derivatives and risk management; Australia: South - Western Cengage Learning; 2019 or Latest Edition. 5. Kolb, Robert W.; Financial derivatives: pricing and risk management; Hoboken, NJ: Wiley; 2019 or Latest Edition. 	
<u>Learning outcomes</u>	At the end of the course the participant shall develop an ability to manage risk using derivatives.	

Discipline Specific Elective (DSE) Courses in Marketing

MGE-617: Sales Management

2 Credits

Prerequisites for the course	A core course in Marketing Management	
Objective:	To create an awareness about the theories and tools used in managing sales and distribution functions of an organisation.	
Content:	Overview of Sales Management- Personal Selling v/s Salesmanship, Importance of Personal selling, Approaches to Personal Selling, Process of Personal Selling, AIDA model, Merits and limitation of Personal selling. Automation in Personal Selling,	6 Hours
	Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales, Sales forecasting, Sales Quota Quantitative methods, Qualitative methods	9 Hours
	Recruitment and Selection, Training, Compensation management, Sales force motivation, Methods of performance appraisal	6 Hours
	Channel Management Systems: Designing Channels, Selection and Recruitment of Channel Partners, Channel Decisions, Information Systems for Channels Role of E-commerce in Selling, Strategic Issues , Technology, Trends, Challenges, Future of E-commerce in Selling	9 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/Readings	<ol style="list-style-type: none"> 1. Richard Still, Edward Cundiff, Norman Govoni and Sandeep Puri; Sales and Distribution Management: Decisions, Strategies & Cases; Pearson; 2017 or Latest Edition. 2. K Krishna Havaldar and M V Cavale; Sales and Distribution Management: Text and Cases; Tata McGraw Hill; 2017 or Latest Edition. 3. David Jobber, Geoffrey Lancaster; Selling and Sales Management; Pearson; 2018 or Latest Edition. 4. William Cron and Thomas DeCarlo; Sales Management: Concepts and Cases; Wiley; 2010 or Latest Edition 5. Tapan Panda, Sunil Sahadev; Sales and Distribution Management; Oxford University Press; 2019 or Latest Edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. Ability to use selling skills effectively. 2. Ability to take decisions related to Sales and Distribution Management 	

MGE-618: Product Management**2 Credits**

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce the different aspects of new product development and managing products	
<u>Content:</u>	<p>Product Strategy and Analysis: Product Strategy and Planning, Product and Market Focused Organisations, Product and Market Evolution, Product Life Cycles, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis and Customer Analysis.</p> <p>Product Development: Developing Product Strategy, New Product Development, Designing the Offer, Market and Sales Potential, Pricing Decisions, Advertising and Promotion decisions, Concept and Product Testing, Financial Analysis for Product Management</p>	<p>15 hours</p> <p>15 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Donald R. Lehmann and Russell S. Winer; Product Management; Tata McGraw Hill; 2002 or Latest Edition 2. Majumdar R; Product Management in India; Prentice Hall India; 2007 or Latest Edition 3. Michael Baker and Susan Hart; Product Strategy and Management; FT Publishing International; 2008 or Latest Edition 4. Merle Crawford, Anthony Benedetto; New Products Management; Tata McGraw Hill; 2020 or Latest Edition 5. Paul Trott; Innovation Management and New Product Development; Pearson; 2009 or Latest Edition 	
<u>Learning Outcomes</u>	An ability to manage products during different stages of product life cycle	

MGE-619: Brand Management**2 Credits**

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce concepts of brands and to explain the different strategies used to increase market reach	
<u>Content:</u>	<p>Branding: Introduction to Brands and Branding, Rationale for</p>	15 hours

	<p>Building Brands, Types of Brands, Creating a Brand Designing Brand Identity using Kapferer's Identity Prism, Customer Brand Building Equity Model, Brand Mantras, Brand Equity, Measuring Brand Equity.</p> <p>Brand Positioning: Brand Positioning, Consumer Behaviour, Crafting Brand Positioning Strategy, Building Marketing Programmes for Brands, E-Branding and building virtual Brands, Brand Strategies including Line and Category Extensions, Umbrella Branding and Managing the Brand Architecture.</p>	15 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Kevin Keller, Vanitha Swaminathan Ambi Parameswaran; Strategic Brand Management: Building, Measuring, and Managing Brand; Pearson; 2020 or Latest Edition. 2. Kirti Dutta; Brand Management, Principles, and Practices; Oxford University Press; 2022 or Latest Edition. 3. Tapan Panda; Product and Brand Management; Oxford University Press; 2016 or Latest Edition. 4. Jean-Noël Kapferer; The New Strategic Brand Management; Kogan Page; 2012 or Latest Edition. 5. Johny Johansson, Kurt Carlson; Contemporary Brand Management; SAGE Publications; 2014 or Latest Edition 	
<u>Learning Outcomes</u>	An ability to use knowledge and tools to manage Brands	

MGE-620: Integrated Marketing Communications

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce the different components of Integrated Marketing Communications that help in increasing Marketing and communication effectiveness.	
<u>Content:</u>	<p>Introduction and Role: Role and Evolution of IMC; The Promotional Mix; The IMC Process; Market and Competitor Analysis; Tools of IMC; Role of Client; Agency and Types of Agencies; Advertising and PR; Analysing the Communication Process; Models of Communication;</p> <p>Establishing Objectives; DAGMAR Approach; Setting Objectives; Establishing Media Objectives; Reach and Response; Budgeting Decisions and Approaches; Creative Strategy;</p>	<p>7 hours</p> <p>7 hours</p>

	<p>External influencers Concept of culture, values, time space and symbols, demographics, sub cultures, Household and family, consumer socialization, reference groups, brand communities, opinion leadership, diffusion of innovations;</p> <p>Internal Influencers Personality, Emotions; VALS, Motivations and marketing strategy,</p> <p>Organizational Buying Characteristics, roles and decision making units, decision making process, choice criteria, new buy and rebuy, purchasing practices (just in time , leasing etc.), Relationship marketing</p>	<p>7 hours</p> <p>7 hours</p> <p>9 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. David Mothersbaugh, Del Hawkin and Susan Kleiser and Amit Mookerjee; Consumer Behavior: building marketing strategy; Tata McGraw Hill; 2022 or Latest Edition 2. Sangeeta Sahney; Consumer Behaviour; Oxford University Press; 2017 or Latest Edition. 3. Leon Schiffman, Leslie Kanuk and Joseph Wisenblit; Consumer Behavior; Pearson; 2019 or Latest Edition. 4. Michael Solomon; Consumer Behaviour; Pearson; 2020 or Latest Edition. 5. S. Ramesh Kumar, Leon Schiffman, Leslie Lazar Kanuk; Consumer Behaviour; Pearson; 2019 or Latest edition 	
<u>Learning Outcomes</u>	An ability to analyze consumer behavior to take marketing decisions	

MGE-622: Marketing Research

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Marketing	
<u>Objective:</u>	To introduce the basic research methods that can be used to help in marketing decisions	
<u>Content:</u>	<p>Research Design Problem definition, theoretical framework, analytical model, research questions, hypotheses, information specification, ethics in marketing research, Research</p>	7 hours

	<p>designs</p> <p>Measurement and scaling Measurement and scaling, nominal, ordinal, interval and ratio scales, likert, semantic differential and staple scales, reliability and validity, questionnaire design</p> <p>Data collection and preliminary analysis Sampling, defining target population, non-probability and probability sampling, sample size determination, data collection methods and field work, coding, data entry and data preparation, frequency distribution, cross tabulation and chi-square, analysis of variance</p> <p>Multivariate analysis Correlation and regression analysis, simple and multiple regression, interpretation of results, discriminant analysis, factor analysis, extraction and rotation methods, logistic regression, cluster analysis, multi-dimensional scaling, report preparation and presentation, usage of statistical packages</p>	<p>8 hours</p> <p>7 hours</p> <p>8 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Naresh K Malhotra, "Marketing Research: An applied orientation", Pearson Education, Latest Edition 2. Joseph F Hair, Robert P Bush and David J Ortinau "Marketing Research within a changing information environment", Tata McGrawHill, Latest edition 3. Niels Blunch; Introduction to Structural Equation Modeling Using IBM SPSS Statistics and Amos; SAGE Publications; 2013 or latest edition. 4. Päivi Eriksson, Anne Kovalainen; Qualitative Methods in Business Research; SAGE Publications; 2015 or Latest Edition. 5. Sadanori Konishi; Introduction to Multivariate Analysis Linear and Nonlinear Modeling; Taylor & Francis; 2015 or Latest Edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. A competence in designing research studies, collecting and analyzing data 2. An ability to prepare and present reports. 3. An ability to use research output for decision making 	

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the tools and techniques required for marketing in digital media and social media	
<u>Content:</u>	<p>Introduction Importance of digital marketing; Difference between traditional and digital marketing; recent trends; competitive analysis; Website Planning and Creation Importance of Design</p> <p>Search Engine Optimisation (SEO) and Marketing Various search engines and their algorithms; Various factors affecting on-page and off-page optimisation, keywords research, meta tags, meta description, link building; Advertising on social media; search engine's result page (SERP); Ads platform, Keyword Planners - search volume, cost-per-click (CPC), customer lifetime value (CLV) and other such metrics.</p> <p>Digital Media Planning and Buying Media Planning to optimise cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR); platform-based Ad space, and media planning and budgeting. Web Remarketing concept;</p> <p>Social Media Marketing social media strategies on various platforms; Targeting audience; build social media campaign, write ad copies and ad creatives. Cost factors- cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM); Effective content writing; Fundamentals of blogging, email marketing and mobile marketing; Building subscriber lists and database segmenting; App store optimisation (ASO).</p>	<p>6 hours</p> <p>7 hours</p> <p>6 hours</p> <p>11 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Dave Chaffey, Fiona Ellis-Chadwick; Digital Marketing: Strategy, Implementation & Practice; Pearson; 2015 or Latest Edition. 2. Seema Gupta; Digital Marketing; McGraw Hill; 2022 or Latest Edition. 3. Damian Ryan; Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation; Kogan Page; 2016 or Latest Edition. 4. Eric Enge, Stephan Spencer, Jessie Stricchiola; The Art of SEO; O'Reilly Media; 2015 or Latest Edition. 5. Jan Zimmerman, Deborah Ng; Social Media 	

	Marketing All-in-one Dummies; For Dummies; 2021 or Latest Edition.	
<u>Learning Outcomes</u>	An ability to design and dovetail the digital media strategy into the marketing strategy	

MGE-624: Business to Business Marketing

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the essentials of Business to Business marketing	
<u>Content:</u>	<p>Introduction The business marketing environment; Business marketing customers, supply chain, types of business goods, creating value for customers; Customer relationship management</p> <p>Organizational buying behavior Organizational buying process, e-procurement, purchase positioning</p> <p>Strategic planning Components of business model, value network, building the strategy plan; OEMs, Global market entry options, global strategy</p> <p>Product Management Product quality and customer value, product support strategy, process of product positioning; New industrial product development process, Role of services</p> <p>Customer experience lifecycle, challenges in business service marketing</p> <p>Business marketing channels Types of channels, participants in the channel, design of channel, channel administration; Supply chain management Supply chain goals and practices, role of logistics in SCM,</p> <p>Pricing, Sales and Promotion The pricing process, competitive bidding Business market communications Advertising and sales promotion; Personal selling, Managing the sales force, sales administration, deployment analysis</p>	<p>4 hours</p> <p>4 hours</p> <p>4 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Hutt, Michael D., Sharma, Dheeraj and Speh, Thomas W; B2B Marketing: A South-Asian Perspective, Cengage, Latest Edition 2. Owusu, Richard Afriyie., Hinson, Robert., Adeola, Ogechi.,and Oguji, Nnamdi; Business-to-Business 	

	<p>Marketing - How to Understand and Succeed in Business Marketing in an Emerging Africa; Taylor & Francis; 2021</p> <p>3. Zimmerman, Alan., and Blythe, Jim; Business to Business Marketing Management - A Global Perspective, Taylor & Francis; 2017 or Latest Edition</p> <p>4. Brennan, Ross., Canning, Louise., McDowell, Raymond; Business-to-Business Marketing; SAGE Publications; 2010 or Latest Edition</p> <p>5. Ellis, Nick; Business to Business Marketing - Relationships, Networks and Strategies; OUP Oxford; 2010 or Latest Edition</p>	
<u>Learning Outcomes</u>	Ability to take decisions in business markets	

MGE-625: Marketing of Services

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the dimensions of services that require special attention in marketing them	
<u>Content:</u>	<p>Service customer Definition, Importance, Characteristics, Services marketing mix, Customer focus, Customer gap, provider gaps, Search, experience and credence properties, customer experience, customer expectations and satisfaction, service quality, service encounters</p> <p>Service design Service failure and recovery, recovery expectations, switching versus staying, recovery strategies, challenges of service innovations, new service development process, types of service innovations and stages, service blueprinting, factors of service standards, customer defined service standards and their development, physical evidence, Servicescape, Physical evidence strategy</p> <p>Service delivery Service culture, role of service employees, boundary spanning, people strategy, customer oriented service delivery, customer roles, self service technologies, service distribution, direct channels, franchising, agents and brokers, electronic channels, managing demand and supply, capacity constraints, yield management, waiting line strategies</p> <p>Communication and pricing Service communication, matching promises and delivery, service pricing, Factors determining pricing - customer, value, service and profitability; customer retention, quality</p>	<p>7 hours</p> <p>7 hours</p> <p>8 hours</p> <p>8hours</p>

	and purchase intentions, balanced service score card	
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; Services Marketing: Integrating customer focus across the firm; Tata McGraw-Hill; 2018 or Latest Edition. 2. Vinnie Jauhari, Kirti Dutta; Services Marketing; Oxford University Press; 2017 or Latest Edition. 3. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee; Services Marketing: People, technology and strategy; World Scientific, 2021 or Latest Edition. 4. K. Douglas Hoffman, John E. G. Bateson; Services Marketing Concepts, Strategies, & Cases; South-Western College Publishing; 2016 or Latest Edition. 5. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee, Gopal Das; Essentials of Services Marketing; Pearson; 2019 or Latest edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to use services marketing tools and theories in taking decisions in services marketing. 	

Discipline Specific Elective (DSE) Courses in in Operations Area/ General Management

MGE-626: Supply Chain Management

2 Credits

<u>Prerequisites</u> for the course	A core course in Production Operations Management	
<u>Objective:</u>	To impart knowledge and understanding on Supply Chain Management and its relevance to today's business decision making..	
<u>Content:</u>	Supply Chain Management - Introduction – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix	4 Hours
	Strategic Sourcing – Source evaluation – collaborative perspective – Buyer Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ratio	8 Hours
	Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness –Indian transport infrastructure – IT solutions – EDI, e-Commerce, eProcurement – Bar Coding and	7 Hours

	<p>RFID technology</p> <p>Reverse Vs forward supply chain collaborative SCM's and CPFR – agile systems – sources of variability– supplier interface – internal processes</p> <p>Supply Chain Management and profitability – quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM</p>	<p>6 hours</p> <p>5 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Mohanty R.P, S.G Deshmuki “Supply Chain Management” Biztantra, New Delhi, Latest Edition 2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, Latest Edition 3. Hugos, Michael H; Essentials of Supply Chain Management; Wiley; 2018 or Latest Edition 4. Chandrasekaran; Supply Chain Management Process, Function and System Supply Chain Management - Process, Function and System; Oxford University Press; 2023 5. Shah, Janat; Supply Chain Management- Text and Cases; Pearson Education; 2009 or Latest Edition 	
<u>Learning Outcomes</u>	An ability to use supply chain tools and take decisions related to supply chain management	

MGE-627: Logistics Management

2 Credits

<u>Prerequisites for the course</u>	A core course in Production Operations Management	
<u>Objective:</u>	To introduce different methods of transportation and tools for managing logistics and risks involved	
<u>Content:</u>	<p>The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization,</p> <p>Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation</p> <p>International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains,: Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain.</p>	<p>5 Hours</p> <p>6Hours</p> <p>7 Hours</p>

	International Insurance – Risk Retention – Risk Transfer – Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy – Commercial Credit Insurance; Non Traffic barriers – customs duty – customs clearing process; International logistics Infrastructure	7 hours
	Types of Transportation: International Air transportation — Truck and Rail Transportation –pipe lines; Packaging objectives;	5 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill, Latest Edition 2. Burt, Dobbler, Starling, World Class Supply Management, TMH, Latest Edition 3. Donald J Bowersox, David J Closs, Logistical Management, Tata McGraw Hill, Latest Edition 4. Pierre David, “International Logistics”, Biztantra, Latest Edition 5. Su Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India, Latest Edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to plan transport logistics. 2. An ability to cover transport risks with appropriate insurance cover 	

MGE-628: Project Management

2 Credits

<u>Prerequisites for the course</u>	A core course in Production Operations Management	
<u>Objective:</u>	To introduce fundamental project management concepts and skills needed to successfully launch, lead, and realize benefits from projects	
<u>Content:</u>	<p>Project Management Concepts & Standards Project, Program and Portfolio management. Project Management Office; Project life cycle and organization, Project v/s Operational, PM Process groups and Knowledge Areas.</p> <p>Initiating Process Group Derivation of Project from Organizations Vision, Mission and goals and objectives, Business Case, Project Charter, identification of Stakeholders, Identify risks</p> <p>Planning Process Group Develop Project Management Plan, Requirement Specifications, Ms Project Plan, Critical Path, Gantt Charts, Identifying and planning of Project Activities, Work Breakdown Structure (WBS), Resources and Timelines. estimate Cost/Budget, Plan Quality, Risk and Communications, Project Milestones.</p> <p>Executing Process Group</p>	<p>5 Hours</p> <p>5 Hours</p> <p>7 Hours</p>

	<p>Conduct Procurements, Ensure Quality, Engage Stakeholders, Management Information Systems, Manage Stakeholder expectations and Risks</p> <p>Monitoring and Controlling Process Group Perform integrated change control, Change Management, Verify Scope & Schedule, cost and quality. Monitor and control risks, Tools and techniques to manage Cost, Quality and Risk. Key Performance Indicators (KPI), Steering Dashboards.</p> <p>Closing Process Group Close Project, Close procurements, lesson learned, Transition to Operations, NPS survey, Service Level Agreements (SLA)</p>	<p>4 hours</p> <p>6 hours</p> <p>3 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Berkun, Scott; Art of Project Management, O Reilly Publications, Latest Edition 2. Verzuh, Eric; The Fast Forward MBA in Project Management, Wiley Publications, Latest Edition 3. Prabhu, T. L; Project Management- Fundamental Principles of Project Management; Nestfame Creations Pvt Ltd.; 2020 or Latest Edition 4. Nagarajan, K; Project Management; New Age International (P) Limited; 2004 or Latest Edition 5. Heagney, Joseph; Fundamentals of Project Management; American Management Association; 2012 or Latest Edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to use project management tools, techniques, and skills 2. An ability to identify and use key performance metrics for project success 	

MGE-629 : Total Quality Management

2 Credits

<u>Prerequisites for the course</u>	A core course in Production Operations Management	
<u>Objective:</u>	To introduce fundamental Total Quality management concepts and tools used in operations.	
<u>Content:</u>	<p>Introduction Basic concepts of Total Quality Management -Dimensions of Quality, Quality Planning, Quality in Manufacturing and Service Systems, Role of Senior Management, Economic Issues – Price,Market Share, Costs, Quality Councils, Barriers to TQM</p> <p>Principles of Total Quality Management A Customer Focus – Fact-Based Management – Continuous Improvement –Teamwork and Participation. Customer Perception of Quality, Service Quality, Employee Involvement, Quality Awards, Benefits of Total Quality Management. Approaches to Quality Management, Management- 5S, Kaizen,</p>	<p>3 Hours</p> <p>6 Hours</p>

	TQM Tools Different types of Quality Tools, Ishikawa Fish bone diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis– Poka Yoke (Mistake Proofing), Benchmarking, Quality Function Deployment (QFD), House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) Concept,	6 hours
	Reliability Concept and Components – Types of failure – Reliability of system – Success and Failure models in series and parallel – Methods and Different Reliability models	6 Hours
	Managing and organization for Quality Quality Policy – Quality Objectives– Leadership for Quality – Quality and organization culture – Supplier/Customer Partnerships, Control Charts, Process capability, Six sigma,	6 Hours
	Auditing Techniques - Planning for an audit - Developing a Check-list -Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value -addition process during Internal Audit - Mock Audits. Quality Management Standards:Fundamentals and Concepts	3 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Dahlgaard, J. J., K Kristensen& Gopal K Kanji, Fundamentals of Total Quality Management, Taylor & Francis, Latest Edition 2. Omachonu& Ross, Principles of Total Quality Management, CRC Press, Latest Edition 3. J S Oakland, Total Quality Management for Operational Excellence, Routledge, Latest Edition 4. Kiran, D. R; Total Quality Management- Key concepts and Case Studies; Elsevier Science; 2016 or Latest Edition 5. Poonia, M. P. and Sharma, S. C; Total Quality Management; Khanna Publishing House; 2018 or Latest Edition	
<u>Learning Outcomes</u>	An ability to identify Total Quality Management tools that can be used in a workplace	

MGE-630 : Materials Management

2 Credits

<u>Prerequisites for the course</u>	A core course in Production Operations Management	
<u>Objective:</u>	To create an awareness about fundamental Materials management concepts and tools used in operations.	
<u>Content:</u>	Introduction to materials management : Role, scope and	6 Hours

	<p>importance of material control function, materials management in organization, cost aspects, materials management organization, specifications of materials, standardization and variety reduction, waste control, materials research, incoming materials control</p> <p>Stores Management: Layout of stores and warehouse, material handling in stores, physical control of stocks : obsolete, surplus and scrap Management, accounting and record keeping of stores, classification, coding and codification systems</p> <p>Purchasing Management: Purchasing functions and purchasing systems, ABC analysis and VED analysis in purchasing, make or buy decision, selection of sources and vendor rating, legal aspects of purchasing, materials budget, organization for buying. Imports Exports policy, procurement in shortage situation, estimation of dependent and independent demands, lead time analysis, buffer stock, materials requirement planning for organization, Purchasing and quality assurance, International buying and import purchasing</p> <p>Inventory models: Inventory management & control systems, EOQ, concepts</p>	<p>9 Hours</p> <p>10 hours</p> <p>5 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	At the end of the course the participant should be able to take decisions for effective and efficient purchase, storage, inventory control and flow of materials in manufacturing and service organizations	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. AK Datta, Materials Management Procedures, text and cases by, PHI Publication 2. Gopalakrishnan & Sudarsan, Material management an integrated approach, PHI Publication 3. Arnold, J. R. Tony and Chapman, Stephen N; Introduction to Materials Management; Prentice Hall; 2001 or Latest Edition. 4. Vrat, Prem; Materials Management- An Integrated Systems Approach; Springer India; 2014 or Latest Edition. 5. Gopalakrishnan, P and Haleem, Abid; Handbook of Materials Management; PHI Learning; 2015 or Latest Edition. 	

<u>Prerequisites for the course:</u>	A basic course in Production Operations Management	
<u>Objective:</u>	To help understand various aspects of operations research that can be used in managerial decision making	
<u>Content:</u>	<p>Introduction Features , Phases of Operations Research, Types of OR Models, Techniques and Tools , Structure of the Mathematical Model, Limitations of OR</p> <p>Linear Programming: Linear Programming Problem, Requirements of LPP, Mathematical Formulation and solving of LPP; Sensitivity Analysis, Important Geometric Properties of LPP; Interpretation of Duality in LPP</p> <p>Transportation and Assignment Problems: Formulation and solving of Transportation Problem (TP), the Initial Basic Feasible Solution, Moving Towards Optimality; Mathematical Formulation of Assignment Problem, Hungarian Method Algorithm, Routing Problem</p> <p>Infinite Queuing Models: Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline; Notations, Service System, Single Channel Models, Multiple Service Channels, Applications of Queuing Theory, Limitations of Queuing Theory;</p> <p>Project Scheduling and PERT-CPM: Basic Difference between PERT and CPM, PERT/CPM Network Components and Precedence Relationship, Project Management – PERT</p>	<p>4 hours</p> <p>7 hours</p> <p>7 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Taha Hemdy A., 'Operations Research An Introduction', Pearson Education , Eighth or later edition 2. Sharma J.K., 'Operations Research Theory and Application', Macmillan publication, Third or later edition 3. Vohra N D, 'Quantitative Techniques in Management', Tata McGraw hill, Third or later edition. 4. Ramamurthy, P; Operations Research; New Age International (P) Limited; 2007 or Latest Edition 5. Rajagopal, K; Operations Research; PHI Learning; 	

	2012 or Latest Edition	
<u>Learning Outcomes</u>	An ability to model real life business problems using chosen mathematical /operations research models and solve them.	

MGE-632: Maintenance Management

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Operations Management	
<u>Objective:</u>	To introduce management of facilities and their maintenance	
<u>Content:</u>	<p>Maintenance: Role and scope in total organisational contexts, Centralized and decentralized maintenance organisation structures.</p> <p>Maintenance systems Design and its selection - Break down maintenance - Routine maintenance - Predictive maintenance - Preventive maintenance - Corrective maintenance - Total Productive maintenance - Design maintenance - Contract maintenance.</p> <p>Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities; Maintenance work measurement - Time standards - Incentive schemes.</p> <p>Maintenance man power planning Selection - Training. Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures. Maintenance effectiveness - various performance indices and their evaluation - uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance.</p>	<p>4 hours</p> <p>10 hours</p> <p>7hours</p> <p>9 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Gopalakrishnan P & Sundararajan, Maintenance Management, Prentice Hall, Latest Edition 2. Telang A D; Comprehensive Maintenance Management: Policies, Strategies and Options; Prentice Hall India, Latest Edition 3. Levitt, Joel; The Handbook of Maintenance Management; Industrial Press; 1997 or Latest Edition 4. Márquez, Adolfo Crespo; The Maintenance Management Framework Models and Methods for Complex Systems Maintenance; Springer London; 2007 or Latest Edition 	

	5. Velmurugan, Rama Srinivasan and Dhingra, Tarun; Asset Maintenance Management in Industry- A Comprehensive Guide to Strategies, Practices and Benchmarking; Springer International Publishing; 2021 or Latest Edition	
<u>Learning Outcomes</u>	An ability to use maintenance management tools in decision making	

MGE-633: Inventory Management

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Operations Management	
<u>Objective:</u>	To introduce tools and techniques of inventorymanagement	
<u>Content:</u>	<p>Introduction Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management;</p> <p>Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination; Strategies to increase Inventory Turns.</p> <p>Inventory Models: Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Determination of Economic Lot Size under various situations; Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models</p> <p>Material Requirement Planning Systems (MRP): Data Requirements and Management; Bill of Materials, types of BOM, Modular BOM, Master Production Schedules; Managing MPS inventory records, lot sizing, process of MRP, and output of MRP.</p> <p>Make or Buy Decisions: Concept of outsourcing, Factors influencing Make or Buy Decisions, Trends in Make or Buy Decisions in context of core competency. Materials Management in JIT Environment; Zero inventory concept, Excess Inventory, Materials management in JIT environment, Vendor Management in JIT context.</p>	<p>4 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>8 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Zipkin, Foundations of Inventory Management – McGraw Hill. Latest Edition	

	<ol style="list-style-type: none"> 2. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Production Planning And Inventory Control - Prentice Hall Of India Pvt Ltd, Latest Edition 3. Richard J. Tersine, Principles of Inventory and Materials Management , Prentice Hall, Latest Edition 4. Muller, Max; Essentials of Inventory Management; AMACON; 2011 or Latest Edition 5. Toomey, John W; Inventory Management – Principles, Concepts and Techniques; Springer US; 2012 or Latest Edition 	
<u>Learning Outcomes</u>	To be able to use inventory management tools for inventory decisions.	
