

GU/Acad –PG/BoS -NEP/2025-26/242

Date: 14.07.2025

CIRCULAR

The Academic Council & Executive Council of the University has approved Ordinance OA-35A relating to PG Programmes offered at the University campus and its affiliated Colleges based on UGC 'Curriculum and Credit Framework for Postgraduate Programmes'. Accordingly, the University has proposed introduction of Ordinance OA-35A from the Academic year 2025-2026 onwards.

The Programme structure and syllabus of Semester I and II of the **Master of Business Administration (M.B.A.)** Programme approved by the Standing Committee of the Academic Council in its meeting held on 24th & 25th June 2025 is attached.

The Dean & Vice-Dean (Academic) of the Goa Business School and Principal of the affiliated College offering the **Master of Business Administration (M.B.A.)** Programme are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

1. The Dean, Goa Business School, Goa University.
2. The Vice-Dean (Academic), Goa Business School, Goa University.
3. The Principals of the affiliated College offering the Master of Business Administration (M.B.A.) Programme.

Copy to:

1. Chairperson, BoS in Management Studies, Goa University.
2. Programme Director, M.B.A., Goa University.
3. Controller of Examinations, Goa University.
4. Assistant Registrar Examinations (PG), Goa University.
5. Director, Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

GOA UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

(Effective from the Academic Year 2025-2026)

ABOUT THE PROGRAMME

Master of Business Administration is a two-year postgraduate program leading to an MBA in Marketing, Finance, Human Resources, Operations or Business Analytics.

OBJECTIVES OF THE PROGRAMME

1. To prepare students for a career in management.
2. To generate and disseminate knowledge in management through research and consultancy.
3. To sensitise students on the importance of sustainable and ethical decision-making,

PROGRAMME SPECIFIC OUTCOMES (PSO)

PSO 1.	Take managerial decisions in different areas, including Finance, Human Resources, Marketing, Operations or Business Analytics.
PSO 2.	Know ethical requirements to start/manage sustainable organisations.
PSO 3.	Demonstrate creativity, innovation, and entrepreneurial thinking by identifying opportunities
PSO 4.	Develop viable business models and implement innovative solutions.

PROGRAMME STRUCTURE
Master of Business Administration
Effective from Academic Year 2025-26

Bridge Course			
Sr. No.	Course Code	Title of the Course	Credits
1	MGA-1000	Quantitative Techniques for Decision Making	1T
2	MGA-1001	Solving cases using Team	2T
3	MGA-1002	Fundamentals of Accounting	1T

SEMESTER I				
Discipline Specific Core (DSC) Courses (16 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-5000	Management Process and Organisational Behaviour	2T	400
2	MGA-5001	Micro-Economics	2T	400
3	MGA-5002	Production and Operations Management	2T	400
4	MGA-5003	Computing Tools for Management	2P	400
5	MGA-5004	Communication Skills	2T	400
6	MGA-5005	Strategic Management	1T	400
7	MGA-5006	Business Research Methods	2T	400
8	MGA-5007	Legal Aspects of Business	2T	400
Total Credits for DSC Courses in Semester I			16	
Discipline Specific Elective (DSE) Course (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-5201	Essentials of Business Analytics	2P	400
2	MGA-5202	Sustainable Development	2T	400
3	MGA-5203	Corporate Governance & Ethics	4T	400
Total Credits for DSE Courses in Semester I			4	
Total Credits in Semester I			20	

SEMESTER II				
Discipline-Specific Core (DSC) Courses				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-5008	Financial Management	2T	500
2	MGA-5009	Marketing Management	2T	500
3	MGA-5010	Macro-Economics	2T	500
4	MGA-5011	Management Accounting	2T	500
5	MGA-5012	Human Resource Management	2T	500
6	MGA-5013	Leadership	2T	500
7	MGA-5014	Design Thinking	2T	500
8	MGA-5015	AI for Managers	2T	500
Total Credits for DSC Courses in Semester II			16	
Discipline Specific Elective (DSE) Courses (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-5204	Fundamentals of Python Programming	2P	400
2	MGA-5205	Mindfulness at Workplace	2T	400
3	MGA-5206	Fintech	4T	400
Total Credits for DSE Courses in Semester II			4	
Total Credits in Semester II			20	

Blooms Taxonomy Cognitive Levels	
Cognitive Level	Notations
K1	Remembering
K2	Understanding
K3	Applying
K4	Analyzing
K5	Evaluating
K6	Create

BRIDGE COURSES

Title of the Course	Quantitative Techniques for Decision Making	
Course Code	MGA-1000	
Number of Credits	1	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	Yes	
Course for advanced learners	No	
Pre-requisites For the Course:	Nil	
Course Objectives:	To equip students with quantitative tools and techniques to support effective, data-driven decision-making in complex business environments.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand quantitative decision-making tools and techniques.	PSO 1
	CO 2. Analyse business problems using appropriate quantitative models	PSO 1
	CO 3. Apply statistical and mathematical tools to aid decision-making	PSO 1
	CO 4. Evaluate alternative solutions using quantitative criteria	PSO 1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Descriptive Analysis Types of data and scales of measurement, Descriptive statistics: mean, median, mode, variance, standard deviation, Data visualisation: histograms, boxplots, scatterplots. Probability & Decision-Making under Uncertainty Basic probability rules and distributions (Normal, Binomial), Expected value and variance, Decision trees and payoff tables, Sensitivity analysis	7	CO1, CO 2,	K2, K3
Module 2:	Forecasting Techniques Time series analysis basics, Moving averages and exponential smoothing, Linear regression for prediction. Optimisation Techniques Linear Programming (LP): Formulation and solution, Graphical solution and sensitivity, Transportation and assignment problems.	8	CO3 and CO 4	K4 and K5
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. The course shall be interactive in nature to enable peer group learning.			
Texts:	<u>Render Barry</u> , <u>Ralph M. Stair</u> , <u>Michael E. Hanna</u> , <u>T. N. BADRI</u> , Quantitative Analysis for Management, Pearson India, 2016 or latest edition.			
References/ Readings:	1. C.P. Kothari, Quantitative Techniques, Vikas Publishing House, 2013 or latest edition. 2. <u>David Ray Anderson</u> , <u>Dennis J. Sweeney</u> , <u>Jeffrey D. Camm</u> , <u>Thomas Arthur Williams</u> , <u>Kipp Martin</u> , Quantitative Methods for Business, South-Western, Cengage Learning, 2013 or latest edition. 3. S. Jaisankar, Quantitative Techniques for Management, Excel Books, 2009 or latest edition.			

Title of the Course	Solving cases using Team	
Course Code	MGA-1001	
Number of Credits	2	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	Yes	
Course for advanced learners	No	
Pre-requisites For the Course:	Nil	
Course Objectives:	To develop the competence to analyse managerial situations and arrive at solutions that can be implemented using knowledge and framework integrated from various courses using experiential learning by forming teams, managing team dynamics, understanding leadership styles and team roles.	
Course Outcomes:		Mapped to PSO
	CO 1. Apply key frameworks for analysing cases.	PSO 1
	CO 2. Identify core problems and develop actionable recommendations.	PSO 1
	CO 3. Conduct qualitative and quantitative analyses.	PSO 1
	CO 4. Present case solutions effectively in written and oral formats.	PSO 1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Case Analysis: Identification of problems/decision areas in the case-major and minor problems, Identification of protagonists, Analysis of the long-term and short-term objectives of the organisation. Identifying theoretical concepts applicable in the given situation, evaluating alternative solutions, and selecting an optimum solution with justification.	15	CO1, CO2, CO 3, CO 4	K2, K3, K4, K5
Module 2:	Foundations of Team Dynamic Introduction to Team Management, Team Roles, Leadership Style and Influence, Team Building, Communication and Trust Building, Conflict Management in Teams, Working in Teams Goal Setting and Task Allocation, Collaborative Decision Making, Managing Virtual Teams, Diversity and Inclusion in Teams, Team Performance Monitoring	15	CO1, CO2, CO3, CO 4	K2, K3, K4, K5
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. The course shall be interactive in nature to enable peer group learning.			
Texts:	Schmidt Marty J, The Business Case Guide, The matrix Solution, 2014 or latest edition.			
References/ Readings:	<ol style="list-style-type: none"> 1. Robert Yin, Case Study Research Design and Methods, SAGE, 2003 or Latest edition. 2. <u>Christopher Williams</u>, Strategic Business Case Analysis, Taylor & Francis, 2023 or latest edition. 3. <u>Harvard Business Review</u>, Developing a Business Case, Harvard Business Review Press, 2010 or latest edition. 			

Title of the Course	Fundamentals of Accounting	
Course Code	MGA-1002	
Number of Credits	1	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	Yes	
Course for advanced learners	No	
Pre-requisites For the Course:	Nil	
Course Objectives:	To equip with fundamental accounting knowledge and skills for recording transactions, preparing financial statements and assist in business decision making.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand the nature of business organisation and of the users of accounting information.	PSO 1
	CO 2. Demonstrate the ability to record transactions, post ledger entries, prepare trial balance and correct accounting errors systematically.	PSO 1
	CO 3. Understand the accounting equation and demonstrate how financial statements are prepared and interpreted for business decision making.	PSO 1

	CO 4. Apply basic principles and mechanics of income measurement to account for trading activities and determine business profitability accurately.		PSO 1	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Accounting Basics - Concept, Types, Users of accounting information, Accounting concepts, conventions, principles, and standards. Recording of transactions - Journal entries, Ledger accounts, Posting and balancing of accounts, Trial balance, Errors and rectification.	7	CO1, CO2	K2 and K3
Module 2:	Understanding financial statements - Accounting equation, Balance Sheet, Income Statement, Analysing Financial Statements. Measuring Income – Income measurement basics, principles, mechanics and Accounting for trading activities.	8	CO 3, CO 4	K2 and K3
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. The course shall be interactive in nature to enable peer group learning.			
Texts:	<u>Barron's Educational Series</u> & <u>Peter J. Eisen</u> ; Accounting; Barrons Educational Services; 2024 or Latest Edition.			
References/ Readings:	<ol style="list-style-type: none"> 1. Bhattacharyya, A. K.; Financial Accounting for Business Managers; Prentice Hall India; 2017 or Latest Edition. 2. Kimmel, Paul D., Jerry J. Weygandt, and Donald E. Kieso; Financial Accounting: Tools for Business Decision Making; John Wiley & Sons; 2020 or Latest Edition. 3. <u>Tycho Press</u> ; Accounting for Small Business Owners; Callisto Media; 2015 or Latest Edition. 4. Wayne A. Label; Accounting for Non-accountants: The Fast and Easy Way to Learn the Basics; Sourcebooks Inc; Latest Edition. 			

SEMESTER I

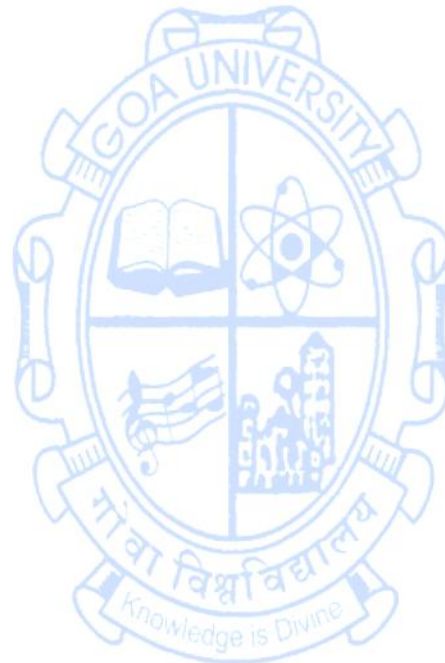
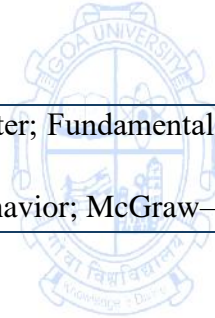
Discipline Specific Core Courses

Title of the Course	Management Process and Organisational Behavior
Course Code	MGA - 5000
Number of Credits	2
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil	
Course Objectives:	To introduce the fundamentals of management processes and understanding people's behaviour in organisations	
Course Outcomes:		Mapped to PSO
	CO 1. Understand the dimensions of managerial decisions	PSO 1
	CO 2. Apply managerial skills in decision-making	PSO 1

	CO 3. Understand the underlying causes of people's behaviour	PSO 1		
	CO 4. Analyse intrapersonal, interpersonal, and organisational determinants of people's behaviour at the workplace	PSO 1		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Understanding an Organisation Introduction to Managerial Processes of Planning and Decision Making, Basic Tools in Decision making, Importance of Organizing and Staffing, Importance of Controlling	8	CO 1, CO 2	K3
Module 2:	Determinants of People's Behavior at the Workplace The Individual, The Group and The Organisation, Individual Determinants of Behaviour - The Concepts of Self, Perception, Personality, Attitudes and Learning	8	CO3	K2
Module 3:	Determinants of Groups and Their Impact on People's Behaviour Interpersonal Analysis, Group Dynamics, Theories and Application of Leadership, Theories and Application of Motivation	8	CO4	K4
Module 4:	Determinants of Organization and Their Impact on People's Behaviour Organisation Structure, Climate and Culture, Role of Conflict, Change and Development, Power, Politics and Negotiation in Organization	6	CO4	K4
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. Minimum one ISA component MUST be based on practical issues/course-based project			
Texts:	Robbins Stephen P; Essentials of Organizational Behavior; Pearson Education India, 2019 or Latest edition.			
References/ Readings:	1. Weihrich Heinz and Harold Koontz; Essentials of Management: An International Perspective; McGraw-Hill, Inc.;2004 or Latest edition.			

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| | <ol style="list-style-type: none">2. Robbins Stephen and Mary Coulter; Fundamentals of Management; Prentice Hall of India Pvt. Ltd.; New Delhi; 2016 or Latest edition.3. Luthans Fred; Organisational Behavior; McGraw–Hill, Inc., 2007 or Latest edition. |
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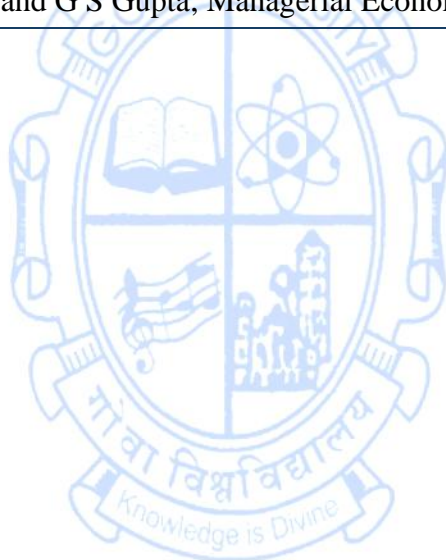


Title of the Course	Micro-Economics
Course Code	MGA - 5001
Number of Credits	2
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil	
Course Objectives:	To enable the participants of the course to appreciate Economic Policies and Activities and analyse their impact on Firms and Industries for decision making.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand types of costs, concept of demand & supply and their Elasticity	PSO1
	CO 2. Analyse various costs and their impact on the firm's output	PSO2
	CO 3. Make decisions based on firm-specific data	PSO3
	CO 4. Evaluate the decision impact of a firm’s economic choices	PSO3 and PSO4

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Fundamentals of Economics, Production Possibility Frontier, Wants and Scarcity, Economic activity and the concept of Pricing. Decision at the Margins and the Concept of Margins, Demand and Supply. Demand Schedules and Demand Curves, Principle of Ceteris Paribus, Change in Demand, and Change in Quantity Demanded. Demand estimation for a firm, Supply Schedules and Supply Curves, Change in Supply, Market Equilibrium.	4	CO1	K2
Module 2:	Theory of Consumption, Theory of Marginal Utility and Total Utility, Indifference Curves, Consumer Income and Choice. Choice under uncertainties. Utility Theory and Risk. Risk aversion and demand, Consumer Income and Engel Curve. Income effect and Substitution effect on consumption. Superior and inferior goods, Different elasticity of supply and demand. Effect of elasticity of demand on different types of goods and services.	8	CO 1, CO 2, CO 3, CO 4	K4
Module 3:	Market Structures. Perfect Competition and Pricing determination in the short and long run, Price and output under Pure Monopoly. Price discrimination under monopoly, Price and output determination under Monopolistic Competition, Role of information asymmetry, product variation, and advertising, Price and output determination under Oligopoly. Kinked demand curve, Cartelization, Game Theory and Oligopoly, Nash Equilibrium, Market regulations for imperfect competition	8	CO 2 and CO 4	K5
Module 4:	Production Theory, Input-output analysis, Total, Average and Marginal Product, Returns to scale, innovation and technological progress, Costs of Production, Nature of Costs, Economies of Scope, Scale, and Learning Curve, Cost of Production in the short run, medium run and long run. Expansion path and cost curves, Marginal Cost and its behaviour. Long and short run average cost curves and the marginal cost curve analysis. Multiple product firms and cost behaviour.	10	CO 1, CO 2, CO 4	K4
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. A minimum of one ISA component MUST be based on practical issues/course-based projects.
Texts:	Paul Samuelson and William Nordhaus; Economics; McGraw-Hill India, 2019 or Latest edition.
References/ Readings:	<ol style="list-style-type: none"> 1. Dominic Salvatore; Principles of Microeconomics; Oxford; 2009 or Latest edition. 2. Robert Pindyck and Daniel Rubinfeld; Microeconomics; Pearson; 2017 or Latest edition. 3. Gregory Mankiw; Principles of Microeconomics; Cengage; 2017 or Latest edition. 4. A. Koutsoyannis; Modern Microeconomics; Bloomsbury Academic India; 2023 or Latest edition. 5. V L Mote, Samuel Paul, and G S Gupta; Managerial Economics; McGraw-Hill; 2017 or Latest edition.



Title of the Course	Production and Operations Management	
Course Code	MGA-5002	
Number of Credits	2	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites For the Course:	Nil	
Course Objectives:	To create an awareness of the functions of Production and Operations Management in the manufacturing and services industry.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand the types of plant layout, factors affecting plant location and evaluate the location of a plant through various methods.	PSO 1
	CO 2. Understand the various tools for improving quality of operations.	PSO 1
	CO 3. Apply the work study and time study concepts for productivity improvement.	PSO 1
	CO 4. Apply the forecasting techniques to estimate the demand.	PSO 1

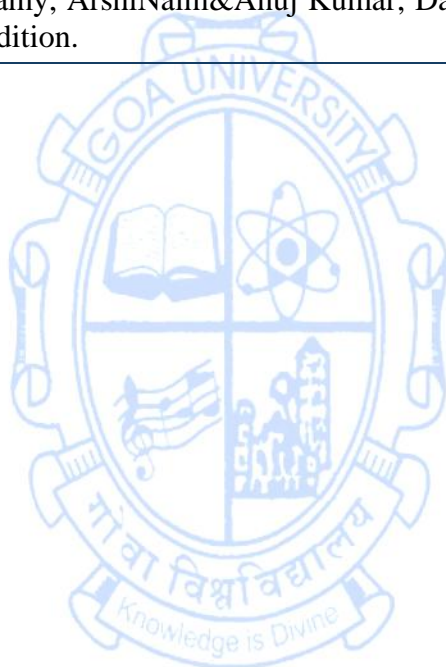
	CO 5. Apply the concept of Assembly line balancing for even distribution of tasks for the workstations.		PSO 1
Content:		No of hours	Mapped to CO Cognitive Level
Module 1:	Production & Operations Management Classification of operations, Plant layout – Product layout, Process layout, Fixed Position Layout, Cellular Manufacturing layout and factors affecting the layout. Plant Location – Factors affecting location decision, Evaluation of Location Alternatives – Break Even Analysis, Factor Rating and Centre of Gravity methods. Tools for improving Quality - Total Quality Management, Quality Assurance, Six Sigma, 5S concept, Lean Manufacturing, Total Productive Maintenance (TPM)	15	CO1, CO2 K4
Module 2:	Productivity Improvement Techniques Work study and Time Study, Demand Forecasting Techniques – Moving Average, Exponential Smoothing, Exponential Smoothing with trends, Assembly Line Balancing - Concept of work stations, cycle time, idle time. Assigning task to work station using single rule or combination of rules - task times, following tasks, positional weight.	15	CO3, CO4, CO5 K3
Pedagogy:	Lectures, case discussions, videos and group work to analyse the legal dimensions of business scenarios. Use of real case laws and judgments to understand the rationale and implications.		
Texts:	W. J. Stevenson; Operation Management; McGraw Hill, New York; Latest Edition.		
References/ Readings:	1. W. J. Stevenson; Operation Management; McGraw Hill, New York; Latest Edition. 2. A. P. Verma; Industrial Engineering & Management; S. K. Kataria & Sons; Latest Edition. 3. M. Mahajan; Industrial Engineering and Production Management; Dhanpat Rai & Co.; Latest Edition. 4. R. Panneerselvam, (2013), Production and Operations Management, Latest edition, PHI. Mahadevan B, Operations management: Theory and practice. Pearson Education India; Latest Edition.		

Title of the Course	Computing Tools for Management
Course Code	MGA-5003
Number of Credits	2
Theory/Practical	Practical
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil	
Course Objectives:	To equip with practical abilities in using managerial tools, spreadsheets data analysis and visualisation software to manage business activities, communication and decision-making in a digital world.	
Course Outcomes:		Mapped to PSO
	CO 1. Apply basic and advanced word processing, spreadsheet and presentation tools to create professional business documents and reports.	PSO 1
	CO 2. Demonstrate use of digital collaboration tools to coordinate and manage business communications.	PSO 1
	CO 3. Analyse business data using advanced spreadsheet functions and tools to make informed decisions.	PSO 1

	CO 4. Create data visualisation and survey based reports using computing tools to communicate business information effectively.		PSO 1, PSO 3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Managerial computing tools Introduction to essential of computing tools for management; File and cloud management - Google Drive and OneDrive for uploading, sharing and collaborating; Word processing for business documentation - creating formatted business letters and reports in MS Word/Google Docs, inserting tables, SmartArt, headers/footers and references; Spreadsheet fundamentals – data entry, formatting, using formulas and financial functions; Data visualisation in excel - creating bar, line and pie charts; Presentation for managers - creating slide decks for business proposals; Communication and collaboration tools.	30	CO1 and CO 2	K3
Module 2:	Data analysis, visualisation and business applications Advanced excel for business analytics - pivot tables, dashboards and what-if analysis; Data visualisation tools - Canva, Infogram, Power BI and Google Data Studio; Basic statistical tools in excel - descriptive statistics, correlation and regression; Forms, survey and data collection - Google Forms or Microsoft Forms for business surveys, collect and analyse responses and present insights; Mini projects and final presentation.	30	CO 3 and CO 4	K4 and K6
Pedagogy:	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. The course shall be interactive and Practical in nature to enable peer group learning.			
Texts:	Ashok Arora; Computer Fundamentals and Applications;Vikas Publishing House Pvt. Ltd.; 2015 or Latest Edition.			

References/ Readings:	<ol style="list-style-type: none"> 1. Hem Chand Jain & H.N. Tiwari; Basics of Computer Applications in Business; Taxmann Publications Private Limited; 2022 or Latest Edition. 2. John Limbart & Frye; Microsoft Office 2019 Step by Step; Pearson Education; 2019 or Latest Edition. 3. Manohar Hansa Lysander; Data Analysis and Business Modelling Using Microsoft Excel; PHI; 2016 or Latest Edition 4. M. Anandhavalli Muniasamy, Arshi Naim & Anuj Kumar; Data Visualization Tools for Business Applications; IGI Global; 2024 or Latest Edition.
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Title of the Course	Communications Skills	
Course Code	MGA-5004	
Number of Credits	2	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value-added Course	No	
Course for advanced learners	Yes	
Pre-requisites for the Course:	Nil	
Course Objectives:	To introduce the essentials of effective communication in different contexts, the basics of writing resumes, and the preparatory skills required to face interviews.	
Course Outcomes:		Mapped to PSO
	CO 1. Apply key business communication concepts in oral and written communication effectively.	PSO 1
	CO 2. Analyse and overcome barriers and gateways in communication for effective interpersonal communication and public speaking	PSO 1
	CO 3. Understand the fundamental principles, structure and content of various types of Business communications.	PSO 1

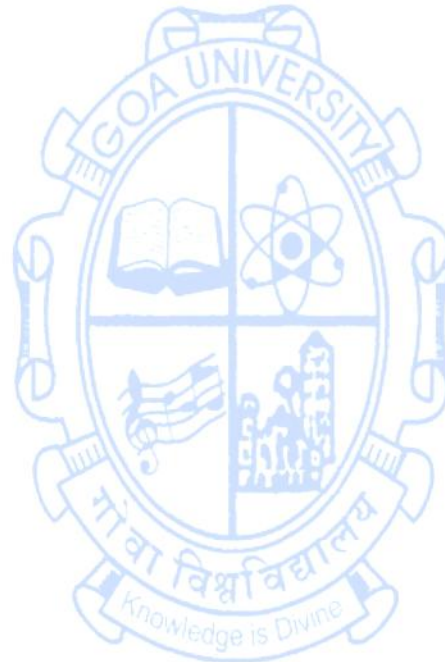
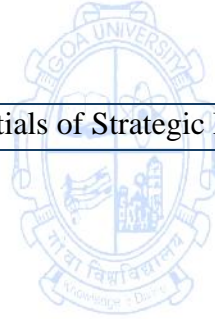
	CO 4. Evaluate communication styles and apply creativity in negotiation skills using key communication strategies.		PSO 1, PSO 2	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction Difference between formal/informal, processes, types and effectiveness in communication. Roles of sender, receiver, medium and culture in communication. Importance of non-verbal communication.	10	CO3	K2
Module 2:	Oral Communication Effective interpersonal and group communication, public speaking. Understanding noise, barriers and gateways and their prevention in business communication.	20	CO1 CO2 CO4	K4
Module 3:	Written Communication Fundamentals of effective writing, different forms of written communication. Report writing: structure and content of reports. Creative writing	20	CO1 CO2 CO4	K3
Pedagogy:	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 to enable peer group learning. Minimum one ISA component MUST be based on practical issues/course-based project			
Texts:	Anjanee Sethi, Bhavna Adhikari; Effective Business Communication; Tata McGraw-Hill Education; 2009 or Latest Edition.			
References/ Readings:	<ol style="list-style-type: none"> 1. Prasad, Hari Mohan; How to prepare for Group Discussions and Interviews; Tata McGraw-Hill Education; 2005 or Latest Edition. 2. Courtland L Bovee, John V Hill, Roshan Lal Raina; Business communication Today; Pearson 2021 or Latest Edition. 3. Raymond V Resilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande; Business Communication-Connecting in a Digital World; Tata Mc Graw Hill; 2015 or Latest Edition. 4. Innovative Interview Questions; Vibrant Publishers;2020 or Latest Edition. 			

Title of the Course	Strategic Management
Course Code	MGA-5005
Number of Credits	2
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil	
Course Objectives:	To create an awareness of strategic tools used for industry and firm-level analyses.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand core strategy concepts.	PSO1
	CO 2. Analyse internal/external environments using strategy tools.	PSO1
	CO 3. Analyse the firm's internal capabilities.	PSO1
	CO 4. Apply strategies to attain a sustainable competitive advantage	PSO1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Strategy Strategy meaning & importance, Elements of strategy, Strategic Intent – Vision, Mission, Goals and Objectives of the company, Evolution of Strategic Management, Build and Sustain Competitive Advantage, Strategic Management Process, Levels of Strategy, Approaches to Strategic Decision Making.	10	CO1	K2
Module 2:	Scanning the Environment Company's external environment (Porter's 5 Forces Analysis, Political Economic Social Technological Environmental Legal (PESTEL) Analysis), Company's internal environment: Resource Capability, Value Chain Analysis, Strength Weakness Opportunity Challenges (SWOC) Analysis, BCG Matrix, GE- Cell Matrix.	10	CO2 CO3	K4
Module 3:	Strategy Formulation Generic strategies: Low cost, Broad Differentiation, Focused Differentiation, Focused Low Cost, Best Cost Strategy, Strategies of growth, stability and renewal, Types of growth strategies, Value and diversification, Corporate Strategy.	10	CO4	K3
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.			
Texts:	Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III, Arun K. Jain; Crafting and Executing Strategy; McGraw-Hill Education; 2022 or Latest edition.			
References/ Readings:	<ol style="list-style-type: none"> 1. Bowman, Cliff; The Essence of Strategic Management; Prentice Hall of India Private Ltd; New Delhi; 1995 or Latest edition. 2. Faulkner, David and Cliff Bowman; The Essence of Competitive Strategy; Prentice Hall of India Private Ltd; New Delhi; 1995 or Latest edition. 3. Thomas Wheelen, David Hunger; Strategic Management and Business Policy; Pearson Education Inc.; 2012 or Latest edition. 			

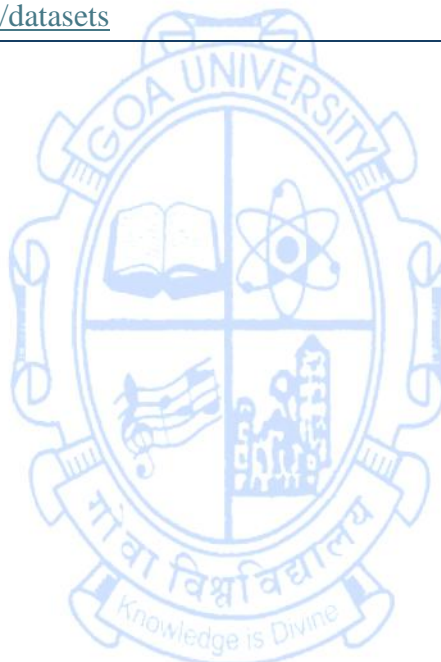
	4. Charles Hill, Gareth Jones; Essentials of Strategic Management; South Western; 2012 or Latest edition.
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Title of the Course	Business Research Methods	
Course Code	MGA -5006	
Number of Credits	2	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value-added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	To formulate research problems, outline research designs, and conduct empirical business research using appropriate methodologies.	
Course Outcomes:		Mapped to PSO
	CO 1. Formulate research problems, objectives, and hypotheses relevant to business issues.	PSO 1
	CO 2. Evaluate the relevance and application of statistical tests in business research studies.	PSO 1
	CO 3. Design an appropriate research methodology for various business problems.	PSO 1
	CO 4. Develop well-organised research reports and demonstrate ethical standards in report writing.	PSO 2

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction Nature and Scope of Business Research, Research Ethics, Research Process, Research Design: Qualitative Design, Descriptive Design, Experimental Design, Research Problem Identification, Framing of Research Question, Constructs, Variables, Formulation of Hypotheses, Measurement and Scaling: Nominal, Ordinal, Interval and Ratio, Validity and Reliability in Measurement.	5	CO1	K6
Module 2:	Data Collection, Preparation, and Examination Data Types, Data Sources, Questionnaire Designing, Nature of Sampling, Steps in Sampling, Probability Sampling, Non-Probability Sampling, Determination of Sample Size, Testing of Hypothesis.	10	CO 2 CO 3	K5
Module 3:	Data Analysis and Reporting t-Tests, Analysis of Variance (ANOVA), Correlation Analysis, Simple and Multiple Regression, Factor Analysis, Cluster Analysis (using a statistical package), Research Report Writing.	15	CO 3 CO 4	K2, K5
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. A minimum of one ISA component MUST be based on practical issues/course-based projects.			
Texts:	Cooper D R and Schindler; Business Research Methods; Tata McGraw-Hill, New Delhi; 2017 or Latest Edition.			
References/ Readings:	1. William G. Zikmund, Barry J. Babin, Jon C Carr, Mitch Griffin; Business Research Methods; Cengage India Private Limited; 2013 or Latest Edition. 2. Deepak Chawla, NeenaSondhi; Research Methodology Concepts and Cases; Vikas Publishing House; 2018 or Latest Edition. 3. Naresh K. Malhotra and Satyabhusan Das; Marketing Research An Applied Orientation; Pearson Education; 2019 or Latest Edition.			

	4. Darren George, Paul Mallery; SPSS for Windows Step by Step; Pearson Education Inc; 2010 or Latest Edition.
Web Resources:	1. OnlineSurvey Software and Tools QuestionPro 2. Qualtrics XM: The Leading Experience Management Software 3. https://dataverse.harvard.edu 4. https://www.statista.com 5. https://www.kaggle.com/datasets



Title of the Course	Legal Aspects of Business	
Course Code	MGA-5007	
Number of Credits	2	
Theory/Practical	Theory	
Level	400	
EffectivefromAY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites fortheCourse:	Nil	
Course Objectives:	To familiarise students with legal aspects relevant for necessary compliance while making business decisions.	
CourseOutcomes:		Mapped to PSO
	CO 1. Understand the structure and functioning of the Indian legal system.	PSO 1
	CO 2. Apply knowledge of company, competition, consumer and property laws in business contexts.	PSO 1
	CO 3. Analyse and interpret core legal frameworks applicable to businesses in India.	PSO 1
	CO 4. Evaluate legal cases and business scenarios for compliance and decision making.	PSO 1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Module 1: Indian Legal System and Contract Law Indian Legal System: Structure and processes, basics of the courtroom Legal procedures: Jurisdiction, writs, civil and criminal courts, appeals, power of attorney, registration of documents Contract Act: Introduction, essentials of a valid contract, consideration, free consent, void agreements, breach of contract Special Contracts: Indemnity, guarantee, bailment, pledge, agency Incorporation, memorandum and articles of association, prospectus Overview of shares and debentures	15	CO1, CO2	K2, K4
Module 2:	Module 2: Company, Competition, Consumer and Property Laws Companies Act 2013: Nature and kinds of companies, formation, management, meetings Competition Act 2002: Anti-competitive agreements, abuse of dominant position Consumer Protection Act 2019: Rights of consumer, forums, grievance redressal Transfer of Property Act 1882: Sale, mortgage, lease, rights and liabilities	15	CO2, CO3, CO4	K3, K4, K5
Pedagogy:	Lectures, case discussions, videos and group work to analyse the legal dimensions of business scenarios. Use of real case laws and judgments to understand the rationale and implications.			
Texts:	Nabhi's Business Law; Jain Book Agency (Latest Edition)			
References/ Readings:	1. Singh, Avtar; Company Law; Eastern Book Co. (Latest Edition) 2. Singh, Avtar; Mercantile Law; Eastern Book Co. (Latest Edition) 3. Malik, P.L; Labour and Industrial Law; Eastern Book Co. (Latest Edition) Kapoor, N. D. – Elements of Mercantile Law, Sultan Chand & Sons 4. A foundational text that covers Indian Contract Act, Sale of Goods Act, Partnership Act, and more.			
Web Resources:	1. Indian Kanoon – https://indiankanoon.org			

	<p>Searchable database of Indian court judgments and case laws relevant to business law.</p> <p>2. Case: Balfour vs. Balfour (Contract Law - Intention to create legal relations) https://indiankanoon.org/doc/875837/</p> <p>3. Case: Carlill v. Carbolic Smoke Ball Co. (Offer and Acceptance in Contracts) https://indiankanoon.org/doc/1922457/</p> <p>4. Case: Tata Consultancy Services vs. State of Andhra Pradesh (Definition of Goods - Sales Tax) https://indiankanoon.org/doc/1134109/</p> <p>5. Case: DLF Ltd. v. Competition Commission of India (Abuse of Dominance) https://indiankanoon.org/doc/587032/</p> <p>6. National Consumer Disputes Redressal Commission Cases https://ncdrc.nic.in/</p>
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Discipline Specific Elective Courses

Title of the Course	Essentials of Business Analytics	
Course Code	MGA-5201	
Number of Credits	2	
Theory/Practical	Practical	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value-added	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	To apply the analytical tools and techniques to interpret complex datasets, derive actionable insights, and support strategic business decisions.	
Course Outcomes:		Mapped to PSO
	CO 1. Present data insights clearly and persuasively using appropriate visualisations.	PSO 1
	CO 2. Apply probability models to the business solution.	PSO 1
	CO 3. Apply statistical tools and techniques to analyse business data.	PSO 1
	CO 4. Design dashboards, reports, or predictive models using software tools.	PSO 3 and PSO 4

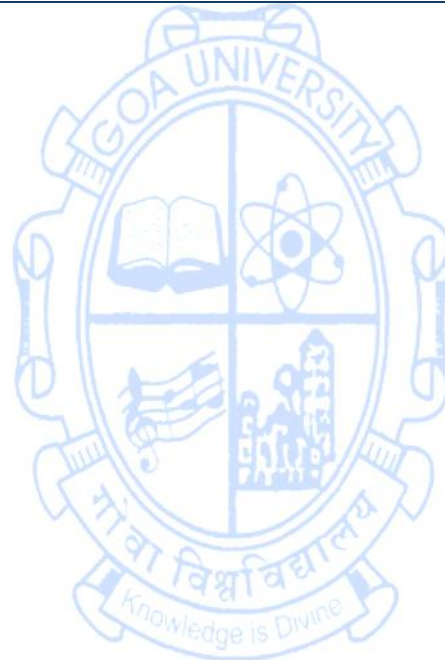
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Descriptive Analytics Visualising and Exploring Data: Histogram, Bar chart, scatter plot, Coxcomb Chart, tree map. Descriptive Statistical Measures: Measure of Central Tendency, Measure of Variation, Skewness & Kurtosis, Probability Theory: Addition theorem, conditional probability, Total probability theory, Bayes theorem, Random Variable, Moments, Probability Distribution: Binomial, Poisson, Normal, Exponential distributions.	20	CO1, CO2	K2, K3
Module 2:	Testing Hypothesis Sampling Techniques, Confidence Intervals, Testing Hypothesis, Types of Errors, Significance level & rejection region, p-value, Z-test for single proposition, double proposition, single mean, difference of mean, Student's t-test: for single mean, difference of mean, paired t-test, Fisher's F-test for variance.	20	CO3, CO4	K3, K6
Module 3:	Predictive Analytics Chi-square test for Goodness of fit, test for independence, ANOVA (one-way Classification and two-way classification), Sign test, Mann-Whitney U-Test, Kruskal-Wallis H-Test. Regression Analysis: Finding the Best-Fitting Regression Line, Validation of the Simple Linear Regression Model, Forecasting Techniques: Moving Average, Exponential Smoothing Models, Introduction to Data Mining.	20	CO3, CO4	K3, K6
Pedagogy:	Practical/ project work/ 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. A minimum of one ISA component MUST be based on practical issues/course-based projects.			
Texts:	S. Christian Albright and Wayne L. Winston; Business Analytics: Data Analysis & Decision Making; South-Western College Publishing; 2014 or Latest Edition.			

References/ Readings:	<ol style="list-style-type: none"> 1. James R. Evans; Business Analytics: Methods, Models, and Decisions; Pearson Education Inc.; 2019 or Latest Edition. 2. Walter R. Paczkowski; Business Analytics Data Science for Business Problems; Springer Nature; 2022 or Latest Edition. 3. Richard Vidgen, Sam Kirshner and Felix Tan; Business analytics - A management approach; Bloomsbury Academic; 2019 or Latest Edition. 4. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis Sweeney, Thomas A. Williams; Business Analytics; Cengage Learning India Pvt. Ltd.; 2022 or Latest Edition.
Web Resources:	<ol style="list-style-type: none"> 1. www.stattutorials.com 2. www.analyzemath.com

Title of the Course	Sustainable Development	
Course Code	MGA-5202	
Number of Credits	2	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course /Value-added Course	No	
Course for advanced learners	No	
Pre-requisites FortheCourse:	Nil	
Course Objectives:	To provide the fundamental knowledge and skills necessary to incorporate sustainable development principles into business strategies, operations and decision-making in order to create long-term value with addressing environmental and social concerns.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand the core principles of sustainable development and ESG frameworks and determine how they apply to business decision-making.	PSO 1
	CO 2. Analyse the impact of regulatory rules and stakeholder expectations on business sustainability practices.	PSO 1
	CO 3. Apply sustainability principles to create business plans for sustainable operations.	PSO 2

	CO 4. Evaluate sustainability reports and business activities to ensure compliance with SDGs and ESG criteria.		PSO 2 and PSO 4	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Foundations of Sustainable Development in Business Introduction – Concept, principles of sustainable development, Sustainable Development Goals (SDGs) and the Environmental, Social and Governance (ESG) framework; Stakeholder Theory and CSR – identifying and engaging stakeholders, CSR policies and practices in India and globally; Policy and Regulatory framework – Environmental laws, climate agreement, India’s sustainability policies and industry compliances.	15	CO1, CO 2	K2, K4
Module 2:	Strategic Integration of Sustainability in Business Sustainable Business strategy –Integrating sustainability with business models, Circular economy and inclusive growth strategy; Sustainable Operation– Life cycle analysis, green logistics, sustainable acquisition and waste management; Sustainability measurement and reporting – KPIs for sustainability, integrated and sustainability reporting tools; Sustainability challenges and innovations across industry.	15	CO 3, CO 4	K3, K5
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. The course shall be interactive in nature to enable peer group learning.			
Texts:	Adjunct Professor Jeffrey Hollender , Bill Breen & Peter Senge; The Responsibility Revolution: How the Next Generation of Businesses Will Win; Jossey-Bass Inc Pub; 2010 or Latest Edition.			
References/ Readings:	1. Bob Doppelt; Leading Change toward Sustainability A Change-Management Guide for Business, Government and Civil Society; Routledge; 2010 or Latest Edition. 2. Daniel C. Esty & Andrew Winston; Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage; Wiley; 2009 or Latest Edition.			

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| | <ol style="list-style-type: none"> 3. Holliday, Charles O. , Philip Watts &Stephan Schmidheiny ; Walking the Talk: The Business Case for Sustainable Development; Berrett-Koehler Publishers; 2002 or Latest Edition. 4. Information Resources Management Association ; Sustainable Development: Concepts, Methodologies, Tools, and Applications; GI Global; 2017 or Latest Edition. 5. Jeffrey D. Sachs&Ban Ki-moon; The Age of Sustainable Development; Columbia University Press; 2025 or Latest Edition. |
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Title of the Course	Corporate Governance and Ethics	
Course Code	MGA-5203	
Number of Credits	04	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ul style="list-style-type: none"> To provide an insight into the concept, issues, practices and legal framework of Corporate Governance in India. To equip students with the knowledge to apply ethical principles in business decision-making. 	
Course Outcomes:		Mapped to PSO
	CO 1. To understand and analyse corporate governance structures and conceptual framework structures.	PSO1, PSO2
	CO 2. To evaluate key legal provisions and governance practices across different types of organisations.	PSO2, PSO3
	CO 3. To evaluate the effectiveness of boards through their structure, responsibilities, training,	PSO2, PSO3

	and performance assessment processes.			
	CO 4. To examine the integration of business ethics into organisational structure, design codes of conduct, and evaluate ethical policies and practices.		PSO3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Overview of Corporate Governance	15	CO1	K2, K4
	1.1 Concept, Theories of Corporate Governance			
	1.2 OECD Principles, Benefits, Shareholder Activism and Changing Role of Institutional Investors		CO1	K2, K4
	1.3 Business Ethics vs Corporate Governance, Issues in Corporate Governance		CO1	K4
	1.4 Management vs. Ownership, Majority vs Minority		CO1	K5
Module 2:	Legislative Framework of Corporate Governance in India	15	CO 2	K2, K3, K5
	2.1 Legislative Provisions of Corporate Governance in Companies Act 2013.			
	2.2 Listed Companies, Unlisted Companies, PSUs, Banks and Insurance Companies.		CO 2	K4
	2.3 Corporate Policies & Disclosures: Various policies and disclosures to be made as per regulatory requirements / voluntarily made as part of good governance.		CO 2	K4, K5
	2.4 Board of Directors – Types, Composition, Roles, Duties and Responsibilities, Training.		CO 2	K2, K4
Module 3:	Board Effectiveness	15	CO 3	K4
	3.1 Composition and Structure, Duties and Liabilities			
	3.2 Board Committee – Types, Constitution, Scope, Terms of Reference and Accountability and Performance Appraisals		CO 3	K2, K4

	3.3 Directors' Training, Development and familiarisation		CO 3	K2
	3.4 Performance Evaluation of Board and Management: Evaluation of the performance of the Board as a whole, individual director (including independent directors and Chairperson), Various Committees of the Board and of the management.		CO 3	K3, K4
Module 4:	Ethics & Business	15	CO 4	K2
	4.1 Business Ethics, Organization Structure and Ethics		CO 4	K2, K4
	4.2 Code of Ethics, Indian Ethos, Designing Code of Conduct,		CO 4	K5
	4.3 Policies, Fair practices and frameworks.			
Pedagogy:	The pedagogy for this course consists of a mixture of Lectures, Case studies, classroom discussions, seminars, assignments, and group projects.			
Texts:	<ol style="list-style-type: none"> 1. Sarkar, J., & Sarkar, S. (2012). Corporate governance in India. SAGE Publications India Pvt. Ltd. 2. Fernando, A. C., Muraleedharan, K. P., & Satheesh, E. K. (2018). Corporate governance: Principles, policies and practices (2nd ed.). Pearson. 3. Mallin, C. A. (2018). Corporate governance (5th ed.). Oxford University Press. 4. Fernando, A. C. (2012). Business ethics and corporate governance. Pearson. 5. Khanka, S. S. (2014). <i>Business ethics and corporate governance</i>. S. Chand Publishing. 			
References/ Readings:	<ol style="list-style-type: none"> 1. Fernando, A. C. (2012). Business ethics and corporate governance. Pearson Education. 2. Khanka, S. S. (2014). Business ethics and corporate governance. S. Chand Publishing. 3. Tricker, B. (2019). <i>Corporate governance: Principles, policies, and practices</i> (4th ed.). Oxford University Press. 			
Web Resources:	www.icsi.edu			

SEMESTER II

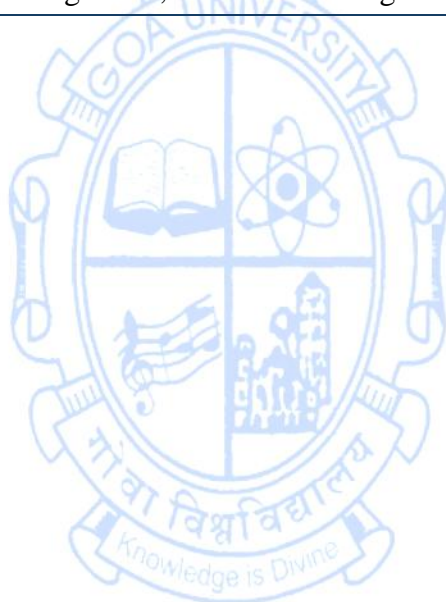
Discipline Specific Core Courses

Title of the Course	Financial Management
Course Code	MGA-5008
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To introduce fundamentals of financial management for basic financial decision making.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand company's financial disclosure policies and compliance accounting conventions and standards by assessing the components of its annual reports.	PSO 1
	CO 2. Analyse company's financial statements and use financial ratios to evaluate	PSO 1

	organisational performance.			
	CO 3. Understand the fundamental principles of financial management such as time value of money, cost of capital and capital structure theories.		PSO 1	
	CO 4. Apply capital budgeting techniques to evaluate long term investment decisions.		PSO 1	
	CO 5. Evaluate strategies for managing working capital components such as cash, inventory, and receivables to maintain liquidity and profitability of the company.		PSO 1	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Elementary Analysis of Annual Reports Concepts and Conventions of Accounting, Reading of Annual Report, Balance Sheet, Profit and Loss Account, Vertical Form, Cash Flow statements	5	CO1	K2
Module 2:	Analysis of Financial Statements Comparative statements, Common Size Statements, Profitability Ratios, Basic Accounting Standards, Directors' Report, Auditor's Report, Notes to Accounts, Understanding Annual Reports of Companies with Ratio Analyses	10	CO1, CO2	K4, K5
Module 3:	Capital Budgeting Decisions Scope of Financial Management, Creating Shareholder Value, Agency Issues, Time Value of Money, Forecasting cash flows, Estimation of Project Cost, Techniques of Capital Budgeting: Net Present Value, Internal Rate of Return, Discounted Payback, Profitability Index, Cost of Capital: Meaning and Concept, Calculation of Weighted Average Cost of Capital, Capital Structure and Leverage: concept	15	CO3, CO4	K2, K3
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.			

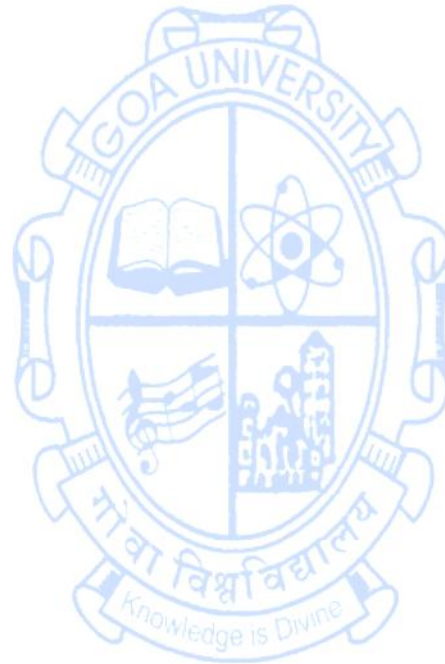
Texts:	<u>Stanley Block</u> , <u>Geoffrey Hirt</u> & <u>Bartley Danielsen</u> ; Foundation of Financial Management; McGraw Hill; 2016 or Latest edition.
References/ Readings:	<ol style="list-style-type: none"> 1. N. Ramchandran, Ram Kumar Kakani; Financial Accounting for Management; Tata McGraw-Hill Pvt Ltd: 2017 or Latest edition. 2. Chandra, Prasanna; Financial Management: Theory and Practice; Tata McGraw-Hill; 2022 or Latest edition. 3. <u>Higgins</u>; Analysis for Financial Management; McGraw-Hill Higher Education; 2017 or Latest edition. 4. Pandey, I.M.; Financial Management; Vikas Publishing House Pvt. Ltd.; 2015 or Latest edition.



Title of the Course	Marketing Management	
Course Code	MGA-5009	
Number of Credits	2	
Theory/Practical	Theory	
Level	500	
Effective from AY		
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	To familiarise students with marketing concepts, frameworks and theories.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand various marketing mix elements for an organisation's effective functioning	PSO1
	CO 2. Analyse the organisational marketing environment.	PSO1
	CO 3. Evaluate market segmentation, targeting and positioning	PSO1
	CO 4. Apply the impact of the consumer buying process on marketing decisions.	PSO1

	CO 5. Evaluate marketing decisions of organisations with an understanding of the consumer and competition.		PSO 1	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Marketing Marketing Mix, Marketing Environment: Internal and External Environment, Creating and Delivering Customer Value, Competition: Strategies adopted by Leaders, Followers, Challengers and Niches.	5	CO1, CO2	K2, K4
Module 2:	Consumers Behaviour Concept of Market Segmentation, Basis for Segmenting Consumer Markets; Consumer Behaviour, Buying Process and Decision-making Process. Types of Buying behaviour, Organisational Buying behaviour.	10	CO3, CO4	K5, K3
Module 3:	Marketing Decisions Product Portfolio Decisions, Product Life Cycle (PLC), Determinants and Methods of Pricing, Channels of Distribution, Promotional Tools, Integrated Marketing Communication.	15	CO4, CO5	K4, K5
Pedagogy:	Lectures/ tutorials/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.			
Texts:	Kotler, Philip, Keller Kevin, Koshy Abraham, and Jha Mithileshawar; Marketing Management: A South Asian Perspective; Pearson Education India; 2009 or Latest edition.			
References/ Readings:	<ol style="list-style-type: none"> 1. Ramaswami, Namkumari; Marketing Management Global Perspective, McMillan India Ltd., New Delhi; 2009 or Latest Edition. 2. Baines, Paul, Chris, Fill, Kelly, Page Sinha, Piyush Kumar; Marketing Management; Oxford Press, India; 2013 or Latest Edition. 3. Blythe, J., Essentials of Marketing, Prentice Hall; 2001 or Latest Edition. 			

	4. Majarao, Simon; The Essence of Marketing; Prentice Hall of India Limited; New Delhi; 1993 or Latest edition.
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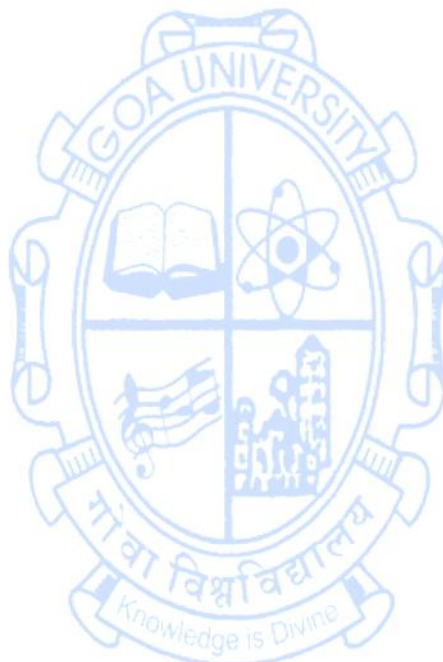
Title of the Course	Macro-Economics
Course Code	MGA-5010
Number of Credits	2
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value-added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To understand and apply macroeconomic concepts to business decision-making.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand the economic performance and its impact on business decisions.	PSO 1
	CO 2. Evaluate the causes and consequences of economic fluctuations and long-term growth.	PSO 1
	CO 3. Evaluate the impact of fiscal and monetary policies on overall economic and business activities.	PSO 1
	CO 4. Analyse real-world economic data and news to make informed decisions.	PSO 1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	National Income, Theory of Income & Employment National Income Concepts, Models of National Income Determination, Usefulness of National Income Accounting, Circular Flow of National Income, Economic Indicators, Say's Law of Market, Classical Theory of Employment, Keynesian Theory of Income and Employment, Principle of Effective Demand, Income Determination for Open Economy, IS-LM analysis and their Policy Implication for Monetary and Fiscal Policies.	15	CO1, CO2, CO4	K4, K5
Module 2:	Economic Planning and Growth Evolution of Planned Development in India, Economic Reforms: Industrial Policy, Sectoral Reforms, Disinvestment in Public Enterprises, Factors Determining Economic Growth, Overview of Theories of Economic Growth, Monetary & Fiscal Policy for Economic Growth, Open Economy: Balance of Payments, Capital Mobility, Exchange Rates.	15	CO2, CO3, CO4	K4, K5
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. A minimum of one ISA component MUST be based on practical issues/course-based projects.			
Texts:	N. Gregory Mankiw and Mark P. Taylor; Macroeconomics; Cengage Learning India Pvt. Ltd., 2017 or Latest edition.			
References/ Readings:	1. Samuelson, Paul A. and William D. Nordhaus; Economics; Tata McGraw–Hill, 2019 or Latest edition. 2. Nellis, Joseph G. and David Parker; The Essence of Business Economics; Prentice–Hall of India Private Limited; New Delhi; 1997 or Latest Edition. 3. R.T. Froyen; Macroeconomics: Theories and Policies; Pearson Education and Prentice Hall of India; 2014 or Latest Edition. 4. Frederic S. Mishkin; Macroeconomics: Policy & Practice; Pearson Education and Prentice Hall of India; 2016 or Latest Edition.			

Web Resources:

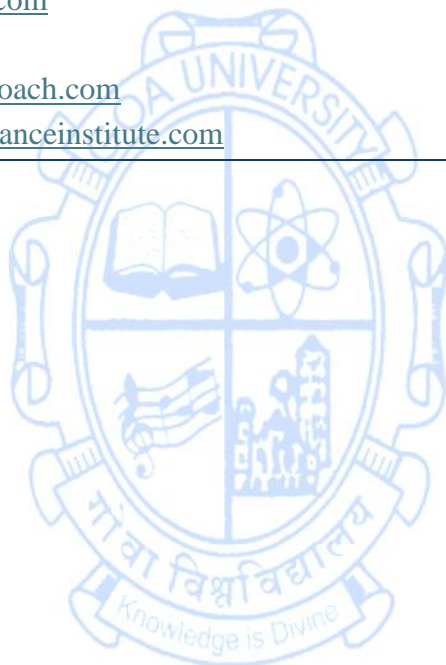
1. <https://worldbank.org>
2. <https://rbi.org.in>
3. <https://mospi.gov.in>
4. <https://imf.org>
5. <https://fred.stlouisfed.org>



Title of the Course	Management Accounting	
Course Code	MGA-5011	
Number of Credits	2	
Theory/Practical	Theory	
Level	500	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/Value-added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	To understand and apply the concepts, techniques, and practices of management accounting for business decision making.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand various management accounting techniques and their relevance to contemporary business environments.	PSO 1
	CO 2. Apply the management accounting concepts in different business scenarios	PSO 1
	CO 3. Analyse various types of costs and demonstrate how cost affects managerial decisions.	PSO 1
	CO 4. Apply appropriate costing techniques to determine product or service costs.	PSO 1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction Meaning & Objectives of Cost Accounting, Concepts of Costs, Classifications and Elements of Cost, Methods and Techniques of Costing, Meaning & Objectives of Management Accounting, Tools and Techniques of Management Accounting, Preparation of Cost Sheet.	10	CO1, CO2	K2, K3
Module 2:	Marginal Costing Meaning of Marginal Costing, Breakeven Analysis, Cost-Volume Profit Analysis, Profit-Volume Ratio, Margin of Safety, Absorption Costing, Difference between Marginal Costing and Absorption Costing, Applications of Marginal Costing in Short-Term Decision Making: Pricing Decision, Make or Buy Decisions, Accept or Reject an Order, Limiting Factor Analysis, Replacement Decision, Evaluation of Alternative Choices, Subcontracting, Expansion of Business, Shutdown or Continue Decision..	10	CO1, CO3, CO4	K2, K3, K4
Module 3:	Activity Based Costing (ABC), and Variance Analysis Meaning and Significance of ABC, Steps in ABC System, ABC vs Traditional Costing, Cost Pools and Cost Drivers, Materials, Labour, Fixed Overhead and Variable Overhead Variance. Budgeting and Budgetary Control Fixed and Flexible Budgets, Types of Budgets, Zero-Based Budgeting.	10	CO1, CO3, CO4	K2, K3, K4
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. A minimum of one ISA component MUST be based on practical issues/course-based projects.			
Texts:	Colin Drury; Cost and Management Accounting; Cengage Learning; 2007 or Latest Edition.			
References/ Readings:	1. William Lanen, Shannon Anderson & Michael Maher; Fundamentals of Cost Accounting; Tata McGraw Hill Publication; 2022 or Latest Edition.			

	<ol style="list-style-type: none"> 2. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar; Management Accounting; Pearson Education Publication; 2011 or Latest Edition. 3. Khan M., Jain P., Management Accounting, McGraw-Hill Education; 2017 or Latest edition. 4. Hansen Don, Mowen Maryanne, Management Accounting, South-Western/Thomson Learning; 2007 or Latest edition.
Web Resources:	<ol style="list-style-type: none"> 1. https://www.cimaglobal.com 2. https://www.imanet.org 3. https://www.accountingcoach.com 4. https://www.corporatefinanceinstitute.com



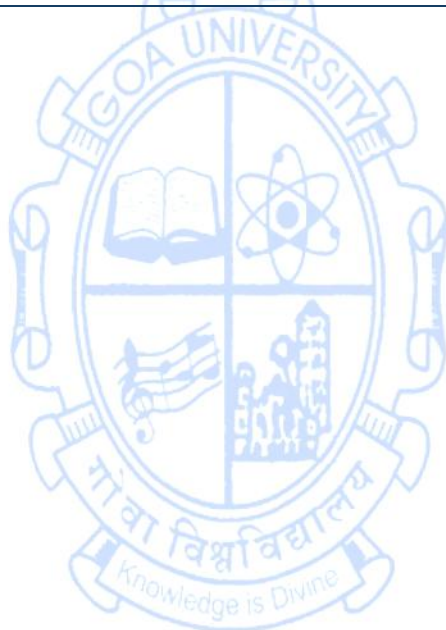
Title of the Course	Human Resource Management	
Course Code	MGA-5012	
Number of Credits	2	
Theory/Practical	Theory	
Level	500	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	To understand practice HR activities of an organisation.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand the fundamental concepts, objectives, and challenges of Human Resource Management.	PSO 1
	CO 2. Apply key HR functions in real-world HR situations.	PSO 1
	CO 3. Evaluate the strategic importance of HR functions.	PSO 1
	CO 4. Analyse the role and impact of employee relations, trade unions, and industrial relations in organisational settings.	PSO 1, PSO 2

	CO 5. Evaluate the significance of employee welfare, health orientation, and workplace well-being in promoting organisational effectiveness.		PSO 1, PSO 2	
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Fundamentals of HR Management Concepts and Perspectives, Corporate objectives and challenges of HR, Job Analysis: Job description and Job Specifications, Human Resource Planning	10	CO 1, CO 3	K2, K5
Module 2:	Human Resource Functions Recruitment and Selection, Compensation and Reward Management: Job Evaluation, Performance Management, Competency assessment and development, Training and Development.	10	CO 2, CO 3	K3, K5
Module 3:	Employee Relations and Trade Unions Trade Unions, Negotiations, Grievance Redressal and Conflict Management, Employee Empowerment, Employee health orientation and managing Sickness/Absenteeism.	10	CO 4, CO 5	K4, K5
Pedagogy:	Lectures/ tutorials/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.			
Texts:	Dessler, Gary; A Framework for Human Resource Management; Pearson Education India; 2012 or Latest Edition.			
References/ Readings:	<ol style="list-style-type: none"> 1. Noe R A, Hollenbeck JR, Gerhart B and Wright P M; Human Resource Management: Gaining a competitive advantage; McGraw Hill; 2022 or Latest Edition. 2. Armstrong M, Taylor S; Armstrong's Handbook of Human Resource Management Practice; Kogan Page, 2020 or Latest Edition. 3. P. Jyothi, D.N. Venkatesh; Human Resource Management; Oxford 18 University Press; 2012 or Latest edition. 4. John Ivancevich; Human Resource Management; Tata McGraw Hill; 2016 or Latest edition. 			

Title of the Course	Leadership	
Course Code	MGA-5013	
Number of Credits	2	
Theory/Practical	Theory	
Level	500	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites For the Course:	Nil	
Course Objectives:	To introduce the concepts of leadership and developing leaders at work-place	
Course Outcomes:		Mapped to PSO
	CO 1. Understand dimensions of leadership	PSO 1
	CO 2. Analyse impact of organisational factors on leaders	PSO 1
	CO 3. Assess people on their leadership potential	PSO 1
	CO 4. Analyse different contexts of leadership	PSO 2

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Leadership Leadership and Person, Personality, cultural values and ability; Leadership that gets results; Playing to your strengths; Emotional Intelligence; Models of Leadership; Leadership and Followership, Leadership theories: Traits, Situational, and Functional leadership, Leadership and Power; Leadership and Influence - Interpersonal Conflict and Negotiation; Leadership in Groups and Teams	5	CO1	K2
Module 2:	Leadership and Organisation Organisations as Complex Systems: Strategy, Structure & Environment; Organizational Culture; Leading Organizations; Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organisations; Leading Change	10	CO2	K2
Module 3:	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;	10	CO3	K3, K4
Module 4:	Special Leadership dimensions Identifying potential dark/ Negative leadership; Corrective measures; Public Leadership; Education Leadership; Spiritual Leadership; Transformational leadership; Leadership in different types of organisations – small businesses, Family Business, Multinational, etc	5	CO4	K5
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. Minimum one ISA component MUST be based on practical issues/ Course based project			

Texts:	RL Hughes, RC Ginnett, GJ Curphy; Leadership: Enhancing the Lessons of Experience; Tata McGraw Hill; 2014 or Latest edition.
References/ Readings:	<ol style="list-style-type: none"> 1. James Kouzes & Barry Posner; The Leadership Challenge; Jossey-Bass. 2022 or Latest edition. 2. J Owen; The Leadership Skills Handbook; Kogan Page Publishing; 2020 or Latest edition. 3. WG Rowe, L Guerrero; Cases in Leadership; Sage Publications; 2010 or Latest edition. 4. JH Zenger & JR Folkman; The New Extra ordinary Leader; Tata McGraw Hill; 2019 or Latest edition.



Title of the Course	Design Thinking
Course Code	MGA-5014
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil	
Course Objectives:	To help learners develop creative thinking skills and apply design-based approaches/tools.	
Course Outcomes:		Mapped to PSO
	CO 1. To understand the design-based thinking approach to solving problems.	PSO 1
	CO 2. To analyse unstructured information into well-framed, solvable problems.	PSO 1
	CO 3. To apply templates of ideation.	PSO 3
	CO 4. To use design thinking to enhance customer experience.	PSO 1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Basics of Design Thinking Concept of design thinking and its significance in business, creative thinking process and problem-solving approaches, Design Thinking approach and its objective, the four stages of Design Thinking Process – Empathise, Define, Ideate, Prototype, Implement, Design Thinking and customer centricity.	15	CO1, CO4	K2, K6
Module 2:	Ideation and Creative Problem Solving Observing and assimilating information, templates of ideation like brainstorming, systems thinking, mapping customer experience for ideation, User-focused design, solving problems through innovative design concepts, & Creative solutions.	15	CO2, CO3	K4, K3
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.			
Texts:	E Balaguruswamy; Developing Thinking Skills (The way to Success); Khanna Book Publishing Company; 2025 or Latest Edition.			
References/ Readings:	1. Tim Brown; Change by Design: How Design Thinking Transforms Organisations and Inspires Innovation; HarperBusiness; 2009 or Latest Edition. 2. Jeanne Liedtka, Tim Ogilvie; Designing for Growth: A Design Thinking Tool Kit for Managers; Columbia Business School Publishing; 2023, or Latest Edition. 3. Michael Lewrick, Patrick Link, Larry Leifer; The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems; Wiley; 2023 or Latest Edition. 4. Tenny Pinheiro; The Service Startup: Design Thinking Gets Lean; CreateSpace Independent Publishing; 2022 or Latest Edition.			

Title of the Course	AI for Managers	
Course Code	MGA-5015	
Number of Credits	2	
Theory/Practical	Theory	
Level	500	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value-added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	To understand the techniques to solve domain-specific problems in marketing, human resources, and financial decision-making.	
Course Outcomes:		Mapped to PSO
	CO 1. Understand the core concepts of Artificial Intelligence (AI)	PSO 1
	CO 2. Identify practical applications of AI across various business domains.	PSO 1
	CO 3. Evaluate AI tools and solutions in terms of their capabilities, limitations, and relevance to specific business problems.	PSO 1
	CO 4. Analyse real-world business scenarios to determine where and how AI can add value.	PSO 1

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Fundamentals of AI Nature and Abilities of AI, Types of Learning, Overview of Generative AI, Machine Learning and Deep Learning, Fields of Application of AI: Processing of Natural Language, Image Processing, Expert Systems, Robotics, Emotional AI, Ethics and Fairness of AI, Drivers of AI, Legal Framework for the use of AI, Challenges in the use of AI, Red Flags in Handling AI.	10	CO1	K2
Module 2:	Marketing Applications of AI Customer Service: Chatbots, Virtual Agents, Digital Assistants, Social Bots, Social Media Listening. Voice Marketing: Voice Branding, Voice Engine Optimization, Voice Commerce, Voice Integration. Customer Acquisition and Advertising Design: AI-Supported Customer Acquisition, AI-Supported Analysis of Advertising Messages, AI-Supported Advertising Planning, Dynamic Pricing, Optimization of Product Development and Customer Experience.	10	CO2, CO3, CO4	K3, K4, K5
Module 3:	HR and Finance Applications of AI Human Resource Management: Strategic HR Planning, AI-Supported Recruitment, Capture and Analysis of Resumes, Matching of Candidates and Job Requirements, Onboarding of New Employees, Talent Management, Performance Management, Incentivization, Employee Retention Management. Financial Services: Wealth Management, High Frequency Trading, Fraud Detection, Fraud Prevention.	10	CO2, CO3, CO4	K3, K4, K5
Pedagogy:	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. A minimum of one ISA component MUST be based on practical issues/course-based projects.			

Texts:	Ralf T. Kreutzer; Understanding Artificial Intelligence Fundamentals, Use Cases and Methods for a Corporate AI Journey; Springer; 2024 or Latest Edition.
References/ Readings:	<ol style="list-style-type: none"> 1. Doug Rose; Artificial Intelligence for Business; Pearson Education; 2020 or Latest Edition. 2. Sandeep Kumar Panda, Vaibhav Mishra, R. Balamurali, Ahmed A. Elngar; Artificial Intelligence and Machine Learning in Business Management - Concepts, Challenges, and Case Studies; CRC Press, Taylor & Francis; 2022 or Latest Edition. 3. Sudhi Sinha, Khaled Al Huraimel; Reimagining Businesses with AI; Wiley; 2020 or Latest Edition. 4. OsonduOguike; A First Course in Artificial Intelligence; Bentham Science Publishers; 2021 or Latest Edition.
Web Resources:	<ol style="list-style-type: none"> 1. Artificial Intelligence Fundamentals (Earn a credential!) SkillsBuild 2. Google AI Essentials Coursera 3. AI For Everyone Coursera 4. Artificial Intelligence Fundamentals Certificate ISACA

Discipline Specific Elective Courses

Title of theCourse	Fundamentals of PythonProgramming	
Course Code	MGA-5204	
Number of Credits	2	
Theory/Practical	Practical	
Level	400	
EffectivefromAY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites fortheCourse:	Nil	
Course Objectives:	To make students use Python programming language to work with data	
CourseOutcomes:		Mapped to PSO
	CO 1. Apply the basics of programming in the Python language.	PSO 1
	CO 2. Demonstrate coding tasks related to various concepts of data analytics.	PSO 1
	CO 3. Analyse the coding tasks related to the fundamental techniques to solve real world problems of business analytics	PSO 1

	CO 4. Examine Python syntax and semantics and be fluent in the use of Python flow control, core data structures and data visualisation libraries.	PSO 1		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Python, Python Data Types & Variables, Operators in Python Input, Output & Control Flow	10	CO1	K2
Module 2:	Working with Lists for Data Handling, Using Tuples for Fixed Data Sets, Leveraging Dictionaries for Key-Value Data Representation, Introduction to NumPy Arrays for Analytical Computation, Indexing and Slicing: Extracting Insights from Data Basic Mathematical Operations on Arrays: Element-wise Operations for Data Transformation, universal functions.	25	CO1, CO2, CO3	K4
Module 3:	File Handling in Python, Getting Started with Pandas: The Data Analyst's Toolkit, Data Visualization for Exploratory Data Analysis (EDA)	25	CO2, CO3, CO4	K5
Pedagogy:	Laboratory Work/ 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			
Texts:	Core Python Programming, Dr. R. NageswaraRao ,Latest edition Dreamtech press			
References/ Readings:	<ol style="list-style-type: none"> 1. Fundamentals of Python First Programs, Kenneth. A. Lambert, Cengage, Latest Editon. 2. Python Programming: A Modern Approach, Vamsi Kurama, Pearson. 3. Wes Mc Kinney, "Python for Data Analysis", O'Reilly Media, Latest Edition 			

Title of the Course	Mindfulness at Workplace	
Course Code	MGA-5205	
Number of Credits	2	
Theory/Practical	Theory	
Level	500	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites For the Course:	Nil	
Course Objectives:	To enable students to take mindful decisions at workplace.	
Course Outcomes:		Mapped to PSO
	CO 1. Analyse the scientific basis and core principles of mindfulness in relation to prevalent workplace challenges such as stress, burnout, and attention deficits	PSO 1
	CO 2. Apply evidence-based mindfulness techniques to enhance personal well-being, emotional regulation, and focused attention in professional settings.	PSO 1
	CO 3. Evaluate the impact of mindful leadership on team dynamics, organisational culture, and strategic decision-making.	PSO 1

	CO 4. Design a preliminary mindfulness intervention or strategy to address a specific management challenge within an organisational context		PSO 2	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Mindfulness and its Business Case; Defining mindfulness; Understanding modern workplace pressures; The Neuroscience and Psychology of Mindful Attention; Neural basis of attention, emotion regulation, and executive function; The stress response cycle; Psychological constructs: Cognitive defusion, decentering, self-awareness	6	CO1	K1
Module 2:	Mindful Communication Four steps to mindful communication How mindful speaking and listening affects personal and work relationships Practical techniques for focusing attention during communication 7 minutes of meditation 10 March 15 Practical Strategies for Mindful Communication Mindful speaking techniques The value of mindful speech Mindful Communication Four steps to mindful communication How mindful speaking and listening affects personal and work relationships Practical techniques for focusing attention during communication 7 minutes of meditation 10 March 15 Practical Strategies for Mindful Communication	8	CO2	K2

	<p>Mindful speaking techniques</p> <p>The value of mindful speech</p> <p>Cultivating Individual Mindful Capacity for Managers: Mindful Stress Reduction and Emotional Regulation; Identifying personal and team stressors; Mindful approaches to stress reduction: Breath, pausing, acceptance; Emotional intelligence and mindful emotion regulation strategies</p>			
Module 3:	<p>Enhancing Focus, Productivity, and Decision-Making; Mindful attention training for increased focus and concentration; Combating multitasking and digital distractions; Mindful decision-making: Pausing before reacting, considering multiple perspectives;</p>	8	CO3	K3 and K4
Module 4:	<p>Mindful Leadership and Team Dynamics: The Mindful Leader: Presence, Empathy, and Compassion; Leading with compassion and authenticity; Building trust and psychological; Mindful communication and Conflict Resolution; Navigating difficult conversations; Integrating Mindfulness into Organizational Strategy & Culture: The role of HR and senior leadership in championing mindfulness</p>	8	CO4	K3
Pedagogy:	<p>Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ 6Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/course-based project</p>			
Texts:	<p>Chaskalson, M., & Holt, C.; The Mindful Workplace: Developing Resilient Individuals and Resonant Organisations; John Wiley & Sons; 2016 or Latest edition.</p>			
References/ Readings:	<ol style="list-style-type: none"> 1. Goleman, D.; Altered Traits: Science Reveals How Meditation Transforms Your Mind, Brain, and Body; Avery; 2017 or Latest edition. 2. Sinek, S.; Leaders Eat Last: Why Some Teams Pull Together and Others Don't; Portfolio; 2017 or Latest edition. 3. Joseph Goldstein; Mindfulness: A Practical Guide to Awakening; Sounds True (group of Wisdom Publishers); 2013 or Latest edition. 4. Mindfulness; (HBR Emotional Intelligence Series); Harvard Business Review Press; 2017 or Latest edition. 			

Title of the Course	Fintech
Course Code	MGA-5205
Number of Credits	4
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No
Pre-requisites for the Course:	Nil
Course Objectives:	<ul style="list-style-type: none"> To understand the role of Fintech in transforming the financial services industry, and to examine components of the fintech ecosystem. To apply concepts of digital banking and payment systems in real-world scenarios, and evaluate the effectiveness of smart banking strategies and cybersecurity practices in the digital finance landscape. To analyse the structure, operations, and assess the impact of digital currencies on the financial system and global economy. To comprehend the importance of cybersecurity in the digital age, identify emerging threats to financial systems, and apply essential cybersecurity practices and legal frameworks to secure digital financial transactions and online activities.

Course Outcomes:		Mapped to PSO			
	CO 1. Explain the evolution of financial technology and describe the components of the fintech ecosystem.	PSO 4			
	CO 2. Apply concepts of digital banking, EFT, and payment systems to real-world banking scenarios, and assess the effectiveness of smart banking strategies.	PSO 4			
	CO 3. Analyse centralised and decentralised digital currencies, and evaluate their implications for the future of financial systems.	PSO 4			
	CO 4. Explain the importance of cyber security in the digital world, identify emerging threats, and apply basic measures and legal frameworks to secure financial transactions and online activities.	PSO 4			
Content:		No of hours	Mapped to CO	Cognitive Level	
Module 1:	Introduction to Fintech	10	CO1	K1, K2	
	1.1 Evolution of Fintech				
	1.2 Fintech ecosystem		CO1	K1, K2	
	1.3 Popular Fintech Innovations		CO1	K1, K2	
Module 2:	Digital Banking and Payments	20	CO2	K1, K2, K3	
	2.1 Digital Transformation of Indian Banks				
	2.2 E-Banking, Cyber-crimes in banking		CO2	K1, K2, K3	
	2.3 EFT and ECS		CO2	K1, K2, K3	
	2.4 Neobanks, Smart bank strategies		CO2	K1, K2, K3	
	2.5 Digital payments – UPI, digital wallets, SWIFT		CO2	K1, K2, K3	
Module 3:	Digital Currency	15	CO3	K1, K2, K4	
	3.1 Introduction to digital currency				

	3.2 Centralised v/s Decentralised		CO3	K1, K2, K4
	3.3 CBDC and Cryptocurrency, working mechanism		CO3	K1, K2, K4
Module 4:	Cyber Security and Cyber Laws	15	CO4	K2, K3
	4.1 Need for cybersecurity, secure web browser and password		CO4	K2, K3
	4.2 Emerging cybersecurity threats		CO4	K2, K3
	4.3 Securing financial transactions		CO4	K2, K3
	4.4 Cybersecurity initiatives in India		CO4	K2, K3
Pedagogy:	Interactive Lectures/ Discussions / presentations/case study/ individual or group projects/ assignments/Class activities or a combination of some of these. The sessions shall be interactive to enable peer group learning.			
Texts:	1 Arjunwadkar P. (2018). Fintech, the Technology Driving Disruptions in the Financial Services Industry, CRC Press, Taylor and Francis Group. 2 Gupta P. and Tham T. M. (2018). Fintech the new DNA of Financial Services. Walter de Gruyter Press.			
References/ Readings:	1 Chishti, S., & Barberis, J. (2016). The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries. John Wiley & Sons. 2 Hill, J. (2018). Fintech and the remaking of financial institutions. Academic Press. 3 Arslanian H. and Fischer F. (2019). The Future of Finance, the impact of Fintech, AI and Crypto on Financial Services, Palgrave Macmillan.			
Web Resources:	1 www.meity.gov.in 2 https://www.csk.gov.in/ 3 https://investopedia.com 4 https://fintech.rbi.org.in/			