



गोंय विद्यापीठ

ताळगांव पठार

गोंय - ४०३ २०६

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Goa University

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(Accredited by NAAC)

GU/Acad –PG/BoS -NEP/2023/491

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GU/Acad –PG/BoS -NEP/2023/239 dated 27.07.2023

CIRCULAR

In supersession to the above referred Circulars, the updated approved Syllabus of the **Master of Business Administration (M.B.A.)** Programme with following changes is enclosed.

1. Added Generic Elective Course, **MGA-638 – Portuguese Language Level 1**

The Dean/ Vice-Deans of the Goa Business School are requested to take note of the above and bring the contents of the Circular to the notice of all concerned.

(Ashwin Lawande)

Assistant Registrar – Academic-PG

To,

1. The Dean, Goa Business School, Goa University.
2. The Vice-Deans, Goa Business School, Goa University.

Copy to:

1. The Chairperson, Board of Studies in Management Studies.
2. The Programme Director, Management Studies Discipline, Goa University.
3. The Controller of Examinations, Goa University.
4. The Assistant Registrar, PG Examinations, Goa University.
5. Directorate of Internal Quality Assurance, Goa University for uploading the Syllabus on the University website.

Goa University

Syllabi of Courses (MBA) – from AY 2022-23 (Annexure-I)

Semester I & II

| Course Codes | Discipline Specific Core Course | Credits | Semester |
|--|---|----------------|-----------------|
| <u>MGA-500</u> | Management Process and Organisational Behaviour | 4 | 1 |
| <u>MGA-501</u> | Economics | 4 | 1 |
| <u>MGA-502</u> | Marketing Management | 4 | 1 |
| <u>MGA-503</u> | Basic Computing Tools for Management | 2 | 1 |
| <u>MGA-504</u> | Comprehensive Case Analysis | 2 | 1 |
| <u>MGA-505</u> | Financial Management | 4 | 2 |
| <u>MGA-506</u> | Human Resource Management | 4 | 2 |
| <u>MGA-507</u> | Production and Operations Management | 2 | 2 |
| <u>MGA-508</u> | Business Research Methods | 2 | 2 |
| <u>MGA-509</u> | Management Accounting | 2 | 2 |
| <u>MGA-510</u> | Strategic Management | 2 | 2 |
| Discipline Specific Optional Course | | | |
| <u>MGA-521</u> | Leadership | 4 | 1 |
| <u>ECO-503</u> | Statistics For Economic Analysis | 4 | 1 |
| <u>MGA-523</u> | Legal Aspects of Business & Ethics | 4 | 1 |
| <u>ECO-507</u> | Introduction to Econometrics | 4 | 2 |
| <u>MGA-522</u> | Entrepreneurship | 4 | 2 |

Semester III & IV

| Course Codes | Research specific Elective Courses | Credits | Semester |
|----------------------------------|--|----------------|-----------------|
| Marketing | | | |
| <u>MGA-600</u> | Product Management | 2 | 3 |
| <u>MGA-601</u> | Brand Management | 2 | 3 |
| <u>MGA-602</u> | Integrated Marketing Communications | 2 | 3 |
| <u>MGA-603</u> | Consumer Behaviour | 2 | 4 |
| <u>MGA-604</u> | Digital and Social media marketing | 2 | 4 |
| <u>MGA-605</u> | Services Marketing | 2 | 3 |
| <u>MGA-606</u> | Sales and Distribution Management | 2 | 3 |
| <u>MGA-607</u> | Retail Management | 2 | 3 |
| Finance | | | |
| <u>MGA-608</u> | Corporate Finance | 2 | 3 |
| <u>MGA-609</u> | Financial Modelling | 2 | 3 |
| <u>MGA-610</u> | Taxation | 2 | 3 |
| <u>MGA-611</u> | International Finance | 2 | 3 |
| <u>MGA-612</u> | Derivatives and Risk Management | 2 | 3 |
| <u>MGA-613</u> | Security Analysis and Portfolio Management | 2 | 4 |
| <u>MGA-614</u> | Behavioral Finance | 2 | 3 |
| <u>MGA-615</u> | Working Capital Management | 2 | 4 |
| Human Resource | | | |
| <u>MGA-616</u> | Performance Management | 2 | 4 |
| <u>MGA-617</u> | Compensation and Benefits Management | 2 | 3 |
| <u>MGA-618</u> | Learning and Development | 2 | 3 |
| <u>MGA-619</u> | Recruitment and Selection | 2 | 4 |
| <u>MGA-620</u> | Labour Laws and Industrial Relations | 2 | 3 |
| <u>MGA-621</u> | Organisational Development | 2 | 3 |
| <u>MGA-622</u> | Negotiations and Conflict Management | 2 | 3 |
| <u>MGA-623</u> | Occupational health and safety Management | 2 | 3 |
| <u>MGA-624</u> | Indian Ethos and Human Quality Development | 2 | 3 |
| Research Specific Courses | | | |
| <u>MGA-625</u> | Advanced Business Research Methods | 2 | 3 |
| <u>MGA-626</u> | Structural Equation Modelling | 2 | 3 |
| <u>MGA-627</u> | Econometrics | 2 | 3 |
| <u>MGA-628</u> | Human Resources Analytics | 2 | 3 |
| Generic Elective Courses | | | |
| <u>MGA-636</u> | German Language A1 level | | |
| <u>MGA-637</u> | Communication Skills, Interview-Facing Skills, and Mock Interviews | | |
| <u>MGA-638</u> | Portuguese Language Level 1 | | |
| | | | |
| MGA-651 | Dissertation | 16 | 4 |
| MGA-652 | Industry Internship | 16 | 4 |

Name of the Programme - MBA

Course Code - MGA-500

Title of the Course - Management Process and Organisational Behaviour

Number of Credits - 4 credits

Effective from – 2022-2023

| | | |
|--------------------------------------|--|---|
| Prerequisites for the course: | Nil | |
| Objective: | To create awareness about managerial processes and determinants of people behaviour at workplace. | |
| Content: | <p>Unit I Introduction to Management History and Evolution of Management Thought, Organizational Environment: Political, Social, Technical, Environmental and its impact on managerial decision making, Management skills, Roles of Managers, Essential Management Functions, Decision making, Decision making models, Decision Trees, Errors in Decision making</p> <p>Unit II Organization Structure and Design Role in Individual and Interpersonal behavior at Work-place, Principles of Organizing, Controlling: Benchmarking standards, Controlling process, Tools and Techniques of Control, Culture and Behaviour: In the Context of Organizations, Indian Cultural Perspective, The Composite Indian Mindset</p> <p>Unit III Introduction to Determinants of Individual Behaviour Perception, Culture, Self & Personality, Attitudes, Theories/Models for understanding these determinants, Fundamentals of Interpersonal Behaviour: Group Dynamics, Tools for Interpersonal Analysis, Fundamentals of Leadership and Motivation: Application & Styles</p> <p>Unit IV Organization Culture Dimensions, Organizational Citizenship Behaviour, Building sustainable Culture. Knowledge Organizations: Learning, Forms of Knowledge and Transfer, Organizational Change and Development, Models of Change, Conflict, and Negotiations, Power and Politics in Organization, Stress Management and positive Organizational Behaviour</p> | <p>15hours</p> <p>15hours</p> <p>15 hours</p> <p>15 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. Robbins, Stephen and Mary Coulter; 'Fundamentals of Management'; Prentice Hall of India Pvt. Ltd.; New Delhi; Latest edition2. Sinha J B P; 'Culture and Organizational Behaviour'; Sage Texts, Latest edition3. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Pearson Education India, Latest edition. | |
| Course Outcomes | The participant will be able to understand management processes, people's behavior at work-place, and take managerial decisions | |

Name of the Programme - MBA

Course Code - MGA-501

Title of the Course - Economics

Number of Credits - 4 Credits

Effective from – 2022-2023

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|--------------------------------------|--|----------|
| Prerequisites for the course: | Nil | |
| Objective: | To understand the impact of Macroeconomic trends and Micro Economic theories on the functioning of the firm. | |
| Content: | Unit I Demand and Supply Demand: Meaning, Factors influencing Demand, Demand Theories, Elasticity, Estimation and Forecasting, Impact on Marketing, Finance & Human Resource decisions Supply: Meaning, Factors affecting Supply, Theories of Supply, Elasticity, Supply Budgeting, Impact on Marketing, Finance & Human Resource decisions | 15 hours |
| | Unit II Economic Theories Production Theory, Cost theory, Decisions of the Firm: Market Structure and Pricing, Risk, Uncertainty and Game Theory | 15 hours |
| | Unit III National Income and Policies National Income Accounting Frameworks and its usefulness in understanding Economic Environment, Classical, Keynesian Micro-Economic Theories, IS - LM analysis and their Policy Implication for Monetary and Fiscal Policies | 15 hours |
| | Unit IV Economic Planning and Policies Open Economy, Macro- economics for understanding international linkages, Evolution of Planned Development in India, and regulatory mechanisms in the Indian economy The process of structural adjustment and economic reforms: Industrial Policy, Sectoral Reforms, Disinvestment in Public Enterprises, Corporate governance, Foreign Direct Investment and evaluation of the processes of Globalization in India | 15 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 | 1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, Latest edition. 2. Nellis, Joseph G. and David Parker; 'The Essence of Business Economics'; Prentice–Hall of India Private Limited; New Delhi. Latest Edition. 3. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition. | |
| Course Outcomes | The participant will be able to relate macro economic factors to micro economic issues and take decisions | |

Name of the Programme - MBA

Course Code - MGA-502

Title of the Course - Marketing Management

Number of Credits - 4 Credits

Effective from – 2022-2023

| | | |
|--------------------------------------|--|----------|
| Prerequisites for the course: | Nil | |
| Objective | Familiarisation of Marketing Frameworks, Theories and Analytical Tools for analyzing and decision making in the area of Marketing. | |
| Contents | Unit I Introduction to Marketing Role of Marketing, Core Concepts of Needs, Wants and Demands, Marketing Orientation of Companies, Strategic Planning and Marketing Management Process, External Environment including Customers and Suppliers Consumer markets, Theories of Consumption Behaviour, Buying Process and decision making process. Types of Buying behaviour; Organisational Buying behaviour; Industrial Market, Reseller Markets, Government Markets, Segmentation, Targeting and Positioning, Basis & Types of Segmentation | 15 hours |
| | Unit II Product Related Decisions Product Concept and Hierarchy, Product decisions, Branding and Packaging Decisions, New Product Development, Diffusion of Innovation, Product Life Cycle (PLC) concept, Strategies at stages of PLC, Strategies for Leaders, Followers, Challengers and Niches, Pricing and setting of Price, Methods of Pricing and initiating responses to Price Cuts | 15 hours |
| | Unit III Distribution and Marketing Communication Channels of Distribution: Role and Types of Channel, Distribution Channel: design, management and modification, Retailing and Wholesaling Advertising and Integrated Marketing Communication, Advertising decisions, Media decisions, Sales promotion and designing, Sales Management and Personal Selling, Digital Marketing and Social Media Marketing | 15 hours |
| | Unit IV Marketing and Controls Marketing Plan, Process and Evaluation, Process Audits and Control of Marketing Decisions: Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control | 15 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. | |

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|------------------------------|---|--|
| References /Readings. | <ol style="list-style-type: none"> 1. Majarao, Simon; 'The Essence of Marketing'; Prentice Hall of India Limited; New Delhi; Latest edition. 2. Kotler, Philip., Keller Kevin., Koshy Abraham., and Jha Mithileshwar; 'Marketing Management: A South Asian Perspective'; Pearson Education India, Latest edition. 3. Ramaswami., Namkumari; Marketing Management, McMillan India Ltd. New Delhi. Latest Edition 4. Baines, Paul; Chris, Fill; Kelly, Page; Sinha, Piyush Kumar: Marketing Management; Oxford Press, India. Latest Edition | |
| Course Outcomes | An ability to take basic marketing decisions with understanding of theories and analytical tools. | |

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Name of the Programme - MBA

Course Code - MGA-505

Title of the Course - Financial Management

Number of Credits - 4 Credits

Effective from – 2022-2023

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|--------------------------------------|--|----------|
| Prerequisites for the course: | Nil | |
| Objective: | To introduce fundamentals of financial management for basic financial decision making. | |
| Content: | Unit I 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 | 15 hours |
| | Unit II 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 | 15 hours |
| | Unit III 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 hours |
| | Unit IV Working Capital Management 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 | 15 hours |
| Pedagogy: | 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. | |

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|----------------------------|---|--|
| References/Readings | <ol style="list-style-type: none"> 1. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Balance Sheet', Tata McGraw-Hill Professional: Finance Made Easy Series, Latest edition. 2. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Profit and Loss Account', Tata McGraw-Hill Professional: Finance Made Easy Series, Latest edition. 3. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Cash Flow Statement', Tata McGraw-Hill Professional: Finance Made Easy Series, 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 6. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition. 7. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition. 8. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. | |
| Course Outcomes | An ability to analyse financial information that facilitates long term and short term financial decisions. | |

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Name of the Programme - MBA

Course Code - MGA-506

Title of the Course - Human Resource Management

Number of Credits - 4 credits

Effective from – 2022-2023

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|--------------------------------------|--|----------|
| Prerequisites for the course: | Nil | |
| Objective: | To understand the Human Resource practices of a firm. | |
| Content: | Unit I Fundamentals of HR Management Concepts and Perspectives, Corporate objectives and challenges of HR, Job Analysis: Job description and Job Specifications, Human Resource Planning: Demand and Supply, Downsizing and Retention | 15 hours |
| | Unit II Human Resource Functions Recruitment and Selection, Compensation and Reward Management: Job Evaluation, methods and types of compensation, Performance Management, Potential assessment and Competency development, Training and Development: Training process and methods | 15 hours |
| | Unit III Employee Relations and Trade Unions Trade Union movement and status in India, Politics and Unions, Negotiations, Grievance Redressal, Dispute Resolution and Conflict Management, Employee Empowerment, Employee health orientation and managing Sickness/Absenteeism at workplace | 15 hours |
| | Unit IV Organizational strategy Structure, culture and change, and their implications for HRM, Technology in HR, Green HRM and Sustainability, Introduction to International HRM | 15 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 | 1. CaNoe R A, Hollenbeck JR, Gerhart B and Wright P M, 'Human Resource Management' – Gaining a competitive advantage, McGraw Hill, Latest Edition 2. Dessler, Gary; 'A Framework for Human Resource Management'; Pearson Education India; Latest Edition. 1. Armstrong M, Taylor S; 'Armstrong's Handbook of Human Resource Management Practice', Kogan Page, Latest Edition | |
| Course Outcomes | An ability to take basic decisions in Human Resource Management | |

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Name of the Programme - MBA

Course Code - MGA-507

Title of the Course - Production and Operations Management

Number of Credits - 2 Credits

Effective from – 2022-2023

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|--------------------------------------|--|---------|
| Prerequisites for the course: | Nil | |
| Objective: | To create an awareness of the functions of Production and Operations Management | |
| Contents: | Unit I Production & Operations Management Classification of operations, Responsibilities of Operations Manager, Process types in manufacturing and Services, Plant layout & Location, Production Planning and Control, Quality Management, Quality Control, Tools for improving Quality, Total Quality Management, Quality Assurance, Six Sigma, Maintenance policies for facilities and equipment, Preventive versus breakdown maintenance, Procedure for maintenance, Total Productive Maintenance (TPM) | 15hours |
| | Unit II Productivity Improvement Techniques Work study and Time Study, Lean Manufacturing: Concept and Types, Introduction to Operations Research and Linear Programming, Transportation and Assignment Models, Network Analysis including PERT and CPM. Decision Theory and Decision Tree Model | 15hours |
| 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. | |
| Readings/ References | <ol style="list-style-type: none">1. Adam Jr Everet E. R J; Production and Operations Management; Prentice-Hall, 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 India, Latest Edition4. Krishnaswamy, K. N. 'Cases in production / Operations Management'; Prentice Hall of India Private Ltd., New Delhi, Latest edition | |
| Course Outcomes | An ability to take basic decisions in production and operations in a Manufacturing and Service setup. | |

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Name of the Programme - MBA

Course Code - MGA-508

Title of the Course - Business Research Methods

Number of Credits - 2 Credits

Effective from – 2022-2023

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|--------------------------------------|--|--------------------------------|
| Prerequisites for the course: | Nil | |
| Objective: | To introduce research methods used to arrive at business decisions. | |
| Content: | <p>Unit I Introduction Research Problem, Framing of Research Question, Research Design, Qualitative Design, Descriptive Design, Experimental Design, Constructs, Variables, Statement of Hypotheses. Measurement and Scaling: Nominal, Ordinal, Interval and Ratio</p> <p>Data Collection Questionnaire Design, Data Collection, Nature of Sampling, Steps in Sampling, Probability Sampling, Non Probability Sampling, Determination of Sample Size</p> <p>Unit II Data Management and Basic Analysis Coding and Entering of Data, Managing Data, Methods of Analysis such as Descriptive Statistics, Frequencies, Cross Tabulation, T Tests, Analysis of Variance (ANOVA), Correlation</p> <p>Multivariate Analysis and Reporting Regression: Simple and Multiple Regression, Factor analysis, Cluster analysis, Interpretations of Results, Report Writing, Familiarity with the usage of a statistical package</p> | <p>15hours</p> <p>15 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. Cooper D R and Schindler, “Business Research Methods”, Tata McGraw-Hill, New Delhi, Latest Edition2. Zikmund W G, “Business Research Methods”; Thomson Learning, Latest Edition. | |
| Course Outcomes | An ability to conduct research and write a research report | |

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Name of the Programme - MBA

Course Code - MGA-509

Title of the Course - Management Accounting

Number of Credits - 2 Credits

Effective from – 2022-2023

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|--------------------------------------|---|---------------------------------|
| Prerequisites for the course: | Nil | |
| Objective: | To introduce Cost Concepts that are used in an organisation to facilitate cost management. | |
| Content: | <p>Unit I Cost concepts Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Preparation of cost sheet</p> <p>Decisions using cost data Cost Volume Profit (CVP) Analysis, Marginal Costing, CVP Analysis for managerial decision making, Break Even Point, Margin of Safety, Marginal Costing and Absorption Costing</p> <p>Unit II 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 of traditional Activity Based Cost System, Application of ABC to improve operations, Assign marketing, distribution, and selling expenses to customers, Analyse and manage customer profitability</p> | <p>15 hours</p> <p>15 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. 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 | |
| Course Outcomes | An ability to take managerial decisions considering the impact of costs on the operations of an organisation | |

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Name of the Programme - MBA

Course Code - MGA-510

Title of the Course - Strategic Management

Number of Credits - 2 Credits

Effective from – 2022-2023

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|--------------------------------------|--|---------------------------------|
| Prerequisites for the course: | Nil | |
| Objective: | To create an awareness of strategic tools used for industry and firm analyses. | |
| Content: | <p>Unit I Introduction to Strategy Strategy meaning & importance, Strategy development process, Vision, Mission statements, Objectives of the company</p> <p>External and Internal Analyses 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</p> <p>Unit II Crafting Strategy Five Generic Competitive Strategies: Low cost, Broad Differentiation, Focussed Differentiation, Focussed Low Cost, Best Cost Strategy</p> <p>Strategy Implementation Strengthening company's competitive position, Strategies for international markets, Corporate Group strategy</p> | <p>15 hours</p> <p>15 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. 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. Industry notes and business stories from popular business periodicals, databases. | |
| Course Outcomes | An ability to analyse the structure of an industry and indicate sustainable strategies for competitive advantage of a firm. | |

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Discipline Specific Optional Course**Name of the Programme - MBA****Course Code - MGA-521****Title of the Course - Leadership****Number of Credits - 4 Credits****Effective from – 2022-2023**

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|--------------------------------------|--|----------|
| Prerequisites for the course: | Nil | |
| Objective | To introduce the concepts of leadership and developing leaders at work-place. | |
| Contents | Unit I Introduction to Leadership Leadership and Person, Personality, cultural values and ability, Leadership that gets results, Emotional Intelligence, Models of Leadership, Leadership theories: Traits, Situational, and Functional leadership, Leadership and Power, Leadership and Influence: Interpersonal Conflict and Negotiation, Leadership in Groups and Teams | 15hours |
| | Unit II Leadership and Organisation Organizations as Complex Systems: Strategy, Structure & Environment, Organizational Culture, Leading Teams: Design and Structure, Leadership and Communication, Leading Change | 15hours |
| | Unit III Leadership Development Identifying potential leaders, Leader Development Vs Leadership Development, Process of leadership Development, Developmental Readiness of employees, Tools and interventions for developing leadership | 15 hours |
| | Unit IV Special Leadership dimensions Identifying potential dark/ Negative leadership, Corrective measures, Public Leadership, Academic Leadership, Spiritual Leadership, Transformational leadership, Leadership in different types of organisations: Small businesses, Family Businesses, Global Organisations | 15hours |
| 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. 'Leadership' by RL Hughes, RC Ginnett, GJ Curphy, latest edition, Tata McGraw Hill 2. The Leadership Challenge. James Kouzes & Barry Posner. Jossey-Bass. Latest edition 3. The Leadership Skills Handbook by J Owen, Kogan Page Publishing, latest edition 4. 'Cases in Leadership' by WG Rowe, L Guerrero, latest edition, Sage Publications 5. 'The Extra ordinary Leader' by JH Zenger & JR Folkman, latest edition, Tata McGraw Hill | |
| Course Outcomes | An ability to be effective leaders and to promote leadership among others at workplace. | |

Name of the Programme - MBA

Course Code - MGA-522

Title of the Course - Entrepreneurship

Number of Credits - 4 Credits

Effective from – 2022-2023

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|--------------------------------------|---|----------|
| Prerequisites for the course: | Nil | |
| Objective | Introduce the concepts of entrepreneurship and the essentials of starting new ventures. | |
| Contents | Unit I Basics of Entrepreneurship Concept, knowledge and skills requirement, characteristic of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, Different forms of businesses | 15 hours |
| | Unit II Starting the venture Opportunity Recognition and Analysis, Gathering the Resources, generating business ideas, creative problem solving, competitor and industry analysis; feasibility study: market feasibility, technical/operational feasibility, financial feasibility, Business plan: preparing project report, presenting to investors | 15 hours |
| | Unit III Functional plans Marketing plan: marketing research, preparing marketing plan, contingency planning, organizational plan: form of ownership, designing organization structure, job design, manpower planning, Financial plan: cash budget, working capital, income statements, Cash flows, Balance sheet, break even analysis, Human Resource Plan: Recruitment, Selection, Staffing, Training and Development; Compensation, Performance Management, Operational Plans: Managing materials, use of Technology | 15 hours |
| | Unit IV Sources of finance & Legal Issues Debt or equity financing, Commercial banks, Venture capital, development financial institutions, legal issues: intellectual property rights: patents, trademarks, copy rights, trade secrets, licensing, franchising, Developing Entrepreneurial Marketing: Competencies, Networks, Rural Entrepreneurship, Social Entrepreneurship, Intrapreneurship | 15 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. | |

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| References/Readings. | <ol style="list-style-type: none"> 1. Entrepreneurship by RD Hisrich, MP Peters and DA Shepherd, Tata McGraw Hill Publishing, Latest edition 2. Entrepreneurial Management by S.Bhargava, Response Books, Sage Publishing, Latest edition 3. Business Plans for Dummies by P Tiffany & SD Peterson, Wiley India, Latest edition 4. Guide to Business Planning by G Friend & S Zehle, The Economist publication, latest edition | |
| Course Outcomes | An ability to create new ventures and understand their managerial requirements | |

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Name of the Programme - MBA

Course Code - MGA-523

Title of the Course - Legal Aspects of Business and Ethics

Number of Credits - 4 Credits

Effective from – 2022-2023

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| Pre-requisites for the Course: | Nil | |
| Course Objectives: | To familiarize with legal aspects for the necessary compliance while taking business decisions and to familiarize with business ethics in a variety of business contexts. | |
| Content: | Unit I Indian Legal system Structure and processes, basics of the courtroom, legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents Contract Act: Introduction, essentials of a valid contract, Consideration, free consent and Void agreements Breach of Contract and its consequences, Indemnity and Guarantee, Bailment, Pledge, and Agency, Incorporation, memorandum and articles of Association of the company including prospectus, Shares and debentures | 15 hours |
| | Unit II Business Laws The Companies Act 2013: Nature and Kinds of Companies, Formation of a Company, Company Management and Company Meetings Competition Act 2002: Anti-Competitive Agreements, Abuse of Dominant Position, Inquiry into certain agreements and dominant position of enterprise Consumer Protection Act 2019: Consumer, Complaint and Complainant, Rights of Consumer, Role and Powers of Consumer Forums, Procedure for Consumer Grievance Redressal Transfer of Property Act 1882: Sale, Rights and Liabilities of Buyer and Seller, Mortgage, Rights of Mortgagor, Lease, Rights and Liabilities of Lessor and Lessee | 15 hours |
| | Unit III Individual, Societal and Professional Ethics Ethical philosophies governing humans, organizations, state, and society, Corporate ethics: Nature, Meaning, Importance, and Factors influencing Business Ethics, Developing Business System Ethics, Marketing Ethics, Role of Business Ethics in Developing Civilized Society, Concept of Corporate Social Responsibility, Managerial Values and Business Ethics from various Perspectives: the normative debate about ethical universalism and relativism in the business context | 15 hours |
| | Unit IV Applied Business Ethics Ethical Consumerism: Business Ethics and Consumer Protection, Consumerism and Ethical Responsibility, Environmental Ethics, Role of Various Agencies in Ensuring Ethics in Corporations, Corporate Governance and its Significance, Relationship between Business | 15 hours |

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| | Ethics & Corporate Social Responsibility (CSR), Critical Assessment of CSR and Environmental Responsibilities, Unethical Business Practices and Causes | |
| Pedagogy: | Case discussions, lectures, videos and group work to unravel the ethical and governance aspects in a particular situation. Discussions on actual cases, judgments and the logic behind the judgments. | |
| References/ Readings: | <p>Minimum depth of coverage will be at the level of the following books reading;</p> <ol style="list-style-type: none"> 1. 'Nabhi's Business Law'; Jain Book Agency (Latest Edition) 2. Singh, Avatar; 'Company Law'; Eastern Book Co. (Latest Edition) 3. Singh, Avtar; 'Mercantile Law'; Eastern Book Co. (Latest Edition) 4. Malik, P.L; 'Labour and Industrial Law'; Eastern Book Co. (Latest Edition) 5. Business Ethics - O.C. Ferrell, John Paul Fraedrich, Linda Ferrell, Cengage India Private Limited; Latest Edition 6. Governance ethics and social responsibility of business – Neeru Vasishth and Namita Rajput, Taxmann Publications Private Limited, Latest Edition. 7. Business Ethics: Concepts and Cases – Manuel G. Velasquez 8. Corporate Governance and Business Ethics, Springer Dordrecht Heidelberg London New York- Alexander Brink | |
| Course Outcomes: | An ability to ensure compliance with legal aspects and to recognise and resolve ethical issues in business | |

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Name of the Programme - MBA

Course Code: ECO-503

Title of the Course: Statistics For Economic Analysis

Number of Credits: 4

Effective from AY: 2022-23

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| Pre-requisites for the Course: | Graduate in any discipline | |
| Course Objectives: | To learn the statistical techniques and concepts that aid economic analysis and prepare the base for undersiang econometric applications. | |
| Content: | Module 1: Probability Sampling methods, Sample Space, Random Variable, Addition and multiplication theorem-Conditional Probability, Bayes Theorem, Distribution Function, Mathematical Expectation, Exploratory Data analysis: Measures of central tendency and variance. Skewness and Kurtosis. | 15 hours |
| | Module 2: Probability Distributions : Discrete, Continuous and Sampling Distributions: Binomial, Poisson, Normal, Standard Normal, Student-t, Chi-Square, F distribution. | 15 hours |
| | Module 3: Testing of Hypotheses: Concepts & Applications Testing of Hypothesis; Null and Alternative Hypothesis, Type I & II errors. Levels of Significance. Testing mean, proportion - single and two populations. Testing t, z, F, chi-square test. | 15 hours |
| | Module 4: Correlation & Regression: Covariance, Pearson's Correlation, Rank Correlation. Introduction to Two Variable Regression. | 15 hours |
| Pedagogy: | <ul style="list-style-type: none">● Chalk and talk aided by ICT enabled lectures● PC lab exercises● Assignments and presentations● Group activity● MOOC (or similar) Component | |
| References/ Readings: | Core Reading C1. Mark L. Berenson, David M. Levine, Kathryn A. Szabat (2015), Basic Business Statistics, Pearson publication C2. David M. Levine, David F. Stephan, Kathryn A. Szabat, (2017) Statistics For Managers Using Ms Excel, Pearson Additional References A1. David Spiegelhalter (2020) The Art of Statistics: Learning from Data, Pelican Books, UK A2. David Freedman, Robert Pisani, Roger Purves (2007) Statistics, W.W. Norton, New York | |
| Course Outcomes: | Solve problems relating to discrete and continuous probability distributions. | |

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Name of the Programme - MBA

Course Code: ECO-507

Title of the Course: Introduction to Econometrics

Number of Credits: 4

Effective from AY: 2022-23

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| Pre-requisites for the Course: | Students must have basic knowledge of Statistics and preferably an exposure to Mathematical methods in Economics | |
| Course Objectives: | To provide students exposure to regression analysis with cross section data. | |
| Content: | Module 1: Econometrics and Economic Data The Structure of Economic Data; Cross-Sectional Data; Time Series Data; Pooled Cross Sections; Panel or Longitudinal Data; Causality in Econometric Analysis The Simple Regression Model Ordinary Least Squares Estimates and Properties, Goodness-of-Fit, Functional Form; Incorporating Nonlinearities, Expected Values and Variances of Estimators; Unbiasedness, Estimating the Error Variance | 15 hours |
| | Module 2: Multiple Regression Analysis: Estimation The Model with Two or more Independent Variables, Interpretation Comparison of Simple and Multiple Regression, Omitted Variable Bias, Multicollinearity; Variances in Misspecified Models, Efficiency of OLS: The Gauss-Markov Theorem Multiple Regression Analysis: Inference Testing Hypotheses of single and Multiple Linear Restrictions: The F Test; Testing Exclusion Restrictions; Relationship between F and t Statistics; The F Statistic for Overall Significance of a Regression, Reporting Regression Results | 15 hours |
| | Module 3: Multiple Regression Analysis: OLS Asymptotics Consistency; Deriving the Inconsistency in OLS; Asymptotic Normality and Large Sample Inference; Other Large Sample Tests: The Lagrange Multiplier Statistic; Asymptotic Efficiency of OLS Multiple Regression Analysis: Further Issues More on Functional Form; Models with Interaction Terms; Adjusted R-Squared; Prediction and Residual Analysis; Confidence Intervals for Predictions; Residual Analysis Multiple Regression Analysis with Qualitative Information: Binary (or Dummy) Variables Describing Qualitative Information; A Single Dummy Independent Variable; Interactions among Dummy Variables; Allowing for Different Slopes; Binary Dependent Variable: The Linear Probability Model; More on Policy Analysis and Program Evaluation; Interpreting Regression Results with Discrete Dependent Variables | 15 hours |
| | Module 4: Heteroskedasticity Consequences of Heteroskedasticity for OLS; Heteroskedasticity-Robust Inference, Testing for Heteroskedasticity; Feasible GLS | 15 hours |

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| | More on Specification and Data Issues Functional Form Misspecification; RESET as a General Test Using Lagged Dependent Variables as Proxy Variables; Measurement Error in an Explanatory Variable; Missing Data, Nonrandom Samples, and Outlying Observations; Missing Data; Nonrandom Samples; Outliers and Influential Observations; Least Absolute Deviations Estimation | |
| Pedagogy: | <ul style="list-style-type: none"> ● Chalk and talk aided by ICT enabled lectures ● PC lab exercises ● Assignments and presentations ● Group activity ● MOOC (or similar) Component | |
| References/ Readings: | <u>Core Reading</u> C1. Wooldridge (2019), <u>Introductory Econometrics</u> , 7th edition, South Western College Publishing, Singapore. <u>Additional References</u> A1. Florian Heiss (2020) <u>Using R for Introductory Econometrics, 2nd edition</u> ; Germany, ISBN: 979-8648424364 A2. Florian Heiss and Daniel Brunner (2020) <u>Using Python for Introductory Econometrics</u> , 1st edition, Germany, ISBN: 979- 8648436763 | |
| Course Outcomes: | The students will be able to a) Develop econometric models using cross-section data b) estimate econometric models using cross-section data and c) interpret econometric models d) draw the policy implications to help decision makers. | |

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Semester III**Name of the Programme: MBA****Course Code: MGA-600****Title of the course: Product Management****Number of credits: 2****Effective from: 2022-23**

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| Prerequisites for the course: | NIL | |
| Objective: | To enable participants to devise product strategies and make product-related decisions. | |
| Content: | Unit I: Introduction Product and Market Focused Organisations, Product Levels, Product Classification, Buy grid Analytic Framework, Product Life Cycle Analysis, Product-portfolios, BCG Growth-Share Matrix, Product-Line Strategies and Pricing decisions, Packaging and Labelling Decisions. | 5 hours |
| | Unit II: Product Strategy and Competition Product Strategy and Planning, Product Positioning, Product Differentiation Strategies, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, Product Eliminations. | 10 hours |
| | Unit III: New Product Development Models and Process, New Product Strategy, Idea Generation and Screening, Product Concept Development and Product testing and Commercialization, managing new product growth, and managing the mature product. | 15 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: | 1. Donald R. Lehmann and Russell S. Winer; Product Management; Tata McGraw Hill; 2002 or Latest Edition 2. <u>Majumdar R</u> ; 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 | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">Analyze and manage products and product linesIdentify product opportunities for developing new productsCreate new product development strategies.Develop a new product independently | |

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Name of the Programme: MBA

Course Code: MGA-601

Title of the course: Brand Management

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable participants to create, execute, and manage brands. | |
| Content: | Unit I: Introduction to Brands The rationale for Building Brands, Branding Challenges and Opportunities, Brand Equity – Concepts, Measures and Elements, Brand Design, Brand management process, Customer-based Brand Equity, Crafting Brand Positioning, Brand Building and Brand Value Chain. | 10 hours |
| | Unit II: Brand Strategy Brand Equity Building, Product Strategy, Pricing Strategy, Channel Strategy, Communication Strategy, Brand Leveraging, Brand Audits, Brand Equity Management System, Measuring Brand Outcomes and Market Performance. | 10 hours |
| | Unit III: Managing Brands Brand reinforcement, Re- vitalizing Brands, Brand Portfolio Management, Brand Extension, E-Branding, Umbrella Branding, Brand architecture strategy, Brand Hierarchies, Corporate Branding, and Global Brand Strategy. | 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. 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. Johnny Johansson, Kurt Carlson; Contemporary Brand Management; SAGE Publications; 2014 or Latest Edition | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Evaluate the role of brands• Analyze brand management activities• Analyze the approaches to build brand equity• Design a plan to launch a new or existing brand | |

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Name of the Programme: MBA

Course Code: MGA-602

Title of the course: Integrated Marketing Communications

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participant to design effective integrated marketing communication strategies. | |
| Content: | <p>Unit I: Introduction Promotional Mix, IMC Planning Process, Role of IMC - Marketing Strategy and Analysis, Target Marketing Process, Developing Marketing Planning Program, Role of Client in IMC.</p> <p>Unit II: Advertising Strategy, Platforms, and Design Type of advertising agencies, services offered by various agencies, Criteria for selecting the agencies and evaluation, Client agency relationship, Models of Communication, Response Process, Involvement and Cognitive Processing of Communication, Source, Message and Channel Factors, Creativity Strategy and Process in Advertising, Appeals and Execution Style, Ad Design and Copywriting.</p> <p>Unit III: Media Buying, Planning, and Evaluation Determining Promotional Objectives, DAGMAR Approach, Budgeting methods and approaches, Media Buying, Developing the media plan, Evaluation and follow-up of Media and Emerging media trends. Measuring Advertising Effectiveness, Advertising Testing Process.</p> | <p>5 hours</p> <p>10 hours</p> <p>15 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. George Belch, Michael Belch & Keyoor Purani; Advertising & Promotion- An Integrated Marketing Communications Perspective; TATA McGraw Hill; 2021 or Latest Edition2. Sandra Moriarty, William Wells, Nancy Mitchell; Advertising & IMC: Principles and Practice; Pearson; 2021 or Latest Edition3. Kenneth Clow; Integrated Advertising, Promotion and Marketing Communications; Tata McGraw Hill; 2014 or Latest Edition4. Jaishri Jethwaney & Shruti Jain; Advertising Management; Oxford University Press; 2012 or Latest Edition5. Ritu Narang; Advertising, Selling & Promotion; Pearson; 2020 or Latest Edition | |
| Course Outcomes: | <p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none">• Apply the key terms, definitions, and concepts used in integrated marketing communications.• Evaluate, select and schedule media for IMC campaign plan.• Create IMC campaign plan and evaluate its effects. | |

Name of the Programme: MBA

Course Code: MGA-603

Title of the course: Consumer Behaviour

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participants to analyse the impact of consumer decisions on marketing strategies. | |
| Content: | <p>Unit I: Introduction Consumer Behaviour and Marketing Strategy, Market Analysis Components, Market Segmentation, Consumption, Consumer Decisions- Outcomes, Nature and Process.</p> <p>Unit II: External and Internal influences Culture, Sub-Culture, Cross Culture, Cultural Values, Demographics and social stratification, Family Decision Making and Household Life Cycle, Consumer Socialization, Group Influences, Diffusion of Innovation, and Adoption Process. Consumer Perception, Consumer learning, Consumer Memory, Consumer Involvement and Motivation, Motivation, Personality, Emotion, Consumer Attitude, Self-concept and Lifestyles.</p> <p>Unit III: Decision-making process Situational Influences, Types of Consumer Decisions, Problem Recognition Process, Information Search Process, Alternative evaluation and selection, Outlet selection and purchase, post-purchase processes: dissonance, disposition, satisfaction, dissatisfaction, repeat purchases, customer commitment. Differences between Organizational and Individual buying behavior.</p> | <p>5 hours</p> <p>10 hours</p> <p>15 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. David Mothersbaugh, Del Hawkin and Susan Kleiser and Amit Mookerjee; Consumer Behavior: building marketing strategy; Tata McGraw Hill; 2022 or Latest Edition2. 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 | |
| Course Outcomes: | <p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none">• Apply consumer behaviour in developing the marketing strategy.• Evaluate internal and external factors that influence consumer behaviour.• Analyse the impact of consumer decision-making on marketing strategies. | |

Name of the Programme: MBA

Course Code: MGA-604

Title of the course: Digital and Social Media Marketing

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participants to use the tools and techniques required for marketing in digital and social media. | |
| Content: | <p>Unit I: Introduction Importance of digital marketing, Difference between traditional and digital marketing, recent trends, Website Planning and Creation, Importance of Design. Search Engine Optimisation (SEO) Various search engines and their applications, Advertising on social media, search engine result page (SERP), Ads platform,</p> <p>Unit II: Digital Media Planning and Buying Search Engine Marketing (SEM), Various factors affecting on-page and off-page optimization, keywords research, meta tags, meta description, link building, E-mail, SMS and WhatsApp Marketing, Media Planning to optimize 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.</p> <p>Unit III: Social Media Marketing Keyword Planners -search volume, cost-per-click (CPC), customer lifetime value (CLV) and other such metrics, social media strategies on various platforms, Target audience, building social media campaign, writing 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, mobile marketing, Building subscriber lists, database segmenting, App store optimization (ASO).</p> | <p>5 hours</p> <p>10 hours</p> <p>15 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. 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. <i>Damian Ryan; Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation; Kogan Page; 2016 or Latest Edition.</i>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. | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Make digital and social media marketing decisions. | |

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| | <ul style="list-style-type: none">• Evaluate the effectiveness of various digital and social media platforms.• Create digital and social media marketing campaigns. | |
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Name of the Programme: MBA

Course Code: MGA-605

Title of the course: Services Marketing

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable participants to design and deliver services. | |
| Content: | <p>Unit I: Introduction Characteristics of services, service marketing mix, GAPS Model, Service Expectations, Customer Perceptions, Customer satisfaction, Service Quality, Service Encounters, Servicescape,</p> <p>Unit II: Service Design and Delivery Service innovations, Service blueprinting, Setting Service Standards, Customer-defined service standards and development, Service culture, the role of service employees, customer-oriented service delivery, roles of customers, capacity constraints, demand patterns, matching capacity and demand strategies, yield management, waiting line strategies.</p> <p>Unit III: Service Promises and Recovery Service failure and recovery strategies, Service Guarantees, Service communication challenges, strategies to match service promises with delivery, customer's perception towards service pricing, approaches to pricing services, service evaluation and control.</p> | <p>5 hours</p> <p>15 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. 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. | |
| Course Outcomes: | <p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none">• Design service blueprints• Identify and evaluate service gaps• Measure and analyze service quality• Create service communication and pricing strategies | |

Name of the Programme: MBA

Course Code: MGA-606

Title of the course: Sales and Distribution Management

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participant to develop the ability to handle channel sales and make distribution sales decisions. | |
| Content: | <p>Unit I: Introduction Sales Management Objectives, Sales Executives as Coordinators, Personal selling, Buyer-Seller Dyads, Theories of Selling: AIDAS Theory, Right set of circumstances Theory, Buying Formula Theory, and Behavioural Equation Theory, Types of Personal-Selling Objectives, Market and Sales Potential, Sales-related Marketing Policies, Personal-Selling Strategy, Impact of Industry and Size of the firm on the distribution network.</p> <p>Unit II: Sales Force Organization Effective Sales Executives, Sales Organizational Structures, Sales Personnel – Staffing, Training, Motivation, Compensation, Evaluation and Control of the Sales Force, Sales Forecasting Methods, Sales Budget and Targets, Sales Territory Management, Setting Quotas, Sales Control and Cost Management.</p> <p>Unit III: Channel Management Systems Customer-Oriented Marketing Channel, Functions of Channel Partners, Selecting Channel Partners, Channel intensity, Managing Channel Partners, Supply Chain and Logistics, Channel Relationships Management, Managing the Channel Conflict, Channels Information System, Evaluation of Channel Performance, Differences between consumer sales management and institutional sales management, Role of E-commerce in distribution sales.</p> | <p>5 hours</p> <p>10 hours</p> <p>15hours</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. Richard Still, Edward Cundiff, Norman Govoni and Sandeep Puri; Sales and Distribution Management: Decisions, Strategies & Cases; Pearson; 2017 or Latest Edition.2. K Krishna Havaladar 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 Edition5. Tapan Panda, Sunil Sahadev; Sales and Distribution Management; Oxford University Press; 2019 or Latest Edition | |
| Course Outcomes: | At the end of the course, the participants shall be able to: <ul style="list-style-type: none">• Design a personal selling process and demonstrate a sales pitch. | |

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| | <ul style="list-style-type: none">• Analyse and decide on organizing and controlling the salesforce.• Evaluate and examine various distribution channels.• Develop a distribution sales plan for an organization. | |
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Name of the Programme: MBA

Course Code: MGA-607

Title of the course: Retail Management

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participants to manage a retail outlet. | |
| Content: | <p>Unit I: Introduction to Retailing Retailing – Role, Relevance, functions and trends, Retail organization structure, Merchandise mix, Retail formats, methods of customer interaction, Retail in India and Global, Retail customer, Retail market segmentation, Evaluating retail performance.</p> <p>Unit II: Store Location and Layout Retail Location Strategies and Decisions, Types of Retail Locations, Site Selection Analysis, Estimate of Store Sales, Retail Location Theories, Location Assessment Procedures, Store Design and Layout, Visual Merchandising, Retail Space Management.</p> <p>Unit III: CRM and Merchandising Planning, Buying, Procurement CRM in retailing, reviews and feedback mechanism, Merchandise – objectives, acquisition, control, handling, systems, Retail pricing – objectives, approaches and strategies, Promotion in Retailing: Advertising, Sales promotion, Store operations, new retail formats.</p> | <p>5 hours</p> <p>10 hours</p> <p>15 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. Michael Levy, Barton Weitz, Dhruv Grewal; Retailing Management; Tata McGraw Hill; 2021 or Latest Edition.2. Bajaj, Tuli and Srivastava; Retail Management; Oxford University Press; 2016 or Latest Edition.3. David Gilbert; Retail Marketing Management; Pearson; 2006 or Latest Edition.4. Swapna Pradhan; Retail Management: Text and Cases; Tata McGraw Hill; 2020 or Latest Edition5. Barry Berman, Joel R. Evans, Patrali Chatterjee, and Ritu Srivastava; Retail Management: The strategic approach; Pearson; 2017 or Latest Edition | |
| Course Outcomes: | <p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none">• Analyze retail business scenarios and their working mechanisms.• Analyze the merchandising strategies.• Evaluate existing retail outlets. | |

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Name of the Programme: MBA

Course Code: MGA-608

Title of the course: Corporate Finance

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objectives: | To enable the participants to take Financing and capital budgeting decisions by using Financing Theories and analysing risks. | |
| Content: | <p>Unit I: Capital Budgeting Decision Types of Investment Decisions – Expansion & Diversification; Replacement and Modernisation; Mutually Exclusive Investments; Contingent Investments; Investment Decisions Under Inflation and Complex Investment Decisions. Investment Evaluation Criteria – Cash Flow Investment Analysis; NPV, IRR, PI, Discounted Payback, ARR and MIRR; Investment under Capital Rationing.</p> <p>Unit II: Cost of Capital Introduction - Significance of The Cost of Capital; Designing Debt Policy; Opportunity Cost of Capital. Determining components of cost of capital - Cost of Debt (Issued at Par, Premium and Discount; Tax Adjustment and Cost of Existing Debt); Cost of Preference Capital; Cost of Equity (Internal & External Equity Dividend Growth Model; CAPM); Risky Debt and CAPM; WACC. Risk analysis in Capital Budgeting - Theories of Capital Budgeting (Utility theory); Risk and Uncertainty; Expected NPV; Risk Adjusted Discounting; Sensitivity Analysis; Decision Tree.</p> <p>Unit III: Financing Theories and Decision Financial and Operating Leverage – Shareholders' return, Combining Financial and Operating Leverage and Leverage and Shareholders' Risk. Theories of Financing (Net Income, MM Hypothesis, Trade-off, Agency Cost, Pecking Order Theory).</p> | <p>10 hours</p> <p>10 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. Pandey I. M.; Financial Management; Pearson, India; 2022 or Latest Edition.2. Chandra, Prasanna; Financial Management: Theory and Practice; Tata McGraw-Hill; 2019 or Latest Edition.3. Brealey, Myers, Allen and Mohanty; Principles of Corporate Finance; Tata McGraw-Hill; 2018 or Latest Edition.4. Khan M.Y & Jain P.K.; Financial Management; McGraw Hill; 2018 or Latest Edition.5. Watson, Denzil and Antony Head; Corporate finance: Principles and Practice; Pearson Education; 2013 or Latest Edition. | |
| Course Outcomes: | <p>At the end of the course, participants will be able to:</p> <ul style="list-style-type: none">• Take Capital Budgeting Decisions by evaluating risks associated with Capital Investments.• Take Capital Structure Decisions. | |

Name of the Programme: MBA

Course Code: MGA-609

Title of the course: Financial Modeling

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participants to use Spreadsheets to make Financial Decisions by building models. | |
| Content: | <p>Unit I: Understanding Financial Modelling</p> <p>Overview of designing models using a spreadsheet – Attributes of the spreadsheet, Common faults, Design Process, Examining User needs and required user interface, Breaking down the calculations into manageable groups, Producing individual modules, Menu structure, Management reports and Summaries, Development, Auditing and sensitivity testing, Documentation. Features and Techniques.</p> <p>Unit II: Building a Financial Model Using Spreadsheet</p> <p>Analysing performance (P&L Account, Balance Sheet, Key Ratios, Trend Analysis, Sustainability), Cash Flow (Deriving Cash Flow, Strained Cash Flow and Overtrading), Forecasting Models (Regression, Data Smoothing, Cyclical and Seasonality), Variance Analysis (Budget Variances, Flash Reports and Graphics), Cost of Capital (CAPM, WACC, growth model), Bonds (Pricing, Yield Measurement, Convexity and Sensitivity and Portfolio Duration), Risk Analysis, Depreciation, Company Valuation, Optimisation, Decision Trees.</p> | <p>10 hours</p> <p>20 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. Shmuel Oluwa; Hands-On Financial Modelling with Microsoft Excel; Packt; 2019 or Latest Edition.2. Daniel Stein Fairhurst; Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals; Wiley; 2015 or Latest Edition.3. Pandey I. M.; Financial Management; Pearson, India; 2022 or Latest Edition.4. M Y Khan and P K Jain; Management Accounting, Text, Problems and Cases; McGraw Hill Education; 2018 or Latest Edition.5. Alastair L. Day; Mastering Financial Modelling in Microsoft Excel; Pearson; 2012 or Latest Edition. | |
| Course Outcomes: | <p>At the end of this course, the participants will be able to:</p> <ul style="list-style-type: none">• Design and build Financial Models using Spreadsheets to make business decisions. | |

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Name of the Programme: MBA

Course Code: MGA-610

Title of the course: Taxation

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participants to Compute Taxable Income, calculate the income tax payable by Individuals and file income tax returns. | |
| Content: | <p>Unit I: Computation of Total Income Definitions- Income, agricultural income, Person, Assessee, Company, Previous year and Assessment Year, Residential Status and the scope of total Income, Incomes exempt from Tax, Heads of Income– Income from Salary, Income from House Property, Profits & Gains from Business & Profession, Capital Gains and Income from Other Sources – Definitions, Basis of Charge, Deductions specific to these heads, Taxable Income under each head, Gross Total Income, Special Provision sec. 5A.</p> <p>Unit II: Computation of Taxable Income, Income Tax and Filing of Return Computation of Taxable Income- Set off and carry forward of losses; Deductions under Chapter VI-A- 80C, 80D, 80E , 80G, 80 GG, Computation of Tax; Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source.</p> | <p>20 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. 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 Latest Edition.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. | |
| Course Outcomes: | <p>At the end of the course, participants will be able to:</p> <ul style="list-style-type: none">• Compute taxable Income under various heads and total taxable Income and Income Tax.• Analyse the impact of changes in the Income Tax Act on an Individual's taxable income.• File Individual's Income Tax return. | |

Name of the Programme: MBA

Course Code: MGA-611

Title of the course: International Finance

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participants to evaluate and manage the financial risk in International Business. | |
| Content: | <p>Unit I: Foreign Exchange Rates Introduction to Foreign Exchange Rates – Rate changes, Volatility and Exposure, Supply and Demand, Central Bank and BoP, Speculators, Triangular Arbitrage. FX and Purchasing Power – APPP & RPPP. Forward FX – Long and Short forward positions, Forward FX contract and Hedging FX Exposure, Synthetic FX forward, Mark-to-Market FX Contract. FX and Interest Rates</p> <p>Unit II: Long-Term Foreign Exchange Exposure FX Operating Exposure – Foreign Subsidiary Exposure, Operational Hedging and Operational Leverage, Examination of Operating Exposure, Forecasting FX Exposure. Debt and FX Exposure –Debt and FX Net Cash Flows, Value Exposure, Equity Exposure, Hedging FX Exposure, Unlevering Estimated FX Equity Exposure. Currency Swaps – Interest Rate Swaps, Swap driven Financing, Unlevering estimated FX Exposure.</p> <p>Unit III: Cost of Capital and Cross-Border Investment Decisions Global Finance & Cost of Capital –The CAPM Model, Global Equity Beta and Cost of Capital, Risk-Free Rate, WACC, Systematic FX Risk, Risk Adjusted Uncovered Interest Rate Parity. Cost of Capital for Overseas Investments – Operating Risk, Accounting Beta, Country Beta, Emerging Market Investments, Cost of Capital in Foreign Currency, Unlivering Equity Betas, WACC & Operating Risk, FX Exposure & Beta, Risk-Return in Foreign Currency. Overseas Acquisition, Production Relocation,</p> | <p>10 hours</p> <p>10 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. Thomas O'Brien; International Finance; Oxford University Press; 2007 or Latest Edition.2. Prakash G. Apte; International Finance A Business Perspective; McGraw Hill Education (India), Pvt Ltd.; 2020 or Latest Edition.3. Siddaiah T.; International Financial Management: An Analytical Framework; Pearson Education India; 2015 or Latest Edition.4. John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education, India; 2018 or Latest Edition.5. Prasanna Chandra; Strategic Financial Management; McGraw Hill Education (India) Pvt. Ltd.; 2020 or Latest Edition. | |
| Course Outcomes: | At the end of the course, participants will be able to: | |

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| | <ul style="list-style-type: none">• Analyse FX rates and associated risks.• Manage Long Term FX exposure.• Take overseas business investment decisions. | |
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Name of the Programme: MBA

Course Code: MGA-612

Title of the course: Derivatives and Risk Management

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL | |
| Objective: | To enable the participants to manage portfolio risks using Derivatives. | |
| Content: | Unit I : Risk Management using Derivatives Derivatives, Types – Forwards, Futures, Options, Swaps – underlying assets, contracts specification, Features, Market Mechanics – Settlement, Trading, Margins, Determining Cash Flows, Calculating Portfolio Risk using Derivatives. Unit II: Derivative Pricing and Trading Strategies Pricing of Derivative Instruments – Futures and Options, Trading Strategies using Derivatives like Forwards, Futures, Options and Swaps. Hedging, Speculation and Arbitrage with Futures and Options. | 15 hours 15 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: | 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. | |
| Course Outcomes: | At the end of the course, participants will be able to: <ul style="list-style-type: none">• Evaluate and manage portfolio risk using Derivatives.• Determine price of Derivative contracts.• Create a Derivative portfolio to manage risks. | |

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Name of the Programme: MBA

Course Code: MGA-614

Title of the course: Behavioural Finance

Number of credits: 2

Effective from: 2022-23

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|--------------------------------------|---|--------------------------|
| Prerequisites for the course: | NIL | |
| Objective: | To enable the participants to make financial decisions by evaluating biases and the behaviour of individual investors, fund managers and corporate managers. | |
| Content: | Unit I: Overview of Behavioural Finance Overview of behavioural finance - Biases in individual Investors and Professional Investors, Heuristics, Disposition effect, Risk perceptions, Portfolio Management - Herding and Social Interaction, Familiarity and representativeness, Prospect Theory. Unit II: Behavioural Finance and Decision Making Decision Frames, Emotions and Investment Decisions Behavioural biases and Corporate Decision-making-Valuation, Capital Budgeting, Capital Structure Dividend Policy and Mergers & Acquisitions | 15 hours 15 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: | 1. Satish, D. and Kishore, P. Krishna; Behavioral Finance; The ICFAI University Press; 2006 or Latest Edition. 2. Nofsinger, J.; The Psychology of Investing; Pearson; 2017 or Latest Edition. 3. Shefrin, H.; Behavioral Corporate Finance; McGraw-Hill; 2005 or Latest Edition. 4. Forbes, W.; Behavioural Finance; John Wiley; 2009 or Latest Edition. 5. Ackert, L. and Deaves, R.; Behavioral Finance: Psychology, Decision-Making, and Markets; South-Western; 2012 or Latest Edition. | |
| Course Outcomes: | At the end of the course, participants will be able to: <ul style="list-style-type: none">• Evaluate the biases and errors of judgment that affect financial decisions.• Use behavioural patterns in making financial decisions. | |

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Effective from: 2022-23

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Name of the Programme: MBA

Course Code: MGA-616

Title of the course: Performance Management

Number of credits: 2

Effective from: 2022-23

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| Prerequisite for the course | NIL | |
| Objective: | To equip participants with the necessary skills and techniques for effective performance management. | |
| Content: | Unit I: Introduction Relationship between Development Strategies and Business Performance, Interpersonal dynamics in Performance Management, Cultural Factors in Performance Management, Mapping Competencies for Effective Performance, Performance Management Cycle | 10 hours |
| | UnitII: Process Setting SMART objectives, Understanding and Designing Performance Appraisal Systems, Performance Appraisal – Methods, Documentation, Feedback, Legal and Ethical Considerations, Role of Appraisers, Conducting Performance Review meetings, Performance Feedback and Coaching | 10 hours |
| | Unit III: Outcomes Career planning, Compensation, Learning & Development, Performance Orientation & Culture, Auditing Performance Management Process, Best Practices, Performance Management in MSMEs | 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: | 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 | |
| Course Outcomes: | At the end of the course, the students will be able to: <ul style="list-style-type: none">• Define SMART objectives• Conduct effective appraisal interviews• Create an effective performance management system | |

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Name of the Programme: MBA

Course Code: MGA-617

Title of the course: Compensation and Benefits Management

Number of credits: 2

Effective from: 2022-23

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| Prerequisite for the course | NIL | |
| Objective: | To equip participants with necessary skills and techniques for designing an effective compensation structure | |
| Content: | Unit I: Introduction Job Evaluation and Strategic compensation, Methods of Job Evaluation, Principles of compensation, Compensation Structures, Labour Market Concept, National Wage Policy: Objectives, Concepts, Wage Law, Implications in Income Tax, Professional Tax, PF, ESIC, Bonus and other labour acts | 10 hours |
| | Unit II: Process Compensation Determination, Pay Grades, Economic Principles, External Equity: Salary Surveys, Salary Components; Compa-Ratio, Cost-to-Company Structure, Fixed remuneration, Variable Pay, Rationale and Design in Executive/ Workmen Compensation Take Home Pay, Designing an Increment Cycle, Budgeting | 12 hours |
| | Unit III: Benefits and Perquisites Benefits and Perquisites: Rationale, Key Concepts, Principles of Designing a Benefits/Perquisites Program, Types of Benefits and Perquisites, Reward and Recognition Systems, Compensation Management in MSMEs | 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 edition2. DK Bhattacharya; Compensation Management, Oxford Higher Education; 2009 or Latest edition3. RL Henderson; Compensation Management in a knowledge-based world; Pearson Publishing; 2005 or Latest edition4. Joseph J Martocchio; Strategic Compensation; Pearson Education; 2020 or latest edition5. Jerry M. Newman; Barry Gerhart; et al Compensation; McGraw Hill; 2020 or Latest edition | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Identify the legal requirements of compensation & implications of strategic compensation.• Devise an effective compensation plan. | |

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Name of the Programme: MBA

Course Code: MGA-618

Title of the course: Learning and Development

Number of credits: 2

Effective from: 2022-23

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| Prerequisite for the course | NIL | |
| Objective: | To enable the participants design and deliver training initiatives. | |
| Content: | Unit I: Introduction A Systematic Approach to Learning and Development, Challenges, Issues and Trends, Strategic Alignment, Role of top Management, L & D professionals, Adult learning styles, Training Policy, Training Models Unit II: Analysis and Design Learning Needs Analysis, Training Calendar, Identifying Objectives, Internal vs External trainers, Choosing Content, Approaches to L & D Instructional Design Process, Methodology Unit III: Delivery and Evaluation Training Delivery: Instructional Techniques, Training Department and Trainers' Roles, Transfer of Training, Training Evaluation, Moving from Training to Performance, Emerging Trends, Learning Orientation in MSMEs | 10 hours 10 hours 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: | 1. Devendra Agochiya; Every Trainer's Handbook; Sage Publications; 2009 or Latest edition 2. P.N. Blanchard; J W Thacker; V A Anand Ram; Effective Training; Pearson; 2015 or Latest edition 3. Raymond Noe; Employee Training and Development; Mc.Graw-Hill Education; 2019 or Latest edition 4. Dipak Kumar Bhattacharya; Training and Development – Theories and Applications; Sage Textbooks; 2015 or Latest edition 5. Rolf P Lynton; Training for Development; Sage India; 2015 or Latest edition | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Design training programs based on learning need analysis using appropriate methodologies.• Evaluate training for effectiveness. | |

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Name of the Programme: MBA

Course Code: MGA-619

Title of the course: Recruitment and Selection

Number of credits: 2

Effective from: 2022-23

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| Prerequisite for the course | NIL | |
| Objective: | To equip participants with tools and techniques for manpower planning and recruitment & selection | |
| Content: | Unit I: Manpower Planning Forecasting Methods, Factors affecting and Designing a Manpower Plan, Job Analysis: Methods and Sources, Defining Competencies, Role in Recruitment and Selection, External and Internal factors | 10 hours |
| | Unit II: Effective Hiring Tools Identification of Talent, Sources of Talent – Internal & External, Criteria for Hiring, Screening, Validity and Reliability of Selection Instruments, Conducting Tests, Selection Methods | 10 hours |
| | Unit III: Technology and Culture Role of Technology, Industry 4.0 in Hiring, Organisation Culture & Person-Job Fit, Challenges, Ethics, Impact on Individual, Team, and Organizational Effectiveness, Hiring in MSMEs | 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: | 1. D Arthur; Recruiting, Interviewing, Selecting & Orienting New employees; Prentice Hall India; 2013 or Latest edition 2. R Edenborough; Assessment Methods in Recruitment, Selection & Performance; KoganPage; 2007 or Latest edition 3. Carrie A Picardi; Recruitment and Selection: Strategies for Workforce Planning & Assessment; Sage Texts; 2020 or Latest edition 4. Dipak Kumar; Recruitment and Selection – Theory and Practices; Cengage Learning; 2016 or Latest edition 5. Gerard V McMohan; Recruitment and Selection – How to get it Right; Prentice Hall India; 2006 or Latest edition | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Create a Manpower plan• Conduct a job analysis• Analyse various sources of recruitment and employee selection methods• Use technology in recruitment and selection process | |

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Name of the Programme: MBA

Course Code: MGA-621

Title of the course: Organisational Development

Number of credits: 2

Effective from: 2022-23

| | | |
|------------------------------------|---|--|
| Prerequisite for the course | NIL | |
| Objective: | To equip participants with tools and techniques for organizational change and development initiatives for transforming organisations | |
| Content: | <p>Unit I: Planned Organisational Change Organisational Change Management: Understanding Organisational Transformation, Transformation Strategies, Process of Organisational Transformation</p> <p>Unit II: Foundations of Organisational Development (OD) Entry and Contract, Organisational Diagnosis – Methods of Diagnosis, Feedback and OD, OD Interventions: Individual and Interpersonal Interventions, Team / Group Interventions, Inter-group Interventions, Comprehensive Interventions, Success and Failure of OD, Future of OD & New Perspectives</p> <p>Unit III: Management Consultancy The Structure, Conduct, and Performance of the Management Consulting Industry, Types of Consultants Key Strategic and Organizational Issues, Ideas, Tools, and Frameworks, Business Process Analysis, Consulting People Skills, Client Relations, Management Consulting Careers, Ethical Issues, Coaching, Counselling</p> | <p>5 hours</p> <p>10 hours</p> <p>15 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. French, Bell, Organisational Development; Sage Publishing; 2008 or Latest edition.2. S Allcorn; Organizational Dynamics and Intervention – Tools for changing workplace; Prentice Hall India; 2015 or Latest edition3. Simon A Bertonshaw-Gunn; Essential Tools for Management Consulting; Wiley & Sons; 2010 or Latest edition4. Richard Newton; The Management Consultant; Pearson; 2010 or Latest edition5. Dipak Kumar Bhattacharya; Organisational Change and Development; Oxford University Press; 2011 or Latest edition | |
| Course Outcomes: | <p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none">• Diagnose need for organisation development interventions• Design change management interventions• Work as a management consultant/ choose consultant at workplace | |

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Name of the Programme: MBA

Course Code: MGA-622

Title of the course: Negotiations and Conflict Management

Number of credits: 2

Effective from: 2022-23

| | | |
|------------------------------------|---|----------|
| Prerequisite for the course | NIL | |
| Objective: | To equip participants with techniques of negotiation, collective bargaining and conflict management at workplace. | |
| Content: | Unit I: Negotiating a Contract Pre-negotiation - Preparing the Charter of Demands, 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. | 10 hours |
| | Unit II: Collective Bargaining Definition, Characteristics, Critical Issues in Collective Bargaining, Theories of Collective Bargaining, Collective Bargaining in India: Role of Government, Levels of Bargaining, Agreements, Concept of Managerial Prerogatives, Challenges, Negotiation & Collective Bargaining, Approaches and Phases and Administration of the Agreement | 10 hours |
| | Unit III: Conflict and Grievance Management Conflict Management and Conflict Dynamics, Role of Communication, Origins of Conflict, Dispute Prevention, Assessment of Conflict, Conciliation, Mediation, Causes/Sources of Grievances, Legislative Aspects of a Grievance Procedure, Grievance Resolution | 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: | 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 | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Use Tools of Collective Bargaining for Effective Negotiations• Manage Conflicts at the Workplace• Devise Systems for Grievance Management | |

Name of the Programme: MBA

Course Code: MGA-623

Title of the course: Occupational Health and Safety Management

Number of credits: 2

Effective from: 2022-23

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| Prerequisite for the course | NIL | |
| Objective: | To equip participants with Occupational Health and Safety Training in a Workplace. | |
| Content: | Unit I: Occupational Health Hazards Classification, Permissible Exposure Limits, Threshold Limit Value, Occupational Diseases due to Metals & Dusts, Fumes & Chemical Compounds, Behavioral-based Safety, Role of Ergonomics in Employee Safety & Health | 5 hours |
| | Unit II: Accident Causes and Prevention Factors Leading to Accidents, Need for Prevention and Preventive Measures, Personal Protective Equipment | 5 hours |
| | Unit III: 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 |
| | Unit IV: Hazards & Risk Risk Identification, Assessment and Control Techniques, Hazards, Risks & Detection Techniques, Preliminary Hazard Analysis & Hazard Analysis, Failure Mode Effect Analysis, Operability study, Hazard Ranking, Fault Tree Analysis, Event Tree Analysis, 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 edition2. Charles D. Reese; Occupational Health and Safety Management: A Practical Approach; CRC Press; 2016 or Latest Edition3. Akhil Kumar Das; Principles of Fire Safety Engineering; PHI Learning Pvt Ltd; 2020 or Latest edition4. Sharon Clarke; Occupational Health and Safety; Taylor & Francis; 2016 or Latest edition5. S. Z. Mansdorf; Handbook of Occupational Safety and Health, Wiley; 2019 or Latest edition | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Assess Occupational Health and Safety Hazards and Causes of Accidents in the Workplace.• Design a Safety Management System• Establish a Risk Management and Monitoring System in the Workplace. | |

Name of the Programme: MBA

Course Code: MGA-624

Title of the course: Indian Ethos and Human Quality Development

Number of credits: 2

Effective from: 2022-23

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|------------------------------------|--|---|
| Prerequisite for the course | NIL | |
| Objective: | To equip participants to apply philosophies of Indian culture in building organizational culture | |
| Content: | <p>Unit I: Indian Ethos in Management Foundation of Management, Indian Ethics and the Spirit of Development, Indian Ethos & Indianity, Indian Model of Corporate Development</p> <p>Unit II: Management Ideas in Arthashastra Philosophy of Arthashastra, Leaders as achievers, Use of Authority & Power, Arthashastra and Modern Management, Kautilya Theory of Motivation, Management Competencies and Excellence in Men</p> <p>Unit III: Corporate Veda Essence of Indian Ethos, PREM Approach to Management, HOPE Model for Existence, Emergence of Corporates as State, VEDA Model of Leadership.</p> <p>Unit IV: 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>Unit V: Total Quality of Management Means Ends Analysis for Managerial Actions, Karma Theory & Market; Management Principles from Gandhian Thought;</p> <p>Unit VI: 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</p> | <p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>5 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. Subhash Sharma; New Mantras in Corporate corridors From Ancient Routes to Global Roots; New Age International Publishers; 2007 or Latest Edition2. Subhash Sharma; Western Windows Eastern Doors Management; New Age International Publishers; 2019 or Latest Edition3. S.K. Chakraborty; Values for Ethics for Organization: Theory & Practice; Oxford University Press; 1999 or Latest edition4. N M Khandelwal; Indian Ethos and Values for Managers; Himalaya Publishing; 2019 or Latest edition5. R.S. Naagarazan; A Textbook On Professional Ethics And Human Values New Age International (P) Limited; 2007 or Latest edition | a |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Appreciate Management Concepts discussed in Indian Scriptures | |

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| | <ul style="list-style-type: none">• Discover Self, using Models of Self-Development• Apply Theories of Relationship Management and Total Quality Management at the Workplace | |
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Name of the Programme: MBA

Course Code: MGA-625

Title of the course: Advanced Business Research Methods

Number of credits: 2

Effective from: 2022-23

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| Prerequisite for the course | NIL | |
| Objective: | To enable the participants to apply the research methods to make business decisions and also understand academic papers in their area to be implemented in practice. | |
| Content: | Unit I: Qualitative Research Methods Objectives and Classifications of Qualitative Research, Focus Group Interviews, In-Depth Interviews, Projective Techniques, Survey, Observation Techniques, Ethnographic Research, Causal Research, Grounded Theory, Content Analysis- Bibliometric Analysis, Meta Analysis, Semiotics, Thematic Analysis. | 15 hours |
| | Unit II: Quantitative Research Methods Multiple regression analysis, Logistic regression in decision making - binary and multinomial, factor analysis, cluster analysis, discriminant analysis, multi-dimensional scaling and conjoint analysis, introduction to structural equation modeling. (Usage of statistical software) | 15 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. Cooper D R and Schindler; Business Research Methods; Tata McGraw-Hill, New Delhi; 2017 or Latest Edition.2. Alan Bryman, Emma Bell; Business Research Methods; Oxford University Press; 2016 or Latest Edition.3. Joe F. Hair Jr., Mary Celsi, Arthur Money, Michael Page, Phillip Samouel; The Essentials of Business Research Methods; Taylor & Francis; 2015 or Latest Edition.4. Päivi Eriksson, Anne Kovalainen; Qualitative Methods in Business Research; SAGE Publications; 2015 or Latest Edition.5. SadanoriKonishi; Introduction to Multivariate Analysis Linear and Nonlinear Modeling; Taylor & Francis; 2015 or Latest Edition. | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Analyze academic research paper and draw appropriate inferences for business decisions.• Analyze data using appropriate research methods for business decisions.• Conduct a complete business research for a given problem.• Draw inferences from research output and make recommendations for business decisions.• Prepare and present research reports to facilitate business decisions. | |

Name of the Programme: MBA

Course Code: MGA-626

Title of the course: Structural Equation Modeling

Number of credits: 2

Effective from: 2022-23

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| Prerequisite for the course | NIL | |
| Objective: | To enable the participants to develop analytical skills for marketing research. | |
| Content: | Unit I: Introduction Foundations of structural equation modeling, the nature of latent variables and specifying the measurement model (reflective/formative), Introduction to PLS-SEM, Model estimation: the PLS-SEM algorithm and the weighted PLS-SEM algorithm (WPLS), Assessing measurement model results and bootstrapping, Assessing structural model results and prediction-oriented assessment of PLS-SEM results, goodness of fit criteria in PLS-SEM and mediation. | 15 hours |
| | Unit II: Advanced PLS-SEM Fundamentals of PLS-SEM model evaluation and Importance performance map analysis, Higher-order constructs, Endogeneity and Gaussian copulas, Measurement model invariance assessment (MICOM) and Multigroup analysis, Moderation (interaction effects) and Nonlinear relationships (quadratic effects), Uncovering groups: Finite mixture partial least squares, Prediction-oriented segmentation. | 15 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. Hair, J.F., Hult, G.T.M., Ringle, C. M., Sarstedt, M.; A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM); Sage; 2022 or latest edition.2. Hair, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P; Advanced Issues in Partial Least Squares Structural Equation Modeling (PLS-SEM); Sage; 2018 or latest edition.3. Rick H. Hoyle; Handbook of Structural Equation Modeling; Guilford Publications; 2018 or latest edition.4. Rex B. Kline; Principles and Practice of Structural Equation Modeling; Guilford Publications; 2018 or latest edition.5. Niels Blunch; Introduction to Structural Equation Modeling Using IBM SPSS Statistics and Amos; SAGE Publications; 2013 or latest edition. | |
| Course Outcomes: | At the end of the course, the participants will be able to: <ul style="list-style-type: none">• Analyze data using appropriate PLS-SEM methods for business decisions.• Draw inferences from structural model for business decisions. | |

Name of the Programme: MBA

Course Code: MGA-627

Title of the course: Econometrics

Number of credits: 2

Effective from: 2022-23

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| Prerequisites for the course: | NIL. | |
| Objective: | To enable participants to apply various econometric tools and techniques in solving diverse managerial problems and making business decisions. | |
| Content: | <p>Unit I: Introduction to Time Series Application of Econometrics in Business; Time Series Econometrics – Stationary and Nonstationary Stochastic Processes, Trend Stationary and Difference Stationary; Forecasting – ARMA Model; Tests of Stationarity - Graphical Analysis, Autocorrelation function (ACF), Correlogram, Unit Root Tests.</p> <p>Unit II: Time Series Analysis Cointegration, Error Correction Model, Vector Autoregressive, Short-run and Long-run relationship; Volatility Models - GARCH type Models and Volatility Forecasting.</p> <p>Unit II: Panel Data Analysis Panel Data Analysis - Pooled OLS Regression Model, Balanced Panel vs Unbalanced Panels, Fixed Effect and Random Effect, Model Selection, Fixed Effects Least Squares Dummy Variable (LSDV) Model.</p> | <p>8 hours</p> <p>14 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: | <ol style="list-style-type: none">1. Gujarati, D.; Basic Econometrics; Mc Graw-Hill; 2020 or Latest Edition.2. A.H. Studenmund; A Practical Guide to Using Econometrics; Peaeson, Education Ltd.; 2017 or Latest Edition.3. Peijie Wang; Financial Econometrics; Routledge; 2008 or Latest Edition.4. <u>Brooks, Chris</u>; Introductory econometrics for finance; <u>Cambridge University Press</u>; 2019 or Latest Edition.5. <u>Oliver Linton</u>; Financial Econometrics: Models and Methods; Cambridge University Press; 2019 or Latest Edition. | |
| Course Outcomes: | <p>At the end of the course, participants will be able to:</p> <ul style="list-style-type: none">• Use Econometric methods for analysing business data.• Conduct empirical research in an academic or business setting. | |

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Name of the Programme: MBA

Course Code: MGA-628

Title of the course: Human Resources Analytics

Number of credits: 2

Effective from: 2022-23

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| Prerequisite for the course | NIL | |
| Objective: | To equip participants with tools and frameworks available for Human Resources Analytics | |
| Content: | <p>Unit I: Role of Analytics HR Analytics: value creation, Diagnosing HR Challenges, Typical problems, Foundations of Data Science – Role of Artificial Intelligence (AI) and its various components such as Statistical Learning (SL), Machine Learning (ML) and Deep Learning Algorithms in Organisational Value Creation, Linking HR Data to Operational Performance.</p> <p>Unit II: HRA Frameworks Current Approaches to Measuring HR, Strategic HR Metrics versus Benchmarking, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: LAMP Framework, HCM: 21 Framework and Talentship Framework, Components</p> <p>Unit III: Predictive and Prescriptive Analytics Procedure, Determining Key Performance Indicators, Analysing and Report Data, Interpreting the Results and Predicting the Future, Metrics and Regression Analysis and Causation, Insights into Data Driven HRA: Sources, Issues, Building Support and Interest, Obtaining, Cleaning and Supplementing data, HR Metrics, HR Dashboards, Statistical Softwares, Data Visualisation Tools, Story Telling framework, Using Operations Research Tools in Talent Management, Prescriptive Analytics Techniques: Linear Programming, Data Envelopment Analysis</p> | <p>6 hours</p> <p>9 hours</p> <p>15 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. Jac Fitz-enz; John R. Mattox; Predictive analytics for Human Resources; Wiley; 2014 or Latest edition2. Gene Pease Boyce Byerly; Jac Fitz-enz; Human Capital Analytics, Wiley; 2013 or Latest edition3. Brian E. Becker; Mark A. Huselid; Mark A Huselid; David Ulrich; The HR Scorecard: Linking People, Strategy, and Performance; HBR Press; 2001 or Latest edition4. Tracey Smith; HR Analytics: The What, Why and How; Numerical Insights LLC; 2017 or Latest edition5. Dipak Kumar Bhattacharya; HR Analytics – Understanding theories and Applications, Sage, 2017 or Latest edition | |
| Course Outcomes: | <p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none">• Use Tools and Frameworks available for HRA• Evaluate Various HRA frameworks• Design a system for using predictive/ prescriptive analytics | |

Name of the Programme : MBA

Course Code : MGA-636

Title of the Course : German Language A1 level

Number of Credits : 6

Effective from : 2022-23

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| Pre-requisites for the Course: | Nil | |
| Course Objectives: | This course develops communicative and critical thinking competencies in the areas of reading, listening, speaking, and writing at the elementary A1 level | |
| Content: | Unit I: Introduction to the German language and German way of life Communicating in German in basic life contexts: Personal Details, welcome, Spelling, Profile creation on Internet, Numbers 1 to 20, Professions – talking about your own profession and work, ordering and paying, Appointments/dates and time, Visiting Cards, Address Information, Phone number and email addresses, Cities, countries, languages – sightseeing in Europe. | 15 hours |
| | Unit II: The German way of life: Company portrait – Film on Doppelmayr Information on industrial companies, location of factories, Response to reviews, Orientation in the city – transportation, Grammatical Structures: simple clauses – “w” questions, yes/no-questions, statements, negation, verbs: conjugation of verbs in the present tense and simple perfect tense; conjugation of auxiliary verbs 'to be' and 'to have'; past of verb 'to be' and 'to have'; separable verbs, nouns and articles (definite and indefinite), international vocabulary, office structures, furniture and colours. | 15 hours |
| | Unit III: The German way of life: to talk about music and its various genres Musicians, Composers, Songs, Lyrics, Time, Daily routine, Factory Tour- Rules and regulations, Organizational chart, Introduction of company, interviews of employees, occupation and activities, Appointments, trade fair advertisements, exchange information about trade fairs, | 10 hours |
| | Unit IV: The German way of life: to talk about the family Family relationships, Festivities, Culture, Dressing, Hobbies, Sightseeing, Vacations and holidays, Food and shopping for food; Clothing, Health, illness, parts of the body, fitness, going to the doctor, Grammar - compound nouns; plurals of nouns: imperative, cases (nominative, accusative, dative and genitive), personal pronouns, possessive articles (Nom.) – articles (Dat., Acc.), adjectives. | 10 hours |
| | Unit V: The German way of life: to talk about Office Lunch to plan a purchase Planning work lunches, booking a table, conducting and exchanging small talk- birthdays, weather, family and hobbies, menu, ordering dishes and drinks, paying in the restaurant, an invitation, an event. Grammar- simple sentence connectors, graduation with “zu” (it is too big a question), questions, prepositions of time, prepositions with dative and accusative, time adverbs, | 15 hours |
| | Unit VI: Film on Liebherr Company Instructions, conversational situations, directions, follow maps, company flyers & their services in email, dictionary articles, timetable and email invitations. Grammar - the pronoun: one, numbers, building | 10 hours |

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| | <p>vocabulary systematically, compound words; Reading Comprehension in German; Writing simple sentences</p> <p>Unit VII: The German way of life: Film on Schade Maschinenbau Company</p> <p>Planning, assigning activities, and celebrating a company anniversary, newspaper articles about company anniversaries, understanding job vacancies, expressing one's opinion about jobs, understanding blogs about jobs, leading conversations, reporting on departments, tasks, weekly logs, interviewing, business conversations, and company development.</p> | 15 hours |
| Pedagogy: | Lectures/ tutorials/outreach activities/ project work/ viva/ 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. By Ilse Sander, Andreea Farmache, Regine Grosser et al. DaF im Unternehmen A1 {course and workbook} Publisher: Ernst Klett Sprachen GmbH, Stuttgart, Germany, Year: 2021 or Latest Edition 2. Online dictionary {dict.cc} 3. Additional texts, Audios, Videos | |
| Course Outcomes: | <p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Interact, ask and answer simple questions • Express themselves with a minimum level of correctness and pronunciation that can be understood by a German speaker • Write simple, isolated phrases, sentences, and messages, and fill forms. • Use German as a communicative language | |

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Name of the Programme: MBA

Course Code: MGA-637

Title of the course: Communication Skills, Interview-Facing Skills, and Mock Interviews

Number of credits: 6

Effective from: 2022-23

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| Pre-requisites for the Course: | Nil | |
| Course Objectives: | To introduce the essentials of effective communication in different context and to introduce the basics of writing resumes and preparatory skills required to face interviews | |
| Content: | Unit I: Introduction Difference between formal and informal communication; Communication process, types, Effectiveness in communication – the Roles of Sender, Receiver and the medium; Role of culture in communication; Importance of Non-Verbal Communication. | 10 hours |
| | Unit II: Oral Communication Skills required for effective interpersonal and group communication, effective public speaking, noise in communication and its prevention, barriers and gateways in communication. | 15 hours |
| | Unit III: Written Communication Fundamentals of effective writing; different forms of written communication; report writing, creative writing; structure and content of various types of reports. | 15 hours |
| | Unit IV: Creativity in Communication Competitive versus collaborative communication, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation. | 10 hours |
| | Unit V: Resume Writing Fundamentals of Resume Writing, Writing effective Cover letters and emails to organizations. | 10 hours |
| | Unit VI: Interview Preparation Group Discussions – different types, Different types of interviews and basic competencies required in facing interviews. Preparation required prior to facing an interview – industry and firm analysis. SWOT analysis; Frequently asked questions in interviews | 15 hours |
| | Unit VII: Mock Interviews Mock interviews to assess conceptual clarity, domain knowledge, soft skills, and perspectives held, etc. | 15 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. Anjaneesethi, BhavnaAdhikari, Effective Business Communication, Tata Mc Graw Hill Education, 2009 or Latest Edition.2. Prasad, Hari Mohan,How to prepare for Group Discussion and Interview, Tata McGraw Hill, 2005 or Latest Edition3. Courtland L Bovee, John V Hill, Roshan Lal Raina, Business Communication Today,Pearson, 2021 or Latest Edition4. Raymond V Lesilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande, | |

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| | <p>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> |
| <p>Course Outcomes:</p> | <p>At the end of the session the participants will be able to:</p> <ul style="list-style-type: none"> • Improve their verbal, written and interpersonalcommunication, and participate in group discussions. • Improve Business and Creative Writing Skills • Prepare an effective CV and successfully face interviews. |

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Name of the Programme: Master's in Business Administration

Course code: MGA-638

Course Title: Portuguese Language Level 1

Number of Credits: 6

Effective from AY: 2023-24

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| Prerequisites for the course: | Students must have completed two semesters of the Masters in Business Administration programme at Goa University without prior knowledge of Portuguese. | |
| Objectives: | <ul style="list-style-type: none">- To focus on developing the students' written and aural/oral communicative competence in Portuguese (including fluency, grammatical and lexical accuracy and range)- To facilitate the student's ability to establish and maintain effective social and working relations with Portuguese speakers. | |
| Content: | <p>THEMES:</p> <p>1. Identidade (Personal Identification)</p> <ul style="list-style-type: none">• Nome próprio; apelido; diminutivo• Lugar e data de nascimento / idade• Nacionalidade• Endereço <p>2. Pessoas (People)</p> <ul style="list-style-type: none">• Caracterização física / partes do corpo (olhos, cabelos...)• Vestuário; calçado• Características da personalidade (simpático, alegre, tímido...)• Ações (realizadas com o corpo: levantar-se...)• Objetos pessoais <p>3. Vida familiar e social (Relations with relatives and friends)</p> <ul style="list-style-type: none">• Relações familiares e sociais (pai... amigo)• Festas (celebrações)• Saúde e higiene• Refeiçõeso Alimentos e bebidaso Objetos / utensílioso Espaçoso Hábitos familiares (comidas típicas, horários...) <p>4. Educação (School and Education)</p> <ul style="list-style-type: none">• Escola / espaços• Agentes educativos• Horários e matérias curriculares• Linguagem própria do funcionamento da aula• Mobiliário e material escolar | <p>15 hours</p> <p>15 hours</p> <p>15 hours</p> <p>15 hours</p> |

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| | concerning social life, transportation and nature. | |
| Pedagogy: | 1. Lectures, seminars, presentations. 2. Communicative approach and teaching-learning process based on classroom tasks. | |
| References/ Readings | 1. <i>Português XXI Nível 1</i> (Livro do Aluno e CD), by Ana Tavares, edited by LIDEL, Lisboa-Portugal; published by Goyal Publishers & Distributors Pvt. Ltd., India 2. <i>Português XXI Nível 1 - Caderno de Exercícios</i> (Livro segundo o novo Acordo Ortográfico) by Ana Tavares, edited by LIDEL, Lisboa-Portugal; published by Goyal Publishers & Distributors Pvt. Ltd., India | |
| Other sources | www.youtube.com | |
| Course Outcomes | At the end of this course, students will be able to: <ul style="list-style-type: none"> • understand the basic lexical and grammatical structures and their uses in written and oral communication. • read for information using material of appropriate complexity and length. • listen for information developing study skills: using audio and video aids. • understand and use familiar everyday expressions and basic phrases aimed at the satisfaction of needs of a concrete type. • introduce him/herself and others and can ask and answer questions about personal details such as where they live, people they know and things they have. • interact provided the other person talks slowly and clearly and is prepared to help. | |

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