

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

REVISED MINUTES

of the 8th Meeting of the Standing Committee of

X ACADEMIC COUNCIL

Day & Date

Wednesday, 6th March 2024

**Thursday, 7th March 2024
&
Thursday, 21st March 2024**

Time

10.00 a.m.

**Council Hall
Administrative Block
Goa University**

	<p align="center">of the Academic Council.</p> <p align="center">(Action: Assistant Registrar Academic – PG)</p>
D 3.12	<p>Minutes of the Board of Studies in Electronics meeting held on 13.01.2024.</p> <p>The Standing Committee of the Academic Council approved the minutes of the Board of Studies in Electronics meeting held on 13.01.2024 with the following suggestions:</p> <ol style="list-style-type: none"> 1. Exit Course should be indicated as 1T + 3P. 2. Course ELE-261 i.e., Repair and Maintenance of Electrical and Electronics equipment should be 1T +3P. 3. Number of Credits and hours of the Courses to be verified. 4. Uniform format to be followed. 5. Pre-requisites of the Courses to be verified/properly specified. 6. Tutorial/PDF to be removed from the pedagogy of the Courses. 7. Practical's mentioned under Module 2 of the Course ELE-142 i.e., PCB Designing and Fabrication to be deleted. 8. Course Codes of the Programmes to be verified. <p align="center">(Action: Assistant Registrar Academic – PG)</p>
D 3.13	<p>Minutes of the Board of Studies in Management Studies meeting held on 17.01.2024.</p> <p>The Standing Committee of the Academic Council approved the minutes of the Board of Studies in Management Studies meeting held on 17.01.2024 with the following suggestions:</p> <ol style="list-style-type: none"> 1. Major Course and Minor Course for Semesters to be identified/provided. 2. MGA Courses from the structure to be numbered as per Guidelines. As Course Code MGA – 310 is not assigned to any course. 3. Syllabus for exit courses to be recommended. 4. Internship to be mentioned as VET Course. 5. References/ Readings of the Courses to be properly specified. Uniform format to be followed for References/Readings indicating the year of publication, name of the publisher etc and to be listed in the alphabetical order. 6. Number of hours of the Courses to be verified and indicated as per the format. 7. Course outcomes in the syllabus to be numbered. 8. Pedagogy of the Courses to be properly specified. 9. Course MGA-404, 'etc' mentioned under the content of the syllabus to be deleted. The content of the Courses should be specified in detail. 10. SE Courses to be removed from Semester IV. 11. Discipline Specific Optional Course to be replaced with Discipline Specific Elective Course. 12. Additional options for all the semesters to be provided. 13. Courses MGA-651 and MGA-652 indicated as Generic Elective Courses to be corrected. 14. MGA-638 i.e., Yoga and SBSB shall be offered as additional credits over and above 80 credits.

	<p>15. The Vice-Chancellor (Chairperson) was authorized to approve the corrected/revised minutes on behalf of the Standing Committee of the Academic Council.</p> <p align="center">(Action: Assistant Registrar Academic – PG)</p>
D 3.14	<p>Minutes of the Board of Studies Biotechnology meeting held on 11.01.2024 & 17.01.2024.</p> <p>The Standing Committee of the Academic Council approved the minutes of the Board of Studies in Biotechnology meeting held on 11.01.2024 and 17.01.2024 with the following suggestions:</p> <ol style="list-style-type: none"> 1. From Course GBT-203 i.e., Plant Physiology and GBT- 204 i.e., Mammalian Physiology under Practical part '(Each Practical of 2 hours)' to be deleted. 2. Pedagogy of the Courses to be properly verified. <p align="center">(Action: Assistant Registrar Academic – PG)</p>
D 3.15	<p>Minutes of the Board of Studies in Indian Classical Music meeting held on 09.01.2024.</p> <p>The Standing Committee of the Academic Council approved the minutes of the Board of Studies in Indian Classical Music meeting held on 09.01.2024 with the following suggestions:</p> <ol style="list-style-type: none"> 1. Pre-requisite for Course PAT – 212 i.e., Subsidiary in Tabla Level 2* to be indicated as Level 1 required. 2. References/ Readings of the Courses to be properly specified. Uniform format to be followed for References/Readings indicating the year of publication, name of the publisher etc and to be listed in the alphabetical order. 3. Number of hours of the Courses to be verified. 4. Terminology Tutorial to be used instead of Viva. 5. Seminar/Presentation, 50% should be evidence based. 6. Two Credit Course should be included in Semester V. 7. Exit Course to be introduced. 8. SE Course PAH – 241, 1T + 2P shall be of 75 hours. 5. The Chairperson, Board of Studies was requested to submit the revised minutes. The Vice-Chancellor (Chairperson) was authorized to approve the corrected/revised minutes on behalf of the Standing Committee of the Academic Council. <p align="center">(Action: Assistant Registrar Academic – PG)</p>
D 3.16	<p>Minutes of the Board of Studies in Mathematics meeting held on 15.01.2024.</p> <p>The Standing Committee of the Academic Council approved the minutes of the Board of Studies in Mathematics meeting held on 15.01.2024 with the following suggestions:</p> <ol style="list-style-type: none"> 1. Column 'Semester' in the Course Structure to be added. 2. Notations #, \$, *, mentioned in the Course to be consistent with notations recommended in Board of Studies in Physics. 3. Additional References/Readings to be added. 4. References /Readings for Course MAT – 610 to be defined properly.

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

FILE – 1 A G E N D A

For the 8th Meeting of the Standing Committee of

X ACADEMIC COUNCIL

Day & Date

Wednesday, 6th March 2024
&
Thursday, 7th March 2024

Time

10.00 a.m.

Venue
Council Hall
Administrative Block
Goa University

	<p style="text-align: right;">Chairperson, Board of Studies in Electronics</p> <p>Part G: The remarks of the Dean of the Faculty.</p> <ol style="list-style-type: none"> The minutes are in order. The minutes may be placed before the Academic Council with remarks if any. May be recommended for approval of Academic Council Special remarks if any <p>Date: 15.01.2024 Place: Goa University</p> <p style="text-align: right;">Sd/- (Prof. R. V. Pai) Dean, School of Physical and Applied Sciences</p> <p style="text-align: right;">(Back to Index)</p>
D 3.13	<p>Minutes of the Board of Studies in Management Studies meeting held on 17.01.2024.</p> <p>Part A.</p> <ol style="list-style-type: none"> Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level: <ol style="list-style-type: none"> BBA Syllabus effective from A.Y. 2024-25 BBA (Shipping and logistic) Syllabus effective from A.Y. 2024-25 Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level: <ol style="list-style-type: none"> MBA Syllabus and Structure effective from A.Y. 2024-25 <p>Part B</p> <ol style="list-style-type: none"> Scheme of Examinations at undergraduate level: Nil Panel of examiners for different examinations at the undergraduate level : Nil Scheme of Examinations at postgraduate level: Minimum one ISA Must be based on the practical/ field work incorporated in syllabus. Panel of examiners for different examinations at post-graduate level: Nil <p>Part C.</p> <ol style="list-style-type: none"> Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection: Nil <p>Part D</p> <ol style="list-style-type: none"> Recommendations regarding general academic requirements in the Departments of University or affiliated colleges: Nil Recommendations of the Academic Audit Committee and status thereof: Nil <p>Part E</p> <ol style="list-style-type: none"> Recommendations of the text books for the course of study at undergraduate level: Annexure-I and II Recommendations of the text books for the course of study at post graduate level: As per Annexure-III <p>Part F</p> <p><u>Important points for consideration/approval of Academic Council</u></p> <ol style="list-style-type: none"> The important points/recommendations of BoS that require consideration/approval

	<p>of Academic Council (points to be highlighted) as mentioned below:</p> <ol style="list-style-type: none"> Annexure I (Refer page No.448) :- BBA Syllabus effective from A.Y. 2024-25 Annexure II (Refer page No.503):- BBA (Shipping and logistic) Syllabus effective from A.Y. 2024-25 Annexure III (Refer page No.549):- MBA Syllabus and Structure effective from A.Y. 2024-25 <p>Date: 17.01.2024 Place: Goa University.</p> <p style="text-align: right;">Sd/- (Prof. Nilesh Borde) Chairperson, Board of Studies in Management Studies</p> <p>Part G. The Remarks of the Dean of the Faculty/School</p> <ol style="list-style-type: none"> The minutes are in order The minutes may be placed before the Academic Council with remarks if any. May be recommended for approval of Academic Council. Special remarks if any. <p>Date: 17.01.2024 Place: Goa University.</p> <p style="text-align: right;">Sd/- (Prof. Jyoti Pawar) Dean, Goa Business School</p> <p style="text-align: right;">(Back to Index)</p>
D 3.14	<p>Minutes of the Board of Studies Biotechnology meeting held on 11.1.2024 & 17.1.2024.</p> <p>Part A.</p> <ol style="list-style-type: none"> Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level: UG Biotechnology syllabus (Semester III to VIII) Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level: Nil BOS has recommended to constitute a committee in college to study the issue regarding remuneration of accompanist and submit the report to university. <p>Part B</p> <ol style="list-style-type: none"> Scheme of Examinations at undergraduate level: Nil Panel of examiners for different examinations at the undergraduate level: Nil Scheme of Examinations at postgraduate level: Nil Panel of examiners for different examinations at post-graduate level: Nil <p>Part C.</p> <ol style="list-style-type: none"> Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection: Nil <p>Part D</p> <ol style="list-style-type: none"> Recommendations regarding general academic requirements in the Departments of University or affiliated colleges: Nil Recommendations of the Academic Audit Committee and status thereof: Nil <p>Part E.</p>

D 3.13 Minutes of the Board of Studies in Management Studies meeting held on 17.01.2024.

Annexure I

BBA Syllabus Semester III- VIII

Code	Major Courses	Credits	Semester
MGA-200	Financial Management	4	III
MGA-201	Business Environment	4	III
MGA-202	POM	4	IV
MGA-203	Entrepreneurship	2	IV
MGA-204	Consumer Behaviour	4	IV
MGA-206	Talent Acquisition	4	IV
MGA-208	Taxation	4	IV
MGA-205	Retail, Sales and Distribution	4	IV
MGA-207	Labor Law and Industrial Relations	4	IV
MGA-209	Banking and Insurance	4	IV
MGA-300	Economics for Management	4	V
MGA-301	Management Accounting	2	V
MGA-302	Services Marketing	4	V
MGA-304	Learning and Development	4	V
MGA-306	Stock Market Operations	4	V
MGA-303	Integrated Marketing and Communication	4	V
MGA-305	Performance Management and Competency Mapping	4	V
MGA-307	Security Analysis and Portfolio Management	4	V
MGA-308	Business Research Methods	4	VI
MGA-309	Strategic Management	4	VI
MGA-311	Product and Brand Management	4	VI
MGA-312	Compensation Management and Employee Engagement	4	VI
MGA-313	Working Capital Management	4	VI
MGA-400	Case Writing and Analysis	4	VII
MGA-401	Quantitative Techniques for Decision Making	4	VII
MGA-402	Leadership and Team Building	4	VII
MGA-403	Business Analytics	4	VII
MGA-404	Seminars in General Management	4	VII
	Minor Courses		
MGA-211	Business Maths and Statistics	4	III
MGA-411	Organisational Development and Change Management	4	VII
MGA-412	Business and Social Ethics	4	VIII
	Multidisciplinary Courses		
MGA233	International Relations	3	III
MGA-231	Sociology	3	III
	SEC Courses		

MGA-241	Interview Facing Skills & Mock Interviews	3	III
MGA-242	Creative Writing	3	III
MGA-243	Vector Graphic Designing	3	IV
MGA-244	Data Base Management System & Web Designing	3	IV

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA-200

Title of the Course: Financial Management

Number of Credits: 4

Effective from AY: 2024-25

Prerequisites for the course	None	
Objective	To equip participants with skills of financial management tools for business decisions	
Contents	<p>Unit I: Introduction to Financial management</p> <p>Introduction to Financial Management: Meaning, nature and scope of finance – Financial goal (profit vs. wealth maximization) – Finance functions – Investment, financing and dividend decisions, Time value of money, future value of single cash flow, annuity and sinking fund, present value of single cash flow, annuity and capital recovery factor (practical problems)</p> <p>Unit II: Long Term Sources of Finance</p> <p>Long term finance, ordinary shares, preference shares, debentures and term loans, Cost of capital, Meaning and significance of cost of capital – Components of cost of capital (debt, preference capital, equity capital and retained earnings) – Combined cost of capital (weighted) and CAPM, Dividend Policy, objectives, practical considerations in dividend policy, stability of dividends, forms of dividends</p> <p>Unit III: Financing Decisions</p> <p>Capital budgeting- Investment Decisions: Nature of investment decisions – Investment evaluation criteria – Methods of Capital Budgeting (payback period, accounting rate of return, net present value, internal rate of return, profitability index) – NPV and IRR comparison (practical problems), Financial and operating leverages, Effects of operating and financial leverage on profit – Analyzing alternate financial plans – (practical problems)</p> <p>Unit IV: Working Capital Management</p> <p>Principles of working capital management, Management of Working Capital: Meaning, significance, and types of working capital, determinants of working capital, Calculating operating cycle period and estimation of working capital</p>	<p>10 hrs</p> <p>10 hrs</p> <p>15hrs</p> <p>15 hrs</p>

	<p>requirements (practical problems), Credit management, nature and goals of credit policy, credit policy variables, credit evaluation, monitoring receivables</p> <p>Unit V: Short Term Financing Inventory management, nature of inventories, need to hold inventories, objectives of inventory management, techniques (EOQ, Reorder Point), overview of ABC, JIT, Outsourcing, computerized inventory control system (Practical problems), Cash management, facets of cash management, motives of holding cash, cash planning, managing cash collections and disbursements, investing surplus cash in marketable securities</p>	10 hrs
Pedagogy	<p>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.</p>	
References / Readings:	<ol style="list-style-type: none"> 1. Pandey, I. M., 'Financial Management', Pearson India Education Services, 2021, 12th or latest edition 2. Chandra, Prasanna; 'Financial Management: Theory and Practice', Tata McGraw-Hill; 2020, 10th or latest edition 3. Pandey, I. M. and Bhat, Ramesh, 'Cases in Financial Management', Tata McGraw-Hill, 2012, 3rd or latest edition 4. Ross, Stephen A. 'Westerfield, Randolph W. and Bradford D. Jordan, 'Fundamentals of Corporate Finance'; Tata McGraw-Hill, 2018, 11th 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"> • Understand the cost of capital and working capital management • Evaluate capital investment decisions • Take decisions with respect to accepting/rejecting projects for firms, and to arrive at an efficient capital structure. • Calculate the operating cycle, determine the working capital requirements for a firm and employ techniques of inventory management. 	

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA-201

Title of the Course: Business Environment

Number of Credits: 4

Effective from AY: 2024-25

Objective	To equip the participants with understanding of the business environment to take informed business decisions.
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<p>Contents</p>	<p>Unit I: Introduction to Business Environment: Definition and meaning of business – Scope of Business – Characteristics of Business – Business goals – Factors influencing the Business Environment – Environmental Analysis (Internal & External).</p> <p>Unit II: Impact of Government policies New Agricultural strategy of 1960s (Green Revolution) – Food security and PDS in India - New Agricultural Policy In the context of liberalization Traditional, SSI, Village, Cottage and Modern industries -Industrial Policy Resolution in India till 1991 - New Industrial Policy and its impacts. Relationship between business and government, Promotional and entrepreneurial roles of the government, Privatization and commercialization of Indian Infrastructure – Infrastructure development in India.</p> <p>Unit III: Financial System and Technology Structure of Financial System, Role of Financial System in Economic Development, Financial Markets and Financial Instruments, Regulatory Frame Work, Problems and Reforms, Factors influencing the technological environment, Role and impact of technology on business, Transfer of technology, Factors of legal environment namely laws and regulations, consumer protection, IPR's and environment regulations.</p> <p>Unit IV: International Business & World Financial Environment Overview and types of international business, Theories and institutions, Trade and investment, Tariff and non-tariff barriers, forex market mechanism, exchange rate determination.</p> <p>Unit V: Regional Blocks and Trading Agreements' Global Competitiveness Business and corporate social responsibility to shareholders, employees, consumers and community, Role of regional blocks and trading agreements towards Global competition and HRD development.</p>	<p>10 hrs</p> <p>15 hrs</p> <p>10 hrs</p> <p>15 hrs</p> <p>10 hrs</p>
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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. Cherunilam, Francis 'Business Environment, Text and Cases' Himalaya Publishing House, 28th edition, (2019) or latest edition 2. Dr. SarojUpadhyay, 'Business Environment', Asian Books Pvt. Ltd,(2010) or latest edition 3. Indian Economy – V K Puri and S K Mishra, Cases' Himalaya Publishing House, 39th revised and updated edition (2022) or latest edition 4. Paul, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi, 4th edition, (2018) or latest edition 5. Indian Economy by A.N. Agarwal, New Age International Publishers, 43rd edition, (2019) or latest edition
Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • To identify the constituents of business environment and their impact on business. • To demonstrate the range and complexity of the external influences on business activity. • To integrate the various financial and economic concepts in the business environment. • To analyze various components of national and international business and its implications on the business environment.

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Name of the Program: Bachelor of Business Administration

Course Code: MGA 202 **Title of the course:** Production Operations Management

Number of credits: 4

Effective from AY: 2024-25

Pre-requisites	Nil	
Course Objectives	To equip the participants to the skills and techniques of Production and Operations Management in a Manufacturing and Service setup	
Content	Unit I: Introduction to Operations Importance of Production Function, Characteristics of modern Production and operations function, Forecasting methods, Product design process, Types of processes, process planning and process design, factors affecting process design decisions, break even analysis.	10 hrs
	Unit II: Location and Layouts Utilities- Lighting, Ventilation, Air-conditioning, Automation, CAD/CAM systems, Steps in location,	10 hrs

	<p>Location models, locational break-even analysis, Plant and Warehouse types and layout, Warehouse Functions, Principles of layout, load distance analysis, IT in Warehousing.</p> <p>Unit III: Production Planning and Control Factors determining production control procedures, Production planning functions, Capacity planning and capacity requirement planning, shop floor planning and control, ROT Method, load charts and machine load charts, Priority sequencing, Network fundamentals, CPM, PERT</p> <p>Unit IV; Quality Control Quality control techniques, JIT, Inspection, Quality at Source, Acceptance Sampling plans- Single sampling, Quality circles, TQM, Time and motion studies</p> <p>Unit V: Materials Management Material Types, Material handling principles, Purchasing-Importance, Objectives, Make or buy, Inventory management, inventory costs, ABC analysis, EOQ order quantity</p>	<p>15 hrs</p> <p>10 hrs</p> <p>15 hrs</p>
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/project work/viva/seminars/ assignments/presentations/self study/case studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning	
References/Readings	<ol style="list-style-type: none"> 1. KanishkaBedi , 'Production & Operations Management', Oxford University Press, 3rd Edition, 2004 or Latest edition 2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs and Nicholas J. Aquilano, 'Operations and Supply Management' Tata McGraw Hill, 12th Edition 2010 or latest edition 3. Everette E Adam, Jr Ronald J Ebert, ' Production and Operations Management', Prentice Hall, 5th Edition, 1992 or latest edition 4. K Aswathappa and K ShridharaBhat, 'Production and Operations Management', Himalaya Publishing House, 10th Edition 2021 or latest edition 5. JP Saxena, Warehouse Management and Inventory Control, Vikas Publishing 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"> • Forecast for production • Select the best location and design a layout • Sequencing of jobs at a machine • Ability to use QC techniques 	

- Optimize inventory levels

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Name of the Program: Bachelor in Business Administration

Course Code: MGA-203 **Title of the Course:** Entrepreneurship

Number of Credits: 2 Credits

Effective from AY: 2024 – 25

Pre-requisites for the Course:	Nil	
Course Objective:	To equip participants with the knowledge, skills, and mindset necessary to launch and manage their own businesses.	
Content:	<p>Unit I: Introduction Entrepreneur - Meaning, Definition, Characteristics, Qualities, Skills, Functions, Types; Intrapreneur - Meaning, Definition, Features, Qualities; Entrepreneurship Development - Evolution in India, Stages in Entrepreneurship Development, Factors Affecting Entrepreneurship Development and Conditions for Successful Growth of Entrepreneurship</p> <p>Unit II: Identification of Business Opportunities Analysis of Business Environment, Identification of Business Opportunities, Steps in Business Opportunity. Study of Local Market - What Is Market Survey, Need for Market Survey, Techniques of Market Survey Selection Stage - Project Identification, Sources of Ideas, Idea Processing and Selection.</p> <p>Unit III: Market Research & Project Report Feasibility Analysis: Product/Service Feasibility, Industry/Target Market feasibility, Organizational feasibility, financial feasibility Classification of Market, Meaning of Market Research, Sources of Market Research, Importance of Market Research, and Procedure followed to undertake market research Project Report: Meaning, Content, significance</p> <p>Unit IV: Procedures and Managerial Skills Procedures for registering a business, Government schemes and incentives, sources of Finance. Role of Marketing Manager, Human Resource manager, and Finance manager</p>	<p>5 hrs</p> <p>10 hrs</p> <p>10 hrs</p> <p>5 hrs</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. Barringer, B. R., & Ireland, R. D. Entrepreneurship: Successfully launching new ventures Pearson Education (2016) or latest edition 2. Deshpande, M. Entrepreneurship of small-scale industries. New Delhi: 	

	<p>Deep & Deep Publication (2014) or latest edition</p> <p>3. Bhattacharya, S. N. Entrepreneurship development in India & the South East countries. Metropolitan Book Comp. (2003) or latest edition</p> <p>4. Berry, T. Hurdle: The book on business planning. Palo Alto Software Inc. (2008) or latest edition</p> <p>5. Kuratko, D. F., & Hornsby, J. S. Entrepreneurship: Theory, process, and practice. Cengage Learning (2016) or latest edition</p>
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • To conduct market research and analysis to identify viable business ideas • To create of a well-structured plan that outlines product/service offerings, marketing strategy and financial projections • To develop a comprehensive business plan identifying and securing funding through various sources • To understand legal and regulatory framework to effectively to support business goals.

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA – 204

Title of the Course: Consumer Behaviour **Number of**

Credits: 4

Effective from AY: 2024-25

Prerequisites	Nil
Objective	To equip participants to analyse the impact of consumer decisions on marketing strategies.
Contents	<p>Unit I: Introduction</p> <p>Market Analysis Component, Consumers, Company, The Competitors, Nature of Consumer Behaviour External Influences, Internal Influences, Self-Concept and Lifestyle, Consumer Decision Process, Organizations and Regulation, The Meaning of Consumption. Variations in Cultural Values, Other-Oriented Values, Environment-Oriented Values, Self-Oriented Values, Cultural Variations in Nonverbal Communication, Global Cultures, A Global Youth Culture</p> <p>Unit II: External and Internal influences</p> <p>Motivation as a psychological force, needs, goals, positive and negative motivation, dynamics of motivation, types and systems of needs. Theories of personality, brand personality, self-image. Consumer perception, elements and dynamics of perception. Elements of consumer learning, behavioural learning theories, cognitive learning theory. Consumer attitude formation and change, attitude formation, change, strategies of attitude change.</p>

	<p>Culture and its influence, enculturation and acculturation. Subculture and consumer behaviour, subculture and consumer behaviour, nationality, religious, age subculture. Cross culture and consumer analysis. Types of groups, Consumption Subcultures, Brand Communities, Online Communities and Social Networks</p> <p>Reference Group Influences on the Consumption Process, the Nature of Reference Group Influence, Degree of Reference Group Influence.</p> <p>Unit III: Consumer decision making</p> <p>Consumer decision making, extensive problem solving, limited problem solving, routinized response behavior, models of consumer, four views of consumer decision making, economic, passive, cognitive and emotional view. Model of consumer decision making, Input, process and output.</p> <p>Unit IV: Organizational Decision Making</p> <p>Meaning of organizational buying behaviour, definition, characteristics , buying situations, major influences on business buyers, the buying process, Need recognition, definition of characteristics and quantity needed, development of product specification, search and qualification of potential sources, acquisition and analysis of proposal, evaluation and selection of the suppliers, Participants in buying behaviour.</p>	<p>15 Hrs</p> <p>15 hrs</p>
Pedagogy	<p>Lectures/ tutorials/field work/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/Role-Plays/ Debates / Guest Lectures/self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p>	
Suggested Readings	<ol style="list-style-type: none"> 1. Hawkins, Best & Coney, Consumer Behaviour: Tata McGraw Hill – 2003(Latest Edition). 2. Del I. Hawkins, David L. Mothersbaugh: McGraw-Hill/Irwin - 2022 (Latest edition) 3. Leon G. Schiffman, Leslie Lazar Kanuk: Consumer Behaviour, Pearson Education Pearson - 2019 (Latest Edition). 4. Phillip Kotler, Kevin Lane Keller, Abraham Koshy: Marketing Management, Pearson - 2016 (Latest Edition). 5. Suja R. Nair, Consumer Behaviour in Indian Perspective, Text and Cases -Himalaya Publishing - 2022(Latest Edition) 	
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Understand the Consumer Decision-Making process • Describe and analyze the stages of the process 	

	<ul style="list-style-type: none"> Understand the role of perception and learning in shaping consumer behaviour. Develop research skills to gather and analyze the data related to Consumer behaviour
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Name of the Programme: Bachelor of Business Administration

Course Code: MGA- 206

Title of the Course: Talent Acquisition **Number of**

Credits: 4

Effective from AY:2024-25

Prerequisites	Nil	
Objective	To equip participants with skills in Talent Acquisition, to drive organizational success	
Contents	<p>Unit I : Introduction to Talent Acquisition Definition and importance, Role in organizational success, Current trends and challenges.</p> <p>Unit II: Employer Branding Creating a compelling employer brand, Employee value proposition (EVP)</p> <p>Unit III: Human Resource Planning and Job Analysis Forecasting talent needs, Aligning recruitment with organizational goals, Strategic workforce planning methodologies, Job Analysis; Importance and strategic, preparing Job Description and Job Specification, Person job/organisation fit, Succession Planning</p> <p>Unit IV: Recruitment and Selection Planning, Sources of recruitment, Screening, Behavioral and Competency-based interviewing, Assessment tools and techniques, Use of Technology , Screening Process, Selection decision, Reference Checks, Offer and Appointments, Evaluation</p> <p>Unit V: Diversity and Inclusion in Hiring Company policies and Strategies for promoting diversity and inclusiveness, Mitigating bias in the hiring process, Culture Fit, Personality Fit, Inclusive recruitment practices.</p>	<p>(10 Hours)</p> <p>(10 Hours)</p> <p>(15 Hours)</p> <p>(15 Hours)</p> <p>(10 Hours)</p>

Pedagogy	Lectures/ tutorials/field work/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/Role-Plays/ Debates / Guest Lectures/self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Readings	<ol style="list-style-type: none"> 1. K. Aswathappa, 'Human Resource Management', Tata McGraw-Hill Education, 2017, 8th or Latest Edition. 2. Gary Dessler, 'Human Resource Management', Pearson publication, 2020 or Latest Edition 3. ShallySteckerl, 'The Talent Sourcing & Recruitment Handbook', Kogan Page, 2013 or Latest Edition 4. Recruitment and Selection Strategies for Workforce Planning and Assessment, Carrie Picardi, Sage Publications, 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"> • Strategically plan and align talent acquisition with organizational goals. • Employ effective sourcing strategies to build a strong talent pipeline. • Utilize advanced recruitment techniques and assessment tools. • Develop and promote a compelling employer brand and EVP.

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Name of the Program: Bachelor of Business Administration

Course Code: MGA- 208

Title of the Course: Taxation

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip participants with a comprehensive understanding of the fundamental principles and practical application of taxation in the Indian context.	
Content	<p>Unit I:Introduction To Taxation Overview of Indian Income Tax Act 1961, Meaning of - Income, Agricultural Income, Residential status and incidence of tax. Definitions: (1) Agricultural Income, (2) Annual Value, (3) Assessee, (4) Assessment, (5) Assessment year, (6) Business, (7) Company, (8) Income, (9) Person (10) Gross Total Income (11)Previous year.</p> <p>Unit II: Income from Salary Definition of salary and components, Allowances and perquisites, Deductions under Section 16, Practical problems on computation of taxable salary.</p>	<p>5hrs</p> <p>10 hrs</p>

	<p>Unit III: Income From House Property Definition of house property; Computation of income from house property; Deductions under Section 24; Treatment of home loans and interest payments; Practical problems on income from house property.</p> <p>Unit IV: Income From Capital Gains Definition of capital assets, transfer, Classification of capital assets.</p> <p>Unit V: Income From Business Or Profession Profits and Gains of Business or Profession; Definitions; Deductions expressly allowed; Deductions expressly disallowed, Block of Assets Method of Depreciation.</p> <p>Unit VI: Income From Other Sources Overview of income from other sources as per section 56 of Income tax act 1961; Interest income, lottery, and gambling winnings; Gifts and their tax implications; Clubbing of income; Practical problems on income from other sources.</p> <p>Unit VII: Computation Of Total Income Gross total income; Deduction under chapter VIA, Tax slabs for individual as applicable assessment year</p> <p>Unit VIII: Introduction To Goods & Services Tax Goods and Services Tax (GST): Introduction, objectives, CGST, SGST, IGST, UTGST, GST rate structure, exempted goods and services, input tax credit, reverse charge mechanism. GST Compliance Procedures: GST registration, filing of returns, e-way bill, payment of taxes, audit requirements.</p>	<p>10 hrs</p> <p>5 hrs</p> <p>10 hrs</p> <p>5 hrs</p> <p>10 hrs</p> <p>5 hrs</p>
Pedagogy	lectures/tutorials/laboratorywork/fieldwork/projectwork/vocationaltraining/viva/seminars/termpapers/assignments/presentations/self-study/CaseStudiesetc.oracombinationofsomeofthese.Sessionsshallbe interactive innaturetoenablepeergrouplearning.	
References / Readings:	<ol style="list-style-type: none"> 1. Agrawal, R. K. (2023). Handbook on Income Tax (A.Y. 2024-2025) (9th ed.). Bharat Law House. 2. Manoharan T.N.: Students Handbook to Income Tax Law, New Delhi, Snow White 3. Narang G.: Income Tax Law & Practice, Ludhiana, Kalyani Publishing House 4. Prasad B. (2001): Income Tax Law & Practice, New Delhi, Wishwa 5. Singhania V. K. (2004): Direct Taxes - Law and Practice, New Delhi, Taxmann 6. Datey, V. S., Bansal, K. M., & Gour, M. Taxmann's indirect tax laws (Good and service tax + FTP + Customs Law). Taxmann Publications. 	

Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> Assess the taxability of income. Compute income under various income head. Compute exemption and deductions under various heads and tax liability. Gain a comprehensive understanding of Goods and Services Tax (GST).
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Name of the Program: Bachelor of Business Administration

Course Code: MGA-205

Title of the Course: Retail, Sales and Distribution Management

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with skills to manage retail, sales, and distribution.	
Content	<p>Unit 1: Introduction to Retail, Strategy and Planning Overview of Retail, Functions of Retailer, Evolution of Retail, Retail Formats, Theories of Retail Development, Retail in India, Organized Retail, Drivers of retail change in India, Retail Consumer, Factors influencing the retail shopper, Consumer decision-making process, Retail strategy, Retail value chain, Store Site selection, Trade Area Analysis and retail expansion.</p> <p>Unit 2: Merchandize Management and Managing Retail Merchandizing, Role of a Merchandizer, Buying methods, Lifestyle merchandizing, Merchandize planning, Retail Pricing, Merchandise performance, Retail Theft and Shrinkage, Design elements, Principles of store design, Exterior and interior store design, Visual merchandizing, Retail layout, Retail communication mix, Role of technology in retail.</p> <p>Unit 3 - Sales Management Objectives of Sales Management, Relationship between Sales and Marketing, Responsibilities of Sales Management. Territory Management – Sales Strategy, Sales Planning, Sales Quota, Sales Budget. Sales forecasting - Quantitative methods, Qualitative methods. Personal Selling, Salesmanship Closing techniques I, II, and III. Sales force Management - Recruitment and Selection, Training, Compensation management, Sales force motivation, Methods of</p>	<p>•</p> <p>15 hrs.</p> <p>15 hrs.</p> <p>15 hrs.</p>

	<p>performance appraisal.</p> <p>Unit IV - Distribution Management Role of Distribution, Intermediaries, Distribution Channels, Channel Intensity - Exclusive distribution, Selective distribution, Intensive distribution. Marketing Channels, Principles of Channel Management, Channel Institution – Retailing & Wholesaling Distributors/Dealers/Stockists, Designing Channel Systems, Channel Management, Power & Conflict, Channel Information System.</p>	15 hrs.
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. SwapnaPradhan (2017) “Retailing Management – Text and Cases” Tata McGraw Hill Education Private Limited -New Delhi, McGraw Hill Education; 5th edition or latest edition 2. Michael Levy, Barton Weitz, Ajay Pandit (2013) “Retailing Management” Tata McGraw Hill Education Private Limited -New Delhi, McGraw Hill Education; 8th edition or latest edition 3. Havaladar and Cavale (2023) Sales and Distribution Management - Tata McGraw Hill, 3rd Edition or Latest Edition 4. Namita Rajput and NeeruVasishth (2010); Advertising and Personal Selling- Himalaya Publishing House, 2nd Revised Edition or Latest Edition. 5. Tanner, Honeycutt, and Erffmeyer (2009); Sales Management - Pearson Education Inc, publishing 1st Edition 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 retail skills in strategic retail planning. • Employ effective and efficient techniques in retail merchandising. • Develop a sales plan to optimize sales force efficiency and productivity. • Recommend suitable channels for distribution management. 	

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Name of the Program: Bachelor of Business Administration

Course Code: MGA - 207

Title of the Course: Labor Law and Industrial Relations

Number of Credits: 4

Effective from: AY 2024 - 25

Objective	To equip the participants to understand and interpret the contents of the relevant Labour Laws and industrial relations practices and apply the same at
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	workplace.	
Contents	<p>UNIT I: Introduction of Labour Laws-Applicability and Importance</p> <p>UNIT II: Acts Industrial Disputes Act, The Payment of Bonus Act, 1965, Employees Provident Funds (and Misc. Provisions) Act, 1952, Workmen's Compensation Act, 1923 (WC Act), Employees' State Insurance Act, 1948 (ESI Act), Payment of Gratuity Act, 1972 (PG Act), Child Labour (Prohibition & Regulation) Act, 1986, Factories Act, Air Pollution and Water Pollution Act, Shop and Establishment Act, Minimum Wages Act, Payment of wages Act.</p> <p>UNIT III: Introduction to Industrial Relations Concept and importance of industrial relations</p> <p>Unit IV: Industrial Acts Trade Unions Act, Trade Union activities -strikes, lockout, closures Effects, provisions under ID Act, compensation in case, of closures, authorities, notices, recognition of Trade Unions by management, Resolving Disputes, Action plans to resolve disputes, peaceful solutions, Discussion, negotiations, government authorities, Negotiations skills and wage settlements authorities, Charter of demands, wage settlements, discussions, Negotiations, authorities, process.</p> <p>Unit V: Employee Grievances Issues and Peaceful solutions, Role and powers of works committee, conciliation officer, Board of Conciliation, labour court, Industrial tribunal. Disciplinary Actions, such as suspensions, terminations, Show cause notice, payments during Suspensions, compensation, Domestic enquiry procedures and its requirements, Unfair labour practices and actions</p>	<p>05 Hrs</p> <p>25 Hrs</p> <p>05 Hrs</p> <p>15 Hrs</p> <p>10 Hrs</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. Labour Laws for Everyday Made easy by S.D.Puri&SandeepPuri, Snow White Publications, 2017or latest edition. 2. Labour Welfare and Social Security by P. SubbaRao, Himalaya Publishing Co., 2015 or latest edition. 3. <i>Labour and Industrial Laws by Dr. V.G. Goswami</i> and published by central law agency. 2019 or latest edition. 4. <i>Labour& Industrial Laws (With Latest Amendments)</i> by S.N. Misra by Central Law agency 2020 or latest edition 5. Industrial Relations and Labour Laws 8th Edition by S C Srivastava, Vikas Publishing 2023 or latest edition 	
Course	At the end of the course participants will be able to	

outcomes	<ul style="list-style-type: none"> • Interpret the contents of the relevant Labour Laws. • Understand the importance and applicability of various labour laws. • Take managerial decisions based on the applicable act. • Handle employee grievances.
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Name of the Program: Bachelor of Business Administration

Course Code: MGA-209

Title of the Course: Banking and Insurance

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with skills in handling banking operations and analyzing basic concepts, theories, and practices of the insurance mechanism.	
Content	<p>Unit I: Evolution of Banking Overview of Banking, History, The structure of Indian banking System, Basel Norms – Overview, RBI Act 1934, Banking Regulation Act 1949, Monetary Policy, Non-Performing Assets.</p> <p>Unit II: Functions & Operations of Banks Types of customers, Types of deposits, Different types of banker-customer relationships, Cheque collection services, Payment and remittance services, Cash management services, Ancillary Services, Government sponsored schemes.</p> <p>Unit III: Insurance and its Functions Introduction to Insurance - Growth, Origin and History of Insurance, Purpose and Need, Meaning and Definition of Insurance, Principles of Insurance, Characteristics of Insurance, nature, Benefits of Insurance, Functions of Insurance, Societal perspective of Insurance, Economic Development and Insurance, Insurance as a social security tool.</p> <p>Unit IV: Products and Services in Insurance Life Insurance – Meaning, Features of Life Insurance, Advantages of Life Insurance, Importance of Life Insurance Policies, Types of Life Insurance Policies, Procedure of taking Life Insurance Policies. General Insurance – Meaning, Importance of General Insurance, Types of General Insurance Policies, Fire Insurance, Marine Insurance, Motor Vehicle Insurance, Health Insurance - Procedure for taking Insurance Policies.</p>	<p>• 15 hrs</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</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. “Principles and Practices of Banking”, Indian Institute of Banking and Finance, Macmillan Education; 2023, 1st edition or latest 2. Gopinath M. N., “Banking Principles & Operations”, Snow White Publications Pvt. Ltd.; 2017 or latest edition, 3. Agarwal O. P., “Banking & Insurance”, Himalaya Publishing House, 2019 or Latest edition 4. Srinivasan M. N., “Principles of Insurance Law”, Ramaiya Publishers, 2020 or Latest edition 5. Singh Avatar, “Law of Insurance”, Eastern Book Company, 3rd 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 historical banking insights to assess the impact of regulations on the modern Indian banking system. • Recommend suitable banking services for different customer types. • Mitigate risks using various Insurance products. • Evaluate and recommend suitable insurance products.

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Name of the Program: Bachelor of Business Administration

Course Code: MGA 300

Title of the Course: Economics for Management

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip participants to the understand and apply fundamental principles of economics in the business context, in decision-making, strategy formulation, and overall business performance.	
Content	Unit I: Introduction to Economics and Basic Economic principles and Concepts	10 Hrs
	Overview of Economics-Micro v/s Macro , Scarcity and Choice, Rationality, Basic Economic Concepts : types of cost, price, output, profit, economies of scope and scale, opportunity cost, marginal analysis), Economic Systems, The Circular Flow Model, Money Multiplier Effect, Trade-offs	10 Hrs
	Unit II : Law of Supply and Demand	10 Hrs
	Laws of Supply and Demand, Exceptions, Equilibrium, Types of Elasticity, Marginal Analysis, Consumer and Producer Surplus, Applications to Business Decision Making	20 Hrs
	Unit III: Overview of Market Structures	10 Hrs
	Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition, Price output decision making, Implications for Business Strategy	
	Unit IV: Introduction to Macroeconomics and Key Indicators	
	Growth v/s Development, Indicators for both, Unemployment, Inflation Fiscal Policy & Monetary Policy-	

	measures for managing economic issues. Business Cycles and Economic Fluctuations, Causes and Phases of Business Cycles, Impact on Business Operations, Policy Responses Unit VI: International Trade and Global Economics Globalization v/s Protectionism Comparative Advantage, Trade Barriers, Exchange Rates, Global Economic Institutions, Implications for Business Strategy	
Pedagogy	Classroom discussions/ Debates/ Lectures/ outreach activities/ project work/field trip/ 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. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw– Hill, 20th edition or latest 2. Frank R.H, Bernanke. B.S., Principles of Economics (Tata McGraw Hill, 8th Edition or latest 3. Mithani D. M. , 'Managerial Economics', Himalaya Publishing, latest edition 4. Mithani D. M. , 'Macro Economics', Himalaya Publishing, latest edition 	
Course Outcomes	<p>At the end of the course, the participantss will be able to:</p> <ul style="list-style-type: none"> • Understand fundamental principles of economics in the business context • Analyze how a firm can achieve its objectives, subject to constraints, most efficiently • Use appropriate data on macroeconomic indicators for strategic business decision making • Apply economic concepts for decision-making, strategy formulation, and overall business performance. 	

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Name of the Programme: Bachelor in Business Administration

Course Code: MGA-301**Title of the Course:** Management Accounting

Number of Credits: 2

Effective from AY: 2024-25

Prerequisites	Nil	
Course Objective	To equip the participants with Management Accounting skills to make managerial decisions	
Contents	Unit I: Introduction to Managerial Accounting Managerial Accounting: Definition, Nature, Scope, Objectives, Functions, Advantages and Limitations, Relevance For Decision-Making, Distinction Between Financial Accounting, Cost Accounting and Management Accounting	5 hrs
	Unit II: Marginal Costing Meaning of Marginal Costing, Advantages and Limitations of Marginal Costing, (Application of Marginal Costing Theory Only)	10 hrs

	<p>Break Even Analysis: Cost-to-Sales Ratio, Profit Volume Ratio, Contribution, Margin of Safety, Angle of Incidence.</p> <p>Unit III: Standard Costing and Variance Analysis Standard Costing and Variance Analysis- Meaning, Definition, Advantages, Types Of Variances, Material Cost Variance, Labor Cost Variance, Overhead Cost Variance. Interpretation of Variances: Interrelationship, Significance.</p> <p>Unit IV: Budgeting Budgetary Control: Nature / Scope / Objectives / Functions / Process of Preparation of Budgets, Materials Purchase Budgets, Production Budgets, Sales Budgets, Flexible Budgets.</p>	<p>10 hrs</p> <p>5 hrs</p>
Pedagogy	<p>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.</p>	
References / Readings:	<ol style="list-style-type: none"> 1. Khan, M. Y., & Jain, P. K. (2011). Management accounting (4th ed.). Vikas Publishing House Pvt Ltd or latest edition 2. Bhattacharya, S. N. (2012). Management accounting & cost accounting. Metropolitan Book Co. or latest edition 3. Dubey, M. N. (2019). Management accounting: Principles & applications. Tata McGraw-Hill Education or latest edition 4. Ray, S. K., & Mitra, N. (2023). Advanced management accounting & control systems (8th ed.). New Age International Publishers or latest edition 5. Mahajan, V. P., & Sharma, T. K. (2020). Management accounting with a focus on Indian industries (8th ed.). Vikas Publishing House Pvt Ltd 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 Management Accounting skills to make Managerial decisions. • Analyze various financial ratios to assess profitability, liquidity, and efficiency of business operations. • Interpret variances effectively to make data-driven decisions and enhance operational control. • Design and implement comprehensive budgets for effective resource planning. 	

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Name of the Programme: Bachelor in Business Administration

Course Code: MGA-302

Title of the Course: Services Marketing

Number of Credits: 4 Credits

Effective from AY: 2024 – 25

Pre-requisites for the Course:	Nil
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Course Objective:	To enable participants to have competence in identifying and using Services Marketing Frameworks	
Content:	<p>Unit I : Introduction Categories of services, service marketing mix, service encounters, service consumption models. Developing service concept: core and supplementary services, elements of risk, role and script theory, flowcharting service usage Distributing services through physical and electronic channels Pricing and revenue management: main foundations to pricing a service, designing effective pricing</p> <p>Unit II: Service Processes Educating and promoting value proposition: the elements of marketing communication for services, its affect on communication strategy, Positioning services in competitive markets using position maps. Designing and Managing service process: elements of a service blueprint and its relevance. Design and create a satisfying experience for customers through a service blueprint, Elements of service environment, service escape model, Managing people for service advantage, service failure, mediocrity and success</p> <p>Unit III: Customer Relationship Management The role of CRM, strategies, drawbacks, Managing relationships and building loyalty: importance of customer loyalty, the lifetime value, wheel of loyalty, membership programs, Customer feedback, designing a service guarantee, firms response to customers</p> <p>Unit IV: Balancing demand and productive capacity Improving service quality and Productivity, Identifying Service qualities, the Gaps model, diagnose quality problems, tools to measuring and improving service productivity. Organizing for change management and service leadership.</p>	<p>15 hrs</p> <p>20 hrs</p> <p>15 hrs</p> <p>10 hrs</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. Services marketing by Christopher Lovelock, Wirtz, Chatterjee, Pearson Education, 2017, 8th or latest edition. 2. Services Marketing by Dr. S. Shajahan, Second Edition, Himalaya Publishing House 2017, 2nd or latest edition 3. Services Marketing and Management by Dr. B. Balaji, (2nd revised edition) S. Chand and Company Ltd. 2010 or latest edition 	

	<p>4. Services Marketing by V. Zeithaml et al. McGraw Hill, Latest edition 2018, 7th or latest edition</p> <p>5. Services Marketing by RajendraNargundkar McGraw Hill Education;2010, 3rd or latest edition</p>
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Identify the service products, markets and customers. • Build the service model, • Manage the customer interface • Develop a Service Blue Print

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Name of the Program: Bachelor of Business Administration

Course Code: MGA 304**Title of the Course:** Learning and Development

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil
Course Objective	To equip participants with tools and techniques to create a learning environment in an organization.

Content	<p>Unit I: Understanding Basics of Learning & Development Concept of Training & Development, Key Facets of Training, Levels of Training, Modes of Training, Understanding Learning-Concept & Dimensions, Process of Learning in a Training Program, Components of Learning, Distinguishing Features of Adult Learners, Participant's Learning Styles, Ways in which participants learn, Methods of Learning in a Training Program, Factors Influencing Learning Process.</p> <p>Unit II: Preparing a Training Design ADDIE Model, Identifying and Analysing Training Needs, Setting Out Program Objectives, Steps in Preparing Action Plan for the Training Program, Key Considerations in Designing a Program, Training Calendar Design, Role of Training Department, Training Budget.</p> <p>Unit III: Content Design and Delivery Preparing for Delivery of the training program, Beginning an Active and Participatory Program, Delivering the Program, Concluding the Program, Training Methods & Techniques, Training Group & Its Dynamics, Trainer - Role & Functions, Training Policy, Competencies of Trainer,</p> <p>Unit IV: Evaluation of Training Handling Problem Situations, Evaluation - Need & Purpose, Stages of Evaluation in Training Program, Measuring Participants Learning, Types of Evaluation Instruments, Evaluation Design, Types of Evaluation Techniques, Models of Training Evaluation, Calculating ROI, Training Audit.</p>	<p>Hours</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</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. AgochiyaDevendra. (2009). Every Trainer's Handbook. Sage Publications, Second or Latest Edition. 2. Bhattacharyya D. (2015). Training and Development. New Delhi: Sage Publications India Pvt Ltd., First or Latest Edition. 3. Janakiram B.(2007). Training and Development. Dremtech, New Delhi, First or Latest Edition. 4. Mackey David & Livsey S..(2006). Transforming Training. Kogan Page Publishers, 2006 or Latest edition. 5. P.N. Blanchard, J W Thacker & V AAnand Ram. (2012). Effective Training. Pearson, Fifth 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"> • Understand the fundamentals associated with Learning and Development Process in an organization. • Prepare a robust training design considering participant & organizational requirements. • Develop Training Modules and Deliver Training Sessions as a Trainer by effectively using varied training methods & techniques. • Evaluate the effectiveness of Learning & Development Program in an organization

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA-306

Title of the Course: Stock Market Operations **Number**

of Credits: 4

Effective from AY: 2024-25

Prerequisites	Nil	
Objective	To equip the participants with an understanding of the products, players and functioning of the capital markets	
Contents	Unit I: Capital Markets in India An overview of Indian Securities Market, Stock markets, Wholesale Debt Market (WDM), Meaning, History, Functions, Intermediaries- Registrars-BRLM-Merchant Banker- Underwriters-Depository Participants, Depositories-NSDL & CDSL-Advantages & disadvantages, Dematerialisation & Rematerialisation, Primary Market and secondary Markets, IPOs.	10 Hrs
	Unit II: Listing of Securities Meaning – Merits and Demerits -Listing requirements, Steps and procedures, fee –Types of Issues- rights issue, bonus issue, FPO,IPO – Pricing of an issue- Book Building-Fixed Price-Cut off Price-Allotment criteria- Escrow account -ASBA -Listing conditions of BSE and NSE	10 Hrs
	Unit III: Indian Stock Exchanges	10 Hrs

	<p>Trading-Day Trading-Delivery based, order types and books – Contract notes & its content-Demat settlement – Physical settlement – Institutional segment – Funds settlement – Bad and short delivery – Auction-Arbitrage, BSE – Different trading systems - BOLT System – Share groups on BSE – different indices and selection criteria-SENSEX-BSE 100-BSE MIDCAP-SMALL CAP-Sectoral-IPO INDEX-DOLLEX, NSE – Market segments – NEAT system options – different indices and selection criteria-NSE S7P CNX Nifty-Nifty Junior-Defty</p> <p>Different types of settlements – Pay –in and Pay out – Bad Delivery – Short delivery – Auction-OTC Exchange-Promoters-Players, MCX and benefits.</p> <p>Unit IV: Investor Protection Regulators of Capital Markets; Role & functions of SEBI; Investor Protection in Primary Markets- Entry Norms, Promoters contribution, Disclosures, Secondary Markets- Settlement & clearing; Delisting -Insider Trading, Market wide circuit Breakers</p> <p>Unit V: Globalisation of Stock exchanges & Foreign Stock Exchanges Globalization of stock markets & online trading, Asian & European stock markets -their indices-Global Indices-NASDAQ, NYSE – Trading rooms – Players on NYSE trading floor – Trading technology and procedure.</p> <p>Unit VI: Construction-Stock Market Indices Meaning , Purpose and Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method) Stock market indices in India – BSE Sensex – Scrip selection criteria – Construction – Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries</p> <p>Unit VII: Stock Market Investments Parameters considered-Risk-Systematic & unsystematic-Types and Return, Liquidity -Types, Minimizing Risk Exposure, Fundamental and Technical Analysis, Investors-Types, Mutual Funds, Insurance and other investment avenues, Portfolio building and evaluation</p>	<p>5 Hrs</p> <p>5 Hrs</p> <p>10 Hrs</p> <p>10 Hrs</p>
Pedagogy	<p>Lectures/ tutorials/field work/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ / Guest Lectures/self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p>	

Suggested Readings	<ol style="list-style-type: none"> 1. Pandian P., Security Analysis and portfolio Management, Vikas Publishing House Pvt. Ltd. 2nd edition, 2012 Latest Edition 2. Avadhani V. A., Investment and Securities Market in India, Himalaya Publishing House. 2008 or Latest Edition 3. Chandra P, Security Analysis and Portfolio Management, Tata McGraw –Hill. 2021, 6th or Latest Edition 4. Agarwal S, A Guide to Indian Capital Market, Bharat Publishers, 2000 or Latest Edition 5. Guruswamy S., Financial Service, Tata McGraw Hill Education Pvt Ltd. 10th edition 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"> • Map the development of Indian stock market • Comply listing formalities for a firm to be listed on Indian Stock Markets • Analyze, evaluate and create indices of scrips traded on the stock market • Compare the stock market operations in various countries

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Name of the programme: BBA

Course Code: MGA-303 **Title of the course:** Integrated Marketing Communications

Number of credits: 4

Effective from AY: 2024-2025

Pre- requisites for the course:	NIL	
Course objective:	To enable the participants to design effective integrated marketing communication strategies.	
Content:	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.	20 hrs
	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	20 hrs
	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	20 hours

	Media and Emerging media trends. Measuring Advertising Effectiveness, Advertising Testing Process	
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 Edition 2. Sandra Moriarty, William Wells, Nancy Mitchell; Advertising & IMC: Principles and Practice; Pearson; 2021 or Latest Edition 3. Kenneth Clow; Integrated Advertising, Promotion and Marketing Communications; Tata McGraw Hill; 2014 or Latest Edition 4. Jaishri Jethwaney & Shruti Jain; Advertising Management; Oxford University Press; 2012 or Latest Edition 5. Ritu Narang; Advertising, Selling & Promotion; Pearson; 2020 or Latest Edition 	
Learning outcomes:	At the end of the course, the participants will be able to: <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 • Evaluate the effectiveness of the IMC campaign Plan. 	

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Name of the programme: BBA

Course Code: MGA 305 Title of the course: Performance Management and Competency Mapping

Number of credits: 4

Effective from AY: 2024-2025

Pre- requisites for the course:	NIL	
Course objective:	To equip participants to use Performance Management and Competency mapping measures to take decisions relating to employee performance	
Content:	Unit I: Introduction to Performance Management Importance of PMS, consequences of a poor PMS, Relationship between Performance Management and Business Strategy, Interpersonal dynamics in Performance Management, Performance Management Cycle Unit II: Process	5 hrs

	<p>Setting SMART objectives, Understanding and Designing Performance Appraisal Systems, Performance Appraisal – Methods, Documentation, Feedback, Role of Appraisers, Conducting Performance Review meetings, Performance Feedback and Coaching, Legal and Ethical Considerations, Managing Appraiser biases.</p> <p>Unit III: Outcomes</p> <p>Rewards, Career planning, Compensation, Learning & Development, Performance development plans, performance improvement plans, Performance Orientation & Culture, Auditing Performance Management Process, Best Practices, Performance Management in MSMEs</p> <p>Unit IV: Introduction to Competency Mapping</p> <p>Introduction, Features of competency methods, historical development, myths, approaches to mapping</p> <p>Unit V: Developing Competency Models</p> <p>Various Models, Development of Personal Competency Framework, The Lancaster Model of Managerial Competencies, sources of competency information, Interviews(Behavioural Event Interview, Behavioural Description Interviews), benchmarking, established models, Issues related to developing competency models, value addition to the organisation, outcomes, determinants of success, validation of assessments, communication with employees about Competency mapping, competency mapping and assessment centres, various exercises, tests etc</p> <p>Unit VI: Competency Based Application</p> <p>Using competency profiles in HR decisions, Performance Management, Recruitment and Selection, Training and Development, Benefits of using a Competency based Appraisal and Succession Planning system</p>	<p>10 hrs</p> <p>10 hrs</p> <p>5 hrs</p> <p>20 hrs</p> <p>10 hrs</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. Performance Management , Herman Agunis, Pearson publications , 2008, 2nd edition or later 2. Performance Management and Development , Amstrong& Baron , Jaico, 2008 or Later 3. Performance Management by A.S.Kohli&T.Deb, , Oxford Higher education Press, 2008, 1st or Latest edition 	

	<p>4. The Handbook Of Competency Mapping, SeemaSanghi, Sage Publications, 2016, 3rd or Latest Edition</p> <p>5. Competency-Based Human Resource Management, Kandula, Srinivas R., PrenticeHall of India Pvt.Ltd 2013 or Latest edition</p>
<ul style="list-style-type: none"> Learning outcomes: 	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> Define SMART objectives Conduct effective appraisal interviews Create an effective performance management system Identify and develop competency frameworks Map Competencies as per Organisational role

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Name of the Program: Bachelor of Business Administration

Course Code: MGA-307

Title of the Course: Security Analysis & Portfolio Management

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip participants with the knowledge and skills to navigate the financial markets with confidence and build an investment portfolio based on Investors Risk profile.	
Content	<p>Unit I: Introduction Meaning and scope of Investments; Investment Process, Objectives; Investment Planning, Variables in Investment Decisions, Investment Avenues; Investment versus Speculation, Working of Stock market in India.</p> <p>Unit II: Analysis Of Portfolio Fundamental Analysis – (a) Economic Analysis (b) Industry Analysis (c) Company Analysis; Technical Analysis;Charts.</p> <p>Unit III: Risk-Return Analysis Meaning of Risk-Return; types of risks; measurement of risk; Beta Analysis; Markowitz two security analysis; Capital Asset Pricing Model, Portfolio construction.</p> <p>Unit IV: Portfolio Management Meaning, Portfolio Theory, Objectives, Efficient Portfolio, Review and Revision of Portfolio; Portfolio Models – Efficient Market Hypothesis, Random Walk Theory, Dow Theory.</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p>
Pedagogy	Lectures/tutorials/laboratorywork/fieldwork/projectwork/vocationaltraining/viva/seminars/termpapers/assignments/presentations/self-study/CaseStudiesetc.oracombinationofsomeofthese.Sessionsshallbe interactive innaturetoenablepeergrouplearning.	

References / Readings:	<ol style="list-style-type: none"> 1. PunithavathyPandian: Security analysis and portfolio management (2012) or latest edition 2. Gordon and Natrajan Financial Markets & Services (2016) or latest edition 3. Chandra Prasanna. Investment Analysis and Portfolio Management, New Delhi, Tata McGraw-Hill 2017 or latest edition 4. Avadhani V. A. Investment Analysis and Portfolio Management, Mumbai, Himalaya Bodie Z. & Kane A. Essentials of Investment, London, 2011 or Latest edition 5. R. A. Portfolio Management Handbook, Mumbai, Jaico, 2001 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"> • Adapt to Dynamic Market Conditions • Make Informed Investment Decisions • Create a Portfolio • Manage a Portfolio

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Name of the programme: BBA

Course Code:MGA-308

Title of the course: Business Research Methods

Number of credits: 4

Effective from AY: 2024-2025

Pre- requisites for the course:	NIL	
Course objective:	To equip the participants with skills to locate problem areas in organizational settings, and plan, organize, design, and conduct research to help solve the identified problems	
Content:	Unit I: Introduction to Business Research	10 hrs
	Research in business - Why research, Business strategy, What research is not, Methods and methodology, Features of good research, fallacy in research, important terms in research, types of research, Ethics in Research, Development of Research Methodology – Language of Research, Scientific methods, Induction and deduction, objectivity in research, Defining and formulation of Research Problem – Literature review and concept mapping	15 hrs

	<p>Unit II: Design of Business Research</p> <p>Research Plan – Research design, classification of research design, features of good design, experimental research, Surveys, Generalization in Research – Issue of validity, Conclusion validity and threats, Internal validity, construct validity, external validity and threats, Qualitative Research; process, interviews, secondary data analysis, experience survey, focus groups, descriptive studies, case study, observation method, qualitative versus quantitative research, merging of qualitative and quantitative research.</p> <p>Unit III: The Sources and Collection of Data</p> <p>Sources of data (primary and secondary), measurement scales, issue of measurement and scale, questionnaire and instrument design, Sampling Techniques – terminology, methods, calculation of sample size</p> <p>Unit IV: Analysis and Presentation of Data</p> <p>Quantitative Analysis – Basic statistical techniques</p> <p>Testing of hypothesis, other statistical techniques for analysis, Use of Computer software in data analysis</p> <p>Report Writing – Writing a good report, critical elements of report, stylistic elements, formatting</p>	<p>15 hrs</p> <p>20 hrs</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, 2018, 12th Edition or Latest Edition 2. Sachdeva J.K., 'Business Research Methodology' Himalaya Publishing House, 2009, 2nd Edition or latest Edition. 3. Zikmund W G, 'Business Research Methods'; Thomson Learning, Indian Reprint, 2013, 9th Edition or Latest Edition. 4. Deepak Chawla and NeenaSondhi, 'Research Methodology: Concepts and Cases', Vikas Publishing house, 2016, 2nd Edition or Latest Edition 	
Learning outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Understand the relevance and role of Research in business and formulate the Research problem. • Develop the framework/design and a well -designed questionnaire with appropriate use of measurement scaling 	

	<ul style="list-style-type: none"> • Develop an appropriate Sampling design. • Analyse and interpret the results for decision making.
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Name of the programme: BBA

Course Code: MGA-309

Title of the course: Strategic Management

Number of credits: 4

Effective from AY: 2024-2025

Pre- requisites for the course:	NIL	
Course objective:	To equip the participants with skills to identify and create strategic choices in organizations.	
Content:	Unit I: Introduction Basic concepts, Nature of strategic management: key terms, benefits and pitfalls, Dimensions of Strategic management, Strategic management process, Strategy v/s Tactics, Vision and Mission statements, importance and characteristics, Evaluating Mission statements.	10 hours
	Unit II: Strategy Analysis External environment: forces impacting the external environment, sources of information tools and techniques, Internal environment: forces impacting the internal environment, sources of information tools and techniques, Analysis of external environment, internal environment, framing vision and mission statements, Generic and Grand strategies in different types of organizations	20 hours
	Unit III: Strategic Implementation Analysis of various strategic choices: Strategy formulation framework, Resource planning, managing resistance, and operational, Human resource, marketing, finance, R D and MIS issues	15 hours
	Unit III: Strategic Evaluation, Control and Innovation Organisation structure, Leadership and Culture, conflict & challenges, Strategy review, Evaluation and Control, Innovation and Entrepreneurship	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. La Pearce, J.A., Robinson, R.B. & Mittal Amita, 'Strategic Management: Formulation, Implementation and Control', Tata	

	<p>McGraw-Hill Publishing Company, 2017, 12th or latest edition</p> <p>2. Fred R. David; 'Strategic Management cases and concepts'; Pearson Education New Delhi, 2011, 13th or latest edition</p> <p>3. Lawrence, Gupta & Glueck; 'Business Policy and Strategic Management'; Frank Brothers; 2012, 7th or latest edition</p> <p>4. Hitt, Hoskisson, Ireland; 'Management of Strategy Concepts and Cases', Cengage learning, 2017 12th or latest Edition</p> <p>7. AzharKazmi, 'Strategic Management and Business Policy', McGraw Hill, 23rd or latest edition</p>
Learning outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> Analyse the firm's Internal environment using Internal analysis tool and techniques. Analyse the firm's External environment using External analysis tools and techniques Identify and indicate sustainable strategies for firms for competitive advantage. Integrate and apply knowledge to formulate and implement strategy from holistic and multi-functional perspectives.

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA-311

Title of the Course: Product and Brand Management

Effective from AY: 2024-25

Prerequisites	Nil	
Objectives	To equip participants to adeptly analyze markets, strategize product management, and implement successful branding strategies for both products and brands.	
Contents	UNIT 1 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 Hrs
	UNIT 2 PRODUCT STRATEGY Product Strategy and Planning, Product Positioning, Product Differentiation, Methods for obtaining and integrating market feedback Positioning concept and Product Class and Consumer Segmentation, Competitor analysis, Product Differentiation Strategies, Customer Analysis, Product Eliminations	10 Hrs
		15 Hrs

	<p>UNIT 3 PRODUCT DEVELOPMENT Product Life Cycle, stages of the product life cycle, redesign, reinvigorating, withdrawal, product differentiation Creating differentiable and sustainable value propositions, importance of product benefits, Brand Portfolio and Product Portfolio, New Product Development</p> <p>UNIT 4 BRAND DEVELOPMENT Rationale for Brand building, Challenges and Opportunities, Branding landscape, challenges and opportunities, Differential Advantage, Brand Equity – Concepts, Measures and Elements, Brand Positioning and Brand Building</p> <p>UNIT 5 BRAND STRATEGY Brand Equity Building, Product and Channel Strategy, Communication Strategy, Brand Leveraging, Brand Audits, Brand Equity Management System, Branding Brand Value chain, evolving role of branding in the digital age, Brand Engagement, Growing and sustaining brand equity, Measuring Brand Outcomes and Market Performance</p>	<p>15 Hrs</p> <p>15 Hrs</p>
Pedagogy	Lectures/ tutorials/ fieldwork/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive to enable peer group learning.	
Suggested Readings	<ol style="list-style-type: none"> 1. Product Management by Donald R. Lehmann and Russell S. Winer, Tata 2. McGraw Hill Education , 2017, 4th or Latest Edition 3. Product Management by K. S. Chandrasekar, Himalaya Publishing House, 2017, 2nd or Latest Edition 4. Brand Positioning by SubrotoSengupta, TATA Mc GRAW HILL, 2004 2nd or latest edition 5. Strategic Brand Management: Building, Measuring, and Managing Brand by Kevin Keller, VanithaSwaminathanAmbiParameswaran; Pearson; 2020 or Latest Edition. 6. Brand Management, Principles, and Practices by KirtiDutta; Oxford University Press; 2022 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 market data to create effective launch strategies for product success. • Develop and oversee new products and make informed 	

	decisions about their future. <ul style="list-style-type: none">• Define brand values, create competitive advantages and utilize digital tools for impactful branding.• Design effective product portfolios and adapt to emerging branding trends.
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Name of the Program: Bachelor of Business Administration

Course Code: MGA -312 **Title of the Course:** Compensation Management & Employee Engagement

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil
Course Objective	To enable the participants to analyze compensation and engagement practices and further develop suitable interventions for organizational effectiveness.

Content	<p>Unit I: Basics of Compensation Management Objectives of Compensation, Principles of Compensation Formulation, Wage Determination, Types of Wages, Compensation Trends in India, Compensation Management & Job Design, Job Evaluation, Wage Policy, Compensation Structure and Determination, Tax Implications of Compensation.</p> <p>Unit II: Contemporary Trends in Compensation Employee Benefits, Statutory Employee Benefits in India, Performance Related Compensation, Team Based Compensation, Executive Compensation, Sales Compensation Plan, Managing Rewards, Strategic Compensation Management, International Compensation Management, Expatriate & Repatriate Compensation,</p> <p>Unit III: Understanding Employee Engagement Employee Engagement: Introduction, Essence of Employee Engagement, Categories of Engaged Employees, Drivers of Employee Engagement, Similarities & differences Job Satisfaction, Organizational Commitment, Job Involvement, Organizational Citizenship Behavior & Employee Engagement, Engagement Models, Measuring Engagement: Measuring Engagement Levels using an appropriate scale– India vs. World, Challenges ahead for Employee Engagement.</p> <p>Unit IV: Benchmarking Practices in Employee Engagement Benchmarking Employee Engagement: Benchmarking Practices in – Reward & Recognition, Communication, Learning & Development, Employee Well Being, Performance Management, Work Life Balance & Employee Engagement, Managerial Strategies for Enhancing Engagement Levels, Interventions in Employee Engagement, Building the Experiential Organization.</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</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. G.T. Milkovich, J.M. Newman, C.S.V. Ratnam (2013) Compensation. McGraw Hill, 12th or Latest Edition. 2. Bhattacharya DK. (2014). Compensation Management. Oxford Higher Education, 2014 or Latest Edition. 3. Bhatia Kanchan (2015). Compensation Management, Himalaya Publishing House, Second or Latest edition 4. Sengupta D., Ramadoss S. (2011). Employee Engagement, ArEmm International, First or Latest Edition. 5. Morgan Jacob, The Employee Experience Advantage, Wiley, 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"> • Understand how pay decisions help the organization achieve a competitive advantage • Prepare compensation structure, benefits & reward system for general employees and special groups • Recognize essence of Employee Engagement in current work context for enhanced productivity and challenges associated with it. • Undertake employee engagement initiatives in an organization

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA- 313

Title of the Course: Working Capital Management

Number of Credits: 4

Effective from AY: 2024-25

Prerequisites	Nil	
Objective	To equip the participants with an understanding of various tools of working capital management and apply them in decision making	
Contents	<p>Unit I : Working Capital Policy and Components Introduction, Components of Working Capital, Working Capital Policies- Characteristics, Types, Importance, costs associated with different policies, Advantages & Disadvantages. Identification and Analysis of Working capital policy, Common size statements, Ratio analysis, perspective analysis of creditors, suppliers and owners of the companies, Operating cycle.</p> <p>Unit II: Cash and Liquidity Management Cash budgeting and related investment decisions; long term cash forecasting, Cash Collection and Disbursement; Optimal cash balance, Investment of Surplus Funds; Cash Management Models.</p>	<p>20 Hrs</p> <p>10 Hrs</p>

	<p>Unit III: Credit Management Terms of payment, Credit Policy-Variables, Importance; Evaluation of Credit; Credit granting decisions, Control of Account Receivables - Days Sales Outstanding, Collection Matrix, Aging Schedule.</p> <p>Unit IV: Inventory Management Inventories- Need, Types, Pricing, Order Quantity- Economic Order Quantity (EOQ) Model; Order point, Monitoring and Control of Inventory-Concept, tools.</p> <p>Unit V: Working Capital Financing Short Term and long Term Credit-Types, Importance; Trade Credit and its importance, Working Capital Advances by different types of banks and Financial institutions - Procedure, Regulations, Schemes, eligibility, important criteria to avail, Challenges faced therein by both parties; Inter corporate deposits, Commercial Papers-Features; Merits.</p>	<p>10 Hrs</p> <p>10 Hrs</p> <p>10 Hrs</p>
Pedagogy	Lectures/ tutorials/field work/ project work/viva/ seminars/ term papers/assignments/ presentations/ Guest Lectures/self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Suggested Readings	<ol style="list-style-type: none"> 1. Chandra P; "Financial Management- Theory and Practice"; Tata McGraw Hill Publication. 10th edition 2019 or Latest edition 2. Ross, Stephen. A., Westerfield, Randolph W. and Bradford D. Jordan; 11th edition 2017 or latest edition 3. 'Fundamentals of Corporate Finance'; Stephen Ross, Tata McGraw-Hill; 2027, 8th or Latest edition. 4. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; 2012, 3rd or Latest edition. 5. Verma S B; "working Capital management", JBC Publishers & Distributors, 2012 or latest edition 	
Course Outcomes	<p>At the end of the course participants will be able to:</p> <ul style="list-style-type: none"> • Assess the short-term financial position of the firm • Determine the operating cycle of the firm • Assess the short-term asset positions and its management • Determine the quantum and source of working capital for a firm 	

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Name of the Program: Bachelor of Business Administration

Course Code: MGA-400 **Title of the Course:** Case Writing and Analysis

Number of Credits: 4

Effective from: AY 2024 – 25

Objective	To equip the participants to write and analyse cases studies	
Content	UNIT I: Basics of Case Writing Introduction to case writing and analysis, process to be followed. UNIT II: Data Collection and Analysis Data gathering and sources, Relevance of gathered data, data segregation. UNIT III: Writing the Case Documentation of the situation, sequential flow. UNIT IV: Case Analysis with Suggested Solution Problem identification and decision making (solutions)	10 Hrs 10 Hrs 20 Hrs 20 Hrs
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.	
Suggested Readings	1. Schmidt Marty J, The Business Case Guide, The matrix Solution, Second Edition (2002) or later edition 2. Indian Business Case Studies Volume I (Indian Case Studies in Business Management- by AshaPachpande , J A Kulkarni, SandeepPachpande , (2022) or latest edition 3. Indian Business Case Studies Volume II: 2 (Indian Case Studies in Business Management, 2) by BhagyashreeKunte , SrinivasTumuluri , V P Pawar (2022) or latest edition 4. Indian Business Case Studies Volume III (Indian Business Case Studies, 3)- by LalitKanore , PritiMastakar(2022) or latest edition 5. Case Study Research: Design and Methods, Robert Yin, Sage Publications - 5th edition or latest	
Course outcomes	At the end of the course participants will be able to <ul style="list-style-type: none"> Identify real life problems. Collect the required data. Document the situation in an appropriate manner. Analyse the situation and come up with solutions. 	

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA-401**Title of the Course:** Quantitative Techniques for Decision-Making**Number of Credits:** 4

Effective from AY: 2024-25

Prerequisites	Business Maths and Statistics (MGA-211)
Course Objective	To equip the participants to analyze complex problems, make informed decisions, and apply quantitative tools effectively in diverse real-world scenarios.

Contents	Unit I: Quantitative Decision-Making Statistics and Operations Research (O.R.), Approach, Techniques and Tools, Applications of O.R., Phases and Processes of O.R. Study. Decision Theory- Decision-Making Under Certainty, Decision-Making Under Risk, Decision Trees, Decision-Making Under Uncertainty. Linear Programming Graphical Method- Formulation of two variables Linear Programming Problem (LPP), Formulation with Different Types of Constraints, Graphical Solution Application of LPP in Business.	15 hrs.
	Unit II: Linear Programming and Applications Linear Programming Simplex Method-Computational with Two Decision variables, Two-Phase method, M-method, Solutions, Dual LPP. Transportation Problem- North West Corner Cell Method, Least Cost Cell Method, VAM, Modified Distribution (MODI) Method, Stepping Stone Method, Degenerate Transportation Problem, Transshipment Problem, Maximization in Transportation Problem. Assignment Problem- Hungarian Problem, Diagonal Rule, Maximization in an Assignment Problem, Restricted Assignment Problem, Travelling Salesman Problem (TSP).	20 hrs.
	Unit III: Programming Techniques II Goal Programming- Model Formulation, Simplex Method, Applications. Dynamic Programming- Notations, Methodology, Applications.	10 hrs.
	Unit IV: Game Theory, Queueing Models, Simulation Game Theory- Saddle Points, Dominance, Mixed Strategies- Games Without Saddle Points, 2xn Games, Exploiting an Opponent's Mistakes. Queueing Models- Parameters, M/M/1 System, M/M/C System, M/E _k /I System, Decision Problems in Queueing. Simulation- Steps in the simulation process, Practical applications of simulation, Computer Simulation.	15 hrs.
Pedagogy	Lectures/ tutorials/laboratory work/ project work/ viva/ seminars/ term papers/ assignments/ presentations/self-study, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning	
References /	1. N. D. Vohra (2021), "Quantitative Techniques in Management", McGraw Hill	

Readings:	<p>Education, 6th edition or later edition</p> <p>2. TahaHemdy A. (2022), 'Operations Research- An Introduction', Pearson Education, 10th edition or later edition</p> <p>3. Hillier F., Liberman G., et. al. (2021), 'Introduction to Operations Research' McGraw-Hill, 11th edition or later edition</p> <p>4. PrasannaDahe D. (2019), 'Operations Research: A Systems Engineering Approach', Cengage</p> <p>5. Singla, Vikas. (2021), 'Operations Research Using Excel: A Case Study Approach', CRC Press</p>
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Apply various quantitative techniques to effectively analyze and solve complex decision-making problems. • Formulate decision models integrating Linear Programming, Transportation, and Assignment problems for practical applications. • Critically assess decision criteria using quantitative tools like Decision Trees, Queueing Theory, and Game Theory across different decision-making scenarios. • Implement programming solutions, including Goal Programming, and Dynamic Programming for optimizing decision outcomes in diverse business contexts.

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Name of the Program: Bachelor of Business Administration

Course Code: MGA - 402

Title of the Course: Leadership and Team Building **Number**

of Credits: 4

Effective from: AY 2024 - 25

Objective	To equip the participants to develop leadership skills for strengthening the team performance and effective decision making in organizations..	
Contents	UNIT I: Leadership and Person Personality, cultural values and ability; Leadership that gets results; Models of Leadership; Leadership and Followership, Leadership theories: Traits, Situational, and Functional Leadership, Leadership and Power; Leadership and Influence - Interpersonal Conflict and Negotiation; Leadership in Groups and Teams.	10 Hrs
	UNIT II: Organizational Culture; Leading Organizations Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change, Leadership Development	10 Hrs
	UNIT III: Identifying Potential Leaders Leader Development Vs Leadership Development in Organizations; Process of leadership Development, Tools and interventions for developing leadership. Special Leadership dimensions, Identifying potential dark/ Negative leadership; Corrective measures	15 Hrs
	Unit IV: Introduction and Characteristics of a Team Types of teams, Characteristics of a team, Stages of team Development, Key skills for teamwork/building, Team Decision	10 Hrs

	making Unit V: Conflict Management Types, Managing conflict, Techniques of conflict management techniques, Why teams fail, Power and influence, Building high performance teams	15 Hrs
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. 'Leadership' by RL Hughes, RC Ginnett, GJ Curphy, Tata McGraw Hill 2011 or latest edition 2. The Leadership Skills Handbook by J Owen, Kogan Page Publishing 2020 or latest edition 3. Pulling Together: 10 Rules for High-Performance Teamwork, John Murphy, Simple Truths, 2016 or Latest edition 4. Leadership and Team Building, Uday Kumar Haldar, Oxford University Press, 2010 or Latest edition 	
Course outcomes	At the end of the course participants will be able to <ul style="list-style-type: none"> • Identify leadership skills required for effective decision making. • Identify and adopt leadership traits in leading teams. • Identify potential leaders. • Manage conflicts within teams. 	

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA-403

Title of the Course: Business Analytics

Number of Credits: 4

Effective from AY: 2024-25

Prerequisites	Business Maths and Statistics (MGA-211)	
Course Objective	To equip the participants with essential skills in business analytics, encompassing descriptive, predictive, and prescriptive techniques for effective decision-making.	
Contents	Unit I: Introduction to Business Analytics Evolution, Components of Business Analytics (Descriptive, Predictive, and Prescriptive Analytics), Big Data, Models in Business Analytics, Applications. Descriptive Statistics- Measures of Central Tendency, Measures of Variation and Dispersion, Analyzing Distributions, Covariance, Correlation Coefficient. Descriptive Data Mining- Cluster Analysis, Frequent Itemset Mining, Association Rule Mining, Support, Confidence, Lift, Confusion Matrix, Text Mining. Unit II: Descriptive Analytics	15 hrs.

	Binomial Distribution, Poisson Distribution, Normal Distribution Sampling Distributions, Hypothesis Testing, ANOVA, Chi-Square. Unit III: Predictive Analytics Regression Analysis- Simple Linear Regression, Least Square Method, Multiple Regression Model, Multicollinearity, Modeling Non-Linear Relationships, Model Fitting. Time Series Analysis and Forecasting- Time Series Patterns, Forecast Accuracy, Moving Average Models, Exponential Smoothing Model, Regression Analysis for Forecasting. Unit IV: Prescriptive Analytics Integer Linear Optimization Models- Types, Formulation Techniques, Unimodularity, Cutting Plane Method, Branch and Bound. Nonlinear Optimization Models- Convex and Concave functions, Quadratic Programming, Markowitz Portfolio Model.	15 hrs. 15 hrs. 15 hrs.
Pedagogy	Lectures/ tutorials/laboratory work/ project work/ viva/ seminars/ term papers/ assignments/ presentations/self-study, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning	
References / Readings:	1. Camm J., Cochran J., Fry M. et. al. (2019), ‘Business Analytics’, Cengage, 3rd edition or later edition 2. Evans, James R. (2022), ‘Business Analytics: Methods, Models, and Decisions’, Pearson, 3rd edition or later edition 3. Albright, S.C. and Winston, W.L. (2019), ‘Business Analytics: Data Analysis and Decision Making’, Cengage Learning, 7th edition or later edition 4. TahaHemdy A. (2021), ‘Operations Research- An Introduction’, Pearson Education, 10th edition or later edition 5. Levin R., Rubin D., Siddiqui M., Rastogi S. (2022), ‘Statistics for Management’, Pearson, 8 th edition or later edition	
Course Outcomes	At the end of the course, the participants will be able to: • Analyze and interpret data distributions using descriptive statistics. • Employ predictive analytics techniques, including regression analysis and time series forecasting, for data-driven decisions. • Apply prescriptive analytics models, such as integer and non-linear optimization, to solve real-world business problems. • Demonstrate proficiency in data mining methods, and apply statistical techniques to enhance decision support capabilities.	

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Name of the Program: Bachelor of Business Administration

Course Code: MGA404

Title of the Course: Seminars in General Management

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants to analyse contemporary/non contemporary economic and non economic issues to arrive at implications for managers.	
Content	Unit I Contemporary/non contemporary related economic, issues. Local as well as Global Economic Issues Examples of some topics: Budgets, Crony capitalism, Recent Trends in the Economy, Stock Market Developments, Foreign Trade Policy, ESG&SDG's etc	30 hrs
	Unit II Contemporary/non contemporary Non economic Issues Local as well as Global Non Economic issues Examples of some topics: Artificial Intelligence, Data Security, Cyber Crimes, Trends in Management, Startup Culture, Ethics, Supply Chain Management, Mental health, Freedom of Press, Social Media, Legal issues etc Note : SEA's will be Seminar Format	30 hrs
Pedagogy	Small group presentations on contemporary/non contemporary issues identified by the facilitator/student followed by discussion	
References / Readings:	Appropriate Reading specific to a topic from a variety of Newspaper articles as well as business journals and magazines.	
Course Outcomes	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> Derive learning from the newspaper articles and magazines and apply it to analyse the business environment. Use the information in making firm level decisions. Develop a different perspective on analysing business situations Communicate and articulate the learnings derived 	

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Name of the Program: Bachelor of Business Administration

Course Code: MGA-211

Title of the Course: Business Maths and Statistics

Number of Credits: 4

Effective from: AY 2024 - 25

Objective:	To equip the participants with the ability to identify business situations requiring basic mathematical analysis and making decisions.	
Contents:	UNIT I: Basics of Business Mathematics Elementary algebra, Calculation of Compound interest, Breakeven point, Sets, Venn diagram, Solutions of equations, Permutations and combinations. UNIT II: Managerial Application of Business Mathematics	15 Hrs

	Functions and their applications, Limits and continuity, Differentiation and derivatives and their applications, Maxima and Minima of functions and their applications.	15 Hrs
	UNIT III: Basics of Linear Algebra Matrices, Determinants and their applications	15 Hrs
	Unit IV: Basics of Probability Probability & Probability distributions, Sampling and sampling distributions, Estimation and testing of hypothesis.	15 Hrs
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.	
Suggested Readings:	<ol style="list-style-type: none"> 1. Spooner, H.A. and D.A.L. Wilson; 'The Essence of Mathematics for Business'; Prentice–Hall of India Private Limited; (1993) or latest edition 2. Raghavachari, M; 'Mathematics for Management'; Tata McGraw–Hill Publishing Company Ltd., (2017) or latest edition 3. Sancheti D.C. & Kapoor V.K. 'Business Mathematics', Sultan Chand & Sons, (2014) or latest edition 4. Levine, David M.; 'Statistics for Managers'; Prentice Hall of India Private Ltd., (2017) 8th edition or latest edition. 5. Aczel, Amir, et al.; 'Complete Business Statistics'; Tata McGraw–Hill Publishing Company Limited, (2017) 7th edition or latest edition 	
	Course Outcomes At the end of the course participants will be able to <ul style="list-style-type: none"> • Make managerial decisions using set theory • Make managerial decisions using basic calculus • Make managerial decisions using linear algebra • Use probability for arriving at decisions. 	

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Name of the Program: Bachelor of Business Administration

Course Code: MGA – 411

Title of the Course: Organisational Development and

Change Management

Number of Credits: 4

Effective from: AY 2024 – 25

Objective	To equip the participants to understand and interpret fundamentals of organizational development, essential interventions and effective change management in an organisation.	
	UNIT I: ORGANISATION DEVELOPMENT Organisational Development: Introduction, Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Assumptions of OD.	05Hrs

	<p>UNIT II: CONCEPT OF MANAGING CHANGE Understanding Change, Types of Change, Factors Critical to Change, Organisational Culture and Change — Cross Cultural Experiences, forms of Change- Emerging Organisational Forms and Structures, Mergers and Acquisitions, Turn Around Management, Process Based Change, Group Based Approaches to Change</p> <p>UNIT III: DIAGNOSIS, INTERVENTION Organisational Diagnosis – Issues and Concepts, Interventions in Organisational Change, Evaluation of Organisational Change</p> <p>UNIT IV: ROLE OF CHANGE AGENT Key Roles in Managing Change, Skills for Managing Change, Managing Resistance to Change, Role of Leadership in Managing Change , Managing Transition</p> <p>UNIT V: ORGANISATIONAL DYNAMICS Group Dynamics: Understanding Groups, Phases of Group Development, Group Cohesion and Alienation, Conformity and Obedience Role Dynamics: The Concept and Systems of Roles, Role Analysis, Organisational Stress and Burnout & Coping with Stress and Burnout Power Dynamics: bases of Power, The Process of Empowerment, Decentralisation and Delegation, Transformational Leadership Organisational Dynamics: Organisational Culture, Social Responsibilities of Organisations, Organisational Ethics and Values, Process of Learning Organisation, Inter-Organisational Dynamics: Cross Cultural Dynamics. Management of Diversity, Strategic Alliances and Coalition Formation</p>	<p>10 Hrs</p> <p>10Hrs</p> <p>15 Hrs</p> <p>20 Hrs</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.	
Reference s/Readings	<ol style="list-style-type: none"> 1. Stephen Robbins, Timothy A Judge, SeemaSanghi, 'Organizational Behavior', Pearson Education, 2017 edition or latest 2. Stephen Robbins, Timothy A Judge, NeharikaVohra, 'Organizational Behavior', Pearson Education 2016 edition or latest 3. Fred Luthans, 'Organizational Behavior'; McGraw–Hill Inc, 2010 or latest edition 4. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Pearson Education India, 2019 or latest edition. 5. Robbins, Stephen and Mary Coulter; 'Fundamentals of Management'; Prentice 2010 or latest 	
Course outcomes	<p>At the end of the course participants will be able to</p> <ul style="list-style-type: none"> • Interpret fundamentals of organizational development. • Understand and adapt to the issues that come up in Organisational Change. 	

- Know the skills required to manage change.
- Adapting to the various Organisational Dynamics.

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Name of the Program: Bachelor of Business Administration

Course Code: MGA- 412 **Title of the Course:** Business and Social Ethics

Number of Credits: 4

Effective from: AY 2024 - 25

Objective:	To equip participants with relevant moral to ethical concepts in the field of business and application of same in business decision.	
Contents:	<p>UNIT I: Introduction to Business Ethics Meaning of business ethics, Requirement of ethics in business, Need-Importance for ethics in business, Moral v/s Ethics, Ethics v/s Religion, Law v/s Ethics, Issues/Dilemmas involved in business ethics, How to handle dilemmas in business ethics, Benefits of business ethics</p> <p>UNIT II: Ethics and the Environment Meaning, Importance of ethics in the environment, Basic ethical principles in business, Ethics and the environment, ethics in external exchange of business, ethics in exchanges with internal constituencies.</p> <p>UNIT III: Ethics at the workplace Meaning, Importance of ethics at the workplace, Role of individual moral and standards in defining workplace ethics, Ethical issues of individuals at the workplace, working with opposite gender, Ethics in the marketplace, ethics and the consumer, ethics in production and marketing, Guidelines for managing ethics in the workplace</p> <p>UNIT IV: Ethical theories and Social Ethics Ethics and ethical theories, Meaning and nature of social ethics, search for moral standard, society and human behaviour, ethics and justice, Ethics and social issues, challenge of applying ethics to a variety of contemporary issues.</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</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.	
Suggested Readings:	<p>1. Chakraborty, S.K (2001). "Ethics in Management"; Oxford India Paperback. Or Latest edition</p> <p>2. Singer, Peter; (2011) 'Practical Ethics' Foundation books, Cambridge University Press. Or latest edition</p> <p>3. John. McHall & Joseph R. DesJardins (2014) 'Contemporary Issues in</p>	

	Business Ethics' or Latest edition	
	4. Downie, R. S. (2020). Roles and Values: An Introduction to Social Ethics. United Kingdom: Taylor & Francis or Latest edition.	
	5. Chadrakumarroy (2014). Business Ethics: (For B.Com, BBA, BBM and BMS). (n.d.). (n.p.): Vikas Publishing House or latest edition	
Course Outcomes:	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> • Explain the difference between ethical concepts and moral values • Apply ethical principles in business settings • Harness and use ethical skills at the workplace effectively • Challenge social ethics to a variety of contemporary issues 	

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Multidisciplinary courses

Name of the Program: Bachelor of Business Administration

Course Code: MGA-233

Title of the Course: International Relations

Number of Credits: 3

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants in dissecting the finer aspects of international politics and world affairs, through a comprehensive, integrated and holistic understanding of world politics.	
Content	Unit I: Fundamentals of International Politics	Hours 15 hrs
	1. Understanding International Relations 2. Historicity of International Relations (WW I & 2, Cold War Era, Post Cold War Epoch, 21st Century World) 3. Decoding Concepts of 'POWER', 'SECURITY', 'PEACE'.	15 hrs
	Unit II: India's Foreign Policy and Major Power Relations 1. Basics of Indian Foreign Policy (Factors & Actors in Statecraft) 2. India's Relations with Major Powers (US, Russian Federation, P.R.C., Japan, EU) 3. 21st Century Rising India and International Diplomacy. (Act East, Think West, Connect North, SAGAR, Voice of the Global South)	15 hrs

	Unit III: Understanding International and Regional Organisations and Governance 1. Global Institutional Architecture (UN, IMF & WB, WTO, G20) 2. Regional Groupings and Organisations (G7, BRICS, SCO, ASEAN, Quad) 3. Issues in Global Governance (Climate Change, Global Terrorism, Nuclear Weapons Proliferation, Narcotics Trafficking, Human Rights, Trade, Sustainable Development, Multilateralism)	
Pedagogy	lectures/tutorials/laboratorywork/fieldwork/projectwork/vocational training/viva/seminars/termpapers/assignments/presentations/self-study/CaseStudiesetc.or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References / Readings:	1. Goldstein Joshua S., Pevehouse Jon C. International Relations, 2020, Pearson 8 th or later edition 2. Vinaykumar and Malhotra- 'International Relations', Anmol Publications, 2019 or 5 th later edition 3. Henry Nau, 'International Relations in Perspective – A Reader.' QC Press 2009 or later edition. 4. John W. Spanier, 'Games Nations Play: Analyzing International Politics.', Praeger, 2 nd or later edition	
Course Outcomes	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> • Demonstrate an ability to understand global issues • Apply critical thinking skills to analyze global interconnections that exist among nations • Understanding of the contemporary political and social issues in their national and international contexts. • Appreciate the emerging global order and new trends in international politics. 	

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Name of the Program: Bachelor of Business Administration

Course Code: MGA-231

Title of the Course: Sociology for Business

Number of Credits: 3

Effective from: AY 2024 - 25

Objective:	To equip the participants to identify and understand individuals, groups, social institution in society and integrate social change in business settings.	
Contents:	UNIT I: Introduction Meaning and definition of sociology, Emergence of sociology, characteristics of sociology, Scope of sociology, Schools of thought regarding scope of sociology, relevance of sociology in management and business administration,	10 hrs

	<p>UNIT II: Basic Concepts</p> <p>Society: Meaning and definition, characteristics, types, Community: meaning, definition and characteristics, elements and types, Culture: Meaning, characteristics, types, elements, cultural diversity and integration, problems in cultural diversity and integration, Social norms and values: types of norms and values, characteristics of social values, Caste and social group: origin of caste system, merits and demerits of caste system, interdependency in caste system Social group: characteristics of social group, types, significance, ethnicity and ethnic groups, characteristics of ethnic groups, Gender and social status: characteristics of gender, social status, characteristics of social status, types of social status, Power and politics</p> <p>UNIT III: Social institutions</p> <p>Social institutions: meaning and characteristics of social institutions, Family: meaning and characteristics, types of family, function of family, Kinship: meaning and characteristics, types, usages, Economy: meaning, characteristics, types, economic system, Religion: meaning, characteristics, basic components, functions, Education: meaning, characteristics, social functions, types, Polity: Meaning, characteristics, types of authority</p> <p>UNIT IV: Social Processes and Social Organizations</p> <p>Socialization: Meaning and definition, characteristics, importance, agents of socialization, elements of socialization, socialization and self, socialization and personality, stages of socialization, types of socialization, Cooperation: meaning, characteristics, types, Conflict: Meaning, characteristics, types, Competition: meaning, characteristics, types, Social stratification: characteristics, implication and functions of social stratification in management and business, functions, Social disorder, deviance and social control, Social change</p>	<p>15 hrs</p> <p>10 hrs</p> <p>10 hrs</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.	
Suggested Readings:	<ol style="list-style-type: none"> 1. Stephens M., "Sociology, The Study Of Society", New York, Harper & Row 2011 or latest edition 2. Giddens,A., "Sociology", Oxford, Basil Blackwell Ltd.' (2021) or latest edition. 3. Shaefer, T.R. "Sociology" New Delhi, Tata McGrawhill (P) Ltd., 2021 or latest edition 	

	4. Berger, "Invitation to Sociology" Anchor Books, 2017 or latest edition 5. Srinivas M. N. "Social Changes in India", University of California press, 1970 or latest edition	
Course Outcomes:	At the end of this course, the participants will be able to <ul style="list-style-type: none"> • Apply sociological perspectives in business settings • Develop and use social concepts as part of a larger group in society • Differentiate between varying social institutions and how they affect individuals • Harness socialization skills and processes in management and business settings. 	

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Name of the Program: Bachelor of Business Administration

Course Code: MGA -241 **Title of the Course:** Interview Facing Skills & Mock Interviews

Number of Credits: 3

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants to face entry level selection processes of organizations and to obtain feedback from the industry/ employers on the extent of their competence development.	
Content	<p>Unit I: Understanding the Job Market and Self-Assessment Overview of the Job Market, Identifying Career Goals and Interests Self-Assessment and Skills Inventory, Researching Industries and Companies, Job Search Strategies and Networking: Effective Job Search Techniques, Utilizing Networking Tools Informational Interviews, Building a Professional Network</p> <p>Unit II: Resume Building and Cover Letter Writing Crafting an Effective Resume, Writing Compelling Cover Letters Tailoring Documents to Job Descriptions, Online Portfolio and LinkedIn Profiles, Professional Etiquette in the Workplace: Body language, Dressing, Etiquette for Coffee Interview etc. Other selection procedures such as Group Discussion and Assessment Centers</p> <p>Unit III: Interview Preparation & Mock Interviews Types of Interviews (Behavioral, Technical, Case), Common Interview Questions, Developing Strong Responses, Mock Interviews and Feedback Post-Interview Strategies, Follow-Up Strategies After Interviews, Negotiating Job Offers, Using Career</p>	<p>Hours 15 hrs</p> <p>15 hrs</p> <p>15 hrs</p>

	Development Resources	
Pedagogy	Lectures/ Tutorials/Mock Interviews with Executives from Industry/Field Visit to job fairs/Industry/Executive Interaction /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. "What Color Is Your Parachute?" by Richard N. Bolles, Ten Speed Press, 2021 or latest edition 2. "Interview Hero, How to Ace Your Interviews, Find Your Voice, and Direct the Narrative of Your Life" by Angela Guido, John A. Byrne, 2018 or latest edition 3. "Job Interview Skills 101, The Course You Forgot to Take" 4. By Ellyn Enisman, Netsource Distribution, 2010 or latest edition 5. "The 2-Hour Job Search" by Steve Dalton, Ten Speed Press, 2012 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"> • Conduct a self assessment • Analyse the job market and job search efficiently • Developing effective resumes and cover letters • Participate in selection processes of organizations and interviews confidently 	

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Name of the Programme: Bachelor of Business Administration

Course Code:MGA-242

Title of the Course: Creative Writing

Number of Credits: 3

Effective from AY: 2024-25

Prerequisites for the course	None	
Objective	To equip participants with an ability to use creativity in written communication	
Contents	<p>Unit I: Introduction to Creative Writing</p> <p>Defining Creative Writing, Professional writing v/s Creative Writing, Types of Creative Writing, Introduction to the Techniques used in Creative Writing, Brief History of Creative Writing: Oral word, Written Word, Typed Word, Linear Processing, Digital Publishing, Benefits of Creative Writing, Elements of Good Writing: Content, Expression, Feeling & Emotions, Summarizing, Quality over Quantity, Target Audience, and Editing.</p> <p>Skill-Based Activities: Identifying & using Digital Publishing Platforms/Apps</p>	10 hrs

	<p>Unit II: Language – Engaging with and Interpreting the World Language Influencing Humans in the World - Analyzing how linguistic diversity in different cultures shapes the way humans think and write, Explore language as a mode for engagement with the world - To develop a creative consciousness of language's role in making and remaking the world, Skill-Based Activities: Interpretation of TedTalk YouTube Video by cognitive scientist LeraBoroditsky on How Language Shapes the way we think (and its implications on creative writing).</p> <p>Unit III: Building Creative Writing, Reading, Analyzing & Reviewing skills - Independently engage and interpret texts, Tools and Techniques to analyze and critique works, Identifying Different Literary Genres, Authors' Style of Writing, Researching Authors, Book Reviews, Commonly used terms and phrasings used to discuss writing Skill-Based Activities: a) Interpreting & Writing Quotes, Short Stories and Horror Shorts; b) Writing Reviews & Critiques; c) Book Review: 'Who Moved my Cheese' by Spencer Johnson</p> <p>Unit IV: Thinking Outside-The-Box: Presenting Ideas Creatively Documenting ideas in the form of stories/articles/reports, PAR (Problem, Action, Result) Technique of Story-Telling, Creative Writing Techniques: Character Development, Plot Development, Description and Setting, Emotional Appeal & Underlying Theme Dialogue Writing, Improving Quality of Written Work: Vocabulary Enhancement, Figures of Speech, Anecdotes, Proverbs, Quotes, Adjectives, Adverbs, Dashes, Literary tropes, Semantics – Homonyms Homographs, Homophones, Synonyms, Antonyms, Effective use of Punctuation, Brainstorming – Using graphic organizers for creating and organizing story/article ideas and generating additional content – concept maps, webbing, charts (causes-effects, 5Ws1H, possible solutions & outcomes) Skill-Based Activities: a) Writing using Sentence Prompts and Picture Prompts; b) Writing stories/articles using PAR Technique c) Writing Scripts using Dialogue Writing</p> <p>Unit V: Presenting Own Writing to an Audience Tips to become more effective at presenting our own writing in front of an audience, Presenting Self-written original stories and articles to an audience, Skill-Based Activities: Reading written work to an audience.</p>	<p>5 hrs</p> <p>10 hrs</p> <p>15 hrs</p> <p>5 hrs</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/	1. Morely; The Cambridge Companion to Creative Writing, South Asian Edition,	

Readings:	<p>Cambridge Publishers, 2013 or later edition.</p> <p>2. Zinsser William; On Writing Well, The Classic Guide to Writing Non Fiction; Collins Publisher, 2016 or later edition</p> <p>3. DevAnjanaNeira, MarwahAnuradha, Pal Swati; Creative Writing: A Beginner's Manual, Pearson Education, 2009 or later edition</p> <p>4. Devulapalli Krishna Shastri; How to Be a Literary Sensation, Harper Collins Publishers, 2015 or later edition</p> <p>5. Singh Khushwant, Kumar Neelam; Our Favourite Indian Stories, Jaico Publishing House, 2002 or later edition</p>
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Articulate the essence of creative writing and identify the genres, types and techniques of creative writing. • Apply and implement the PAR Technique in creating stories and articles;. • Express ideas, thoughts and feelings creatively into a story and present own written work to an audience. • Evaluate and apply creative writing techniques, analyze written work and improve the quality of written work.

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Name of the Program: Bachelor in Business Administration

Course Code: MGA-243

Title of the Course: Vector Graphic Designing

Number of Credits: 3 Credits

Effective from AY: 2024 – 25

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip participants to use vector graphics software to create or edit vector graphics such as illustrations, diagrams, line arts, charts, logos and complex paintings	
Content:	Unit 1: Introduction to vector graphic designing and creating and editing basic shapes Installation and Overview of vector graphics software. Understanding interface. Creating and saving a file. Create basic shapes like rectangle, square, circle, ellipse, polygons, stars. Fill color, Learn about the different types of handles – resize, rotate, skew, Modify shapes using handles	15 hrs
	Fill color in objects, Give objects an outline, Various types of Gradients, Giving Patterns and Stroke paint and style Unit 2: Objects, Layers, Text and Boolean operations Copy and paste object, Duplicate and clone objects, Group and Order various objects, Multiple selection and invert selection, Clipping and Masking. Layers and layer palette, Add a new layer, Rename a layer, Position a layer above or below other layers, Lock a layer, Hide a layer,	15 hrs

	<p>Various modes, Add various filters, Create Boolean operations. Align and distribute various objects - Align objects with reference to something, Arrange objects in rows and columns, Set spacing between objects, Create a tile pattern. Inserting text, Formatting text, Aligning text, Spacing and bullet, Making a simple flyer, Manual kerning, Horizontal kerning, Vertical shift, Character rotation, Spell check, Superscript, Subscript, Reflected text, Labeled text, Change the text case</p> <p>Unit 3: Patterns, Bezier tool, tracing bitmaps, page setting, and applications</p> <p>Patterns using Cloning, Pattern along Path, Patterns using Spray tool, Path Effect Editor. Drawing using Bezier tool, Modes of Bezier tool, Shapes of the paths, Node tool, Add, edit, delete nodes, Join and break paths. Text on path, Text on shape, Image inside text, Text in perspective, Cutout text</p> <p>Create an A4 Poster/3-fold brochure/ CD label - Page size setting, Orientation and Guides, Saving the document and exporting in various formats</p> <p>Difference between raster and vector image, Various raster and vector formats, Convert raster image to vector</p> <p>Warli art for Textile design, Mango pattern for Textile design</p>	15 hrs
Pedagogy:	Laboratory work/ self study/ assignments, etc. or a combination of some of these.	
References / Readings:	<ol style="list-style-type: none"> 1. Tavmjong Bah, Inkscape: Guide to a Vector Drawing Program, Pearson Education, Inc., 2011, 4th Edition or Later. 2. Elmansy R., Illustrator Foundations , Focal Press, 2012, 1st or Latest Edition 3. Vector Graphics and Illustrations, Steven Withrow, Jack Harris, Rotovision, 2008 or latest edition 4. Spoken tutorial from IIT Bombay 	
Course Outcomes:	<p>At the end of the course, the students will have be able to :</p> <ul style="list-style-type: none"> • Use tools from Vector Graphic Designing Software to create designs for web and print • Use features from Vector Graphic Designing Software to edit and enhance vector graphic designs • Communicate through their visual solutions to the projects. • Learn to solve visual problems using vector art, giving them an important additional skill 	

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Name of the Program: Bachelor in Business Administration

Course Code: MGA-244

Title of the Course: Database Management System & Web Designing

Number of Credits: 3 Credits

Effective from AY: 2024 – 25

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip the participants to manage data using database management system and to design a website using content management system	
Content:	<p>Unit 1: Database Management System Basic concepts: Field, record, table, database, DBMS, Examples of DBMS, Entity relationship, Primary key, Foreign key , Create database and designing a table, Design queries: Select query, Action queries, Design Forms, Design Reports, Design Macros</p> <p>Unit 2: Web Designing Basics, Wordpress Installation and getting familiar with the interface, Introduction to web designing, Installation of wordpress on localhost and Webhost, Wordpress interface – Getting familiar with themes, wordpress dashboard, clearing out Wordpress pre-installed content, Post and Page Editors, Classic Editor, Gutenberg Editor, Media Library</p> <p>Unit 3- Wordpress Site Designing Elements Gutenberg Editor, Wordpress Settings, Themes, Plugins and widgets, Website content with Posts and Pages, Creating a Homepage and Legal Pages, Website Navigation, Security, Plugins, Site structure, Blog site, Business site, Hybrid site, Full Site Editor (FSE)</p>	<p>Hours 15 hrs</p> <p>15 hrs</p> <p>15 hrs</p>
Pedagogy:	Laboratory work/ self study/ assignments/ Project, etc. or a combination of some of these.	
References / Readings:	<ol style="list-style-type: none"> 1. Joyce Cox, Joan Lambert, “Microsoft Access 2013”, Microsoft Press 1st or latest edition 2. Dr. Robert T. Grauer, “Microsoft® Access 2013 Comprehensive”, Pearson, or Latest edition 3. Wordpress Tutorial pdf 2021 – Free Edition 4. Thord D. Hedengren, “Smashing WordPress: Beyond the Blog” (Smashing Magazine Book Series) – Latest edition 5. Janet Majure, “Teach Yourself Visually Complete WordPress”, John Wiley & Sons, Inc. 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 a database for organizing data • Populate, retrieve, update, manipulate and present data efficiently using database management system • Design and customize website using various elements of wordpress • Effectively oversee and organize website content, including creation, editing, categorization, and optimization, within the WordPress platform and manage its content using WordPress 	

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Annexure II

BBA (Shipping & Logistics) Syllabus Semester III- VIII

Code	Major Courses	Credits	Sem
MGA-200	Financial Management	4	III
MGA-210	Introduction to Shipping Industry and Geography of Sea Transport	4	III
MGA-202	POM	4	IV
MGA-203	Entrepreneurship	2	IV
MGA-21X	Chartering	4	IV
MGA-21X	Export Import and Banking & Shipping Documentation	4	IV
MGA-31X	Economics of Shipping and Sea Transport	4	V
MGA-31X	Supply Chain Management	2	V
MGA-31X	Maritime Law	4	V
MGA-31X	Air, Road and Rail Cargo Management	4	V
MGA-31X	Customs Procedures and Marine Insurance	4	VI
MGA-308	Business Research Methods	4	VI
MGA-309	Strategic Management	4	VI
MGA-31X	Liner Transport and Port Management	4	VI
MGA-400	Case Writing and Analysis	4	VII
MGA-401	Quantitative Techniques for Decision Making	4	VII
MGA-41X	Retail Logistics and Stores Management	4	VII
MGA-41X	Packaging and Global Logistics Management	4	VII
MGA-404	Seminar in General Management	4	VIII
	Minor Courses		
MGA- 21X	Logistics Management	4	III
MGA-41X	E-Logistics	4	VII
MGA-412	Business and Social Ethics	4	VIII
	Multidisciplinary Courses		
MGA-233	International Relations	3	III
MGA-231	Sociology for Business	3	III
	SEC Courses		
MGA-241	Interview Facing Skills & Mock Interviews	3	III
MGA-242	Creative Writing	3	III
MGA-243	Vector Graphic Designing	3	IV
MGA-244	Data Base Management System & Web Designing	3	IV

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Name of the Programme: Bachelor of Business Administration

Course Code: MGA-200

Title of the Course: Financial Management

Number of Credits: 4

Effective from AY: 2024-25

Prerequisites for the course	None	
Objective	To equip participants with skills of financial management tools for business decisions	
Contents	<p>Unit I: Introduction to Financial management Introduction to Financial Management: Meaning, nature and scope of finance – Financial goal (profit vs. wealth maximization) – Finance functions – Investment, financing and dividend decisions, Time value of money, future value of single cash flow, annuity and sinking fund, present value of single cash flow, annuity and capital recovery factor (practical problems)</p> <p>Unit II: Long Term Sources of Finance Long term finance, ordinary shares, preference shares, debentures and term loans, Cost of capital, Meaning and significance of cost of capital – Components of cost of capital (debt, preference capital, equity capital and retained earnings) – Combined cost of capital (weighted) and CAPM, Dividend Policy, objectives, practical considerations in dividend policy, stability of dividends, forms of dividends</p> <p>Unit III: Financing Decisions Capital budgeting- Investment Decisions: Nature of investment decisions – Investment evaluation criteria – Methods of Capital Budgeting (payback period, accounting rate of return, net present value, internal rate of return, profitability index) – NPV and IRR comparison (practical problems), Financial and operating leverages, Effects of operating and financial leverage on profit – Analyzing alternate financial plans – (practical problems)</p> <p>Unit IV: Working Capital Management Principles of working capital management, Management of Working Capital: Meaning, significance, and types of working capital, determinants of working capital, Calculating operating cycle period and estimation of working capital requirements (practical problems), Credit management, nature and goals of credit policy, credit policy variables, credit evaluation, monitoring receivables</p>	<p>10 hrs</p> <p>10 hrs</p> <p>15hrs</p> <p>15 hrs</p>

	Unit V: Short Term Financing Inventory management, nature of inventories, need to hold inventories, objectives of inventory management, techniques(EOQ, Reorder Point), overview of ABC, JIT, Outsourcing, computerized inventory control system (Practical problems), Cash management, facets of cash management, motives of holding cash, cash planning, managing cash collections and disbursements, investing surplus cash in marketable securities	10 hrs
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 Education Services, 2021, 12th or latest edition 2. Chandra, Prasanna; 'Financial Management: Theory and Practice', Tata McGraw-Hill; 2020, 10th or latest edition 3. Pandey, I. M. and Bhat, Ramesh, 'Cases in Financial Management', Tata McGraw-Hill, 2012, 3rd or latest edition 4. Ross, Stephen A.' Westerfield, Randolph W. and Bradford D. Jordan, 'Fundamentals of Corporate Finance'; Tata McGraw-Hill, 2018, 11th or latest edition. 	
Course Outcomes	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> • Understand the cost of capital and working capital management • Evaluate capital investment decisions • Take decisions with respect to accepting/rejecting projects for firms, and to arrive at an efficient capital structure. • Calculate the operating cycle, determine the working capital requirements for a firm and employ techniques of inventory management. 	

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-210

Title of the Course: Introduction to

Shipping Industry and Geography of Sea Transport

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil.
Course Objective	To equip participants with knowledge of shipping industry and sea trade routes, and enable them to take appropriate decisions.

Content	<p>Unit I: Introduction History of Indian Shipping, Current Scenario, Shipping terms abbreviations used in the industry Types of Ships - research vessels, fisheries vessels, serviceships, cable laying ships, merchant ships, passenger ships, general cargo and bulk ships, types of cargo carried.</p> <p>Unit II: Shipping Agencies, Customs, Ports & Maritime Administration and Future Trends Shipping agencies and their functions - freight forwarders, custom house agents, vessel agents/shipping agents. Role of customs and documentation – customs clearance, import procedure, valuation, legal provision; Ports - Ship inward/outward at harbor and clearing of consignments. International Maritime Organization, Director General of Shipping - their roles and functions. Digital sensing, megaships, greener shipping, Liquefied Natural Gas (LNG) as fuel, solar and wind power for ships.</p> <p>Unit III: World Geography and Influence of Geographical Features World continents, countries, seas, oceans, location of ports, canals, water ways, and their main trade. Physical geographical features, climate, wind, tides and currents, seasons of bad weather, and their influence on shipping.</p> <p>Unit IV: Transport Network and Practical Geography Modes of transport and their advantages and disadvantages, sea transport - importance, factors affecting, major ocean routes and their influence on shipping. Times zones, International Date Line, concept of day light saving time, load line zones, and their influence on shipping.</p>	<p>Hours 10 hrs</p> <p>20 hrs</p> <p>15 hrs</p> <p>15 hrs</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. Branch, A.E., Elements of Shipping, Routledge - Taylor & Francis Group, 9th Edition, 2015 or Later Edition. 2. Edward, S. Butterfield, C.S.J., Shipping Practice, Sterling Book House, Mumbai, 11th Edition, 1999 or Later Edition. 3. Alderton, P.M., Reeds Sea Transport, Adland Coles Nautical, London, 6th Edition, 2011 or Later Edition. 4. Couper A., The Geography of Sea Transport, Routledge, 2017 Edition or Later Edition. 5. Shinde, P., Geography of Resources, Sheth Publications, 2008 Edition or Later Edition.
Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Identify various aspects related to the shipping industry. • Understand the functions of different agencies, bodies in the industry. • Comprehend the nuances of the sea transport network in the world. • Analyse the impact of various geographical features on modes of transportation.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA 202

Title of the course: Production Operations Management

Number of credits: 4

Effective from AY: 2024-25

Pre-requisites	Nil	
Course Objectives	To equip the participants with the skills and techniques of Production and Operations Management in a Manufacturing and Service setup	
Content	<p>Unit I: Introduction to Operations</p> <p>Importance of Production Function, Characteristics of modern Production and operations function, Forecasting methods, Product design process, Types of processes, process planning and process design, factors affecting process design decisions, break even analysis.</p>	10 hrs

	<p>Unit II: Location and Layouts Utilities- Lighting, Ventilation, Air-conditioning, Automation, CAD/CAM systems, Steps in location, Location models, locational break-even analysis, Plant and Warehouse types and layout, Warehouse Functions, Principles of layout, load distance analysis, IT in Warehousing.</p> <p>Unit III: Production Planning and Control Factors determining production control procedures, Production planning functions, Capacity planning and capacity requirement planning, shop floor planning and control, ROT Method, load charts and machine load charts, Priority sequencing, Network fundamentals, CPM, PERT</p> <p>Unit IV; Quality Control Quality control techniques, JIT, Inspection, Quality at Source, Acceptance Sampling plans- Single sampling, Quality circles, TQM, Time and motion studies</p> <p>Unit V: Materials Management Material Types, Material handling principles, Purchasing- Importance, Objectives, Make or buy, Inventory management, inventory costs, ABC analysis, EOQ order quantity</p>	<p>10 hrs</p> <p>15 hrs</p> <p>10 hrs</p> <p>15 hrs</p>
Pedagogy	Lectures/tutorials/laboratory work/field work/outreach activities/projectwork/viva/seminars/ assignments/presentations/self-study/case studies etc. or a combination of these. Sessions shall be interactive in nature to facilitate peer group learning	
References/Readings	<ol style="list-style-type: none"> 1. Kanishka Bedi, 'Production & Operations Management,' Oxford University Press, 3rd Edition, 2004 or Latest edition 2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs and Nicholas 3. J. Aquilano, 'Operations and Supply Management' Tata McGraw Hill, 12th Edition 2010 or latest edition 4. Everette E Adam, Jr Ronald J Ebert, 'Production and Operations Management,' Prentice Hall, 5th Edition, 1992 or latest edition 5. K Aswathappa and K Shridhara Bhat, 'Production and Operations Management,' Himalaya Publishing House, 10th Edition 2021 or latest edition 6. 5. JP Saxena, Warehouse Management, and Inventory Control, Vikas Publishing or latest edition 	

Course Outcomes	At the end of the course, the participants will be able to <ul style="list-style-type: none"> • Forecast for production • Select the best location and design a layout • Sequencing of jobs at a machine • Ability to use QC techniques • Optimize inventory levels
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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-203

Title of the Course:

Entrepreneurship **Number of Credits:** 2 Credits

Effective from AY: 2024 – 25

Pre-requisites for the Course:	Nil	
Course Objective:	To equip participants with the knowledge, skills, and mindset necessary to launch and manage their own businesses.	
Content:	Unit I: Introduction Entrepreneur - Meaning, Definition, Characteristics, Qualities, Skills, Functions, Types; Intrapreneur - Meaning, Definition, Features, Qualities; Entrepreneurship Development - Evolution in India, Stages in Entrepreneurship Development, Factors Affecting Entrepreneurship Development and Conditions for Successful Growth of Entrepreneurship	5 hrs
	Unit II: Identification of Business Opportunities Analysis of Business Environment, Identification of Business Opportunities, Steps in Business Opportunity. Study of Local Market - What Is Market Survey, Need for Market Survey, Techniques of Market Survey Selection Stage - Project Identification, Sources of Ideas, Idea Processing and Selection.	10 hrs
	Unit III: Market Research & Project Report Feasibility Analysis: Product/Service Feasibility, Industry/Target Market feasibility, Organizational feasibility, financial feasibility Classification of Market, Meaning of Market Research, Sources of Market Research, Importance of Market Research, and Procedure followed to undertake market research Project Report: Meaning, Content, significance	10 hrs
	Unit IV: Procedures and Managerial Skills Procedures for registering a business, Government schemes and incentives, sources of Finance. Role of Marketing Manager, Human Resource manager, and Finance manager	5 hrs

Pedagogy:	Lectures/tutorials/laboratory work/field work/outreach activities/projectwork/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. Barringer, B. R., & Ireland, R. D. Entrepreneurship: Successfully launching new ventures Pearson Education (2016) or latest edition 2. Deshpande, M. Entrepreneurship of small-scale industries. New Delhi: Deep & Deep Publication (2014) or latest edition 3. Bhattacharya, S. N. Entrepreneurship development in India & the South East countries. Metropolitan Book Comp. (2003) or latest edition 4. Berry, T. Hurdle: The book on business planning. Palo Alto Software Inc. (2008) or latest edition 5. Kuratko, D. F., & Hornsby, J. S. Entrepreneurship: Theory, process, and practice. Cengage Learning (2016) 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"> • To conduct market research and analysis to identify viable business ideas • To create of a well-structured plan that outlines product/service offerings, marketing strategy and financial projections • To develop a comprehensive business plan identifying and securing funding through various sources • To understand legal and regulatory framework to effectively to support business goals.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-21X

Title of the Course:

Chartering Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	
Course Objective	To equip the participants to comprehend the various concept and practices of chartering.

Content	<p>Unit I: Chartering Concepts Chartering Concepts, Chartering terms & abbreviations. Introduction to contract of affreightment – Implied obligations of contract of affreightment, ship owners’ obligations – undertaking of seaworthiness, no deviation, reasonable dispatch. Meaning and Scope, Types of Charter – Voyage, time, demise, non-demise, bareboat – descriptions of the vessel for charter, provisions for operations, payments for charter. Freight – Basic obligations, calculation and deductions; Chartering procedure & ethics, the dry cargo charter market, Dry cargo fixtures, Factors influencing freight markets, Dry cargo freight market, Decoding Chartering Language through Various Fixtures.</p> <p>Unit II: Functions of Operations Department and Lay Time Functions of Operations Department - Standard charter party forms: GENCON 91 CP, NYPE 93 C/P, Inter-club agreement. Lay Time - Calculation of lay time, Meaning of certain Laytime terms and their implications for various types of transportsuch as Bulk carrier, Container, Tankers.</p> <p>Unit III: Freight Market The market structure & factors affecting freight markets for various types of transport, Baltic Freight Index (BFI) – analysis of a Baltic index, Baltic index and charter rates, impact of global economic conditions on charter rates, Importance & workings of BFI, Do’s and don’ts for a chartering manager.</p> <p>Unit IV: Voyage Estimating Calculation of voyage estimate to check the cost of working ona given route for various types of transport such as Bulk carrier, Container, Tankers, Tanker time charters, Shelltime-4, 1984 and Tanker voyage charters, Asbatankvoy, Study of the various standard forms, challenges with charter party disputes.</p>	<p>Hours 15hrs</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</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. Branch, A.E., Elements of Shipping, Routledge - Taylor & Francis Group; 9th edition, 2015 or Later Edition. 2. Edward, S, Butterfield, CSJ, Shipping Practice, Sterling Book House, Mumbai, 11th edition, 1999 or Later Edition. 3. Alderton P.M., Reeds Sea Transport, Adland Coles Nautical, London, 6th edition, 2011 or Later Edition. 4. Packard W.V., Voyage Estimating, Fairplay Publications, 1978 Edition or Later Edition. 5. Packard, W.V., Laytime Calculating, Fairplay Publications, 1979 Edition or Later Edition.
Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Understand the chartering concepts. • Identify functions and responsibilities of a Chartering Manager. • Perform lay time calculations. • Estimate Voyage.

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Name of the Program: Bachelor in Business Administration (Shipping & Logistics)

Course Code: MGA-21X

Title of the Course: Export

Import and Banking and Shipping Documentation

Number of Credits: 4

Effective from AY: 2024 – 25

Pre-requisites for the Course:	Nil
Course Objective:	To equip the participants with an understanding of the export-import procedures and governmental policies for smooth functioning and gain competence in managing documentation work related to shipping activities.
Content:	<p>Unit I: Introduction to Export-Import and Documentation procedure</p> <p>Definition, Classification, Export marketing, Registration, Formalities, Licensing, Selection, Identification of markets, Methods of exporting, Pricing quotations, Payment terms, LC, Schemes.</p> <p>Documentation-Documentation system, Commercial invoice, Mates receipt, Bill of lading, GR form, ISO 9000, BIS 14000, Types of marine insurance policies, Bill of entry, Transport documents, Certificate of inspection, Certificate of measurement, Freight declaration</p>
	Hours 15 hrs

	<p>Unit II: Export-Import Procedure and Policies Procedure-Steps, Contract, Forward cover, Finance, Institutional framework, Excise clearance, Pre-shipment inspection, Marine insurance, Role of clearing and forwarding agents, EDI system, Negotiations, Realization. Pre-import procedure, Legalities, Customs formalities, Warehousing, Exchange control, Retirement of export documents. Policies-Foreign trade policy, Export assistance and incentives, Export promotion organizations.</p> <p>Unit III: Letters of Credit (L/C), Bills of Lading (B/L) and Shipping Documents Letters of Credit (L/C)-Types of L/C's: Meaning, Importance in international trade, Types of L/C's, Documents in a Letter of Credit. Bills of Lading (B/L) -Liner B/L, Various types of B/L, Functions of B/L, B/L's issued under charter party (C/P), Functions of B/L in a C/P. Shipping Documents - Tally Sheet, Manifest, Mate's receipt, Statement of facts, Time-sheets, Notice of readiness.</p> <p>Unit IV: Documents for an Export Oriented Units, Export Documentation Checklist and Dangerous Cargo Declaration Documents for an Export Oriented Units - Letter of Permission(LOP), Green card with LOP, Bonded warehouse license copy and other related documents. Export Documentation Checklist- Invoice, Packing List, Annexure, Statutory Declaration Form, Importer Exporter Code, Authorized Dealer Code. Dangerous Cargo Declaration - Definition and meaning of dangerous goods declaration, Types of Documents.</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</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. Kale, N.G., Ahmed, M., EXIM Procedures & Documentation, Vipul Prakashan, Mumbai, 2009 or Later Edition. 2. Beedu, R.R., Nabhi's Guide to Documentary Letter of Credit and UCP 600, 2012 or Later Edition. 3. Bose, R., A Complete Guide to Letter of Credit and the UCP, Laxmi Publications, 1st edition 2015 or Later Edition. 4. Paul, A. & Aserkar, R., Export-Import Management, Oxford University Press, 2012 or Later Edition. 5. Branch, A.E., Shipping & Airfreight Documentation for Importers & Exporters, Witherby & Co., 2000 or Later Edition.
Course Outcomes:	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Understand the export-import procedures. • Get familiarized with methods of exporting. • Identify various shipping documents. • Understand foreign trade policy.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-31X

Title of the Course: Economics of Shipping and

Sea Transport

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil
Course Objective	To equip the participants with the skills to analyze the various factors that impact costs in shipping industry and the importance of various components of sea transport.
Content	<p>Unit I: Economy of Shipping, Strategic Planning & Cost Control, Rate of Exchange and shipping Finances</p> <p>An introduction, Shipping's 'industrial revolution', The global economic Role of maritime shipping, Shipping, Transportation and economic development.</p> <p>Concepts and approaches in strategic planning, Role of budgeting, Costs of shipping operations, Acquisition and capital costs.</p> <p>Impact of changes in rates, Buying & selling rate, Maxim-While quoting rates, Typical rate sheet, Forward rates, Dealing room, Foreign Exchange Management Act (FEMA) relating to shipping companies (Aim of exchange control), Environmental Crisis Management (ECM) relating to shipping companies.</p> <p>Types of finance (Equity, Debt, Mezzanine & Leasing, Uniform Customs and Practice for Documentary Credits, Leading financial Institutions for Shipping Industry), Shipping Finance, Moving from west to east.</p>

	<p>Unit II: Acquisition and Disposal of Ships and Shipping Accounts Sale and purchase of ships, Process, Role of brokers, Inspection and valuation, Memorandum of Agreement, Role of brokers, Acquisition of ships from abroad, Ship acquisitions procedure, Purchase requirements, Purchase decisions, Registration and other formalities, Economics of scrapping & Laying up ships. Preparation of voyage accounts, Disbursements, Various heads under disbursement, Time charter, Final accounts.</p> <p>Unit III: Sea Transport Services Market, International Trade and Shipping Policy Determinants of demand and supply, Factors affecting demand and supply, Economics of manning, Economies of scale. Fundamental topics in the shipping business, Sea transport system, International trade patterns, International maritime passages, International Commercial Terms (INCOTERMS), Rules for any mode of transport, Rules for sea and inland waterway transport. Evolution of India's national shipping policy, Cabotage law.</p> <p>Unit IV: Fuel Economy & Bunker Management, Stowage and Shipping Cost and Revenue Factors affecting fuel quality, Legal aspects of bunkering, Design of new ships for fuel efficiency, Bunker adjustment factors and freight rates, Development of a marine fuel specification. Factors affecting stowage, Freight & Freight Units, Packaging in sea transport. Cost in economics, Cost management in shipping, Cost of running ships, Revenue in Shipping.</p>	<p>15 Hrs</p> <p>15 Hrs</p> <p>15 Hrs</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ projectwork/ 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. Branch, A.E., Elements of Shipping, Routledge - Taylor & Francis Group, 9th Edition, 2015 or Later Edition. 2. Edward, S; Butterfield, CSJ, Shipping Practice, Sterling Book House, Mumbai, 11th Edition, 1999 or Later Edition. 3. Alderton P.M., Reeds Sea Transport, Adland Coles Nautical, London; 6th Edition, 2011 or Later Edition. 4. Stopford, M, Maritime Economics, Routledge - Taylor & Francis Group, 3rd Edition, 2009 or Later Edition. 5. Branch, A.E., Elements of Port Operations & Management, Springer; 2011 or Later Edition.
Course Outcomes	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Analyse various factors that impact costs in shipping industry • Understand the acquisition and disposal of ships • Identify need of various components of sea transport. • Cost management in shipping

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-31X

Title of the Course: Supply Chain

Management

Number of Credits: 2

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with the skills to manage Supply Chain processes.	
Content	<p>Unit I: Core Concepts and Processes of Supply Chain Concept of Supply Chain - Integrated supply chain, Growth of supply chain, Strategic decision in supply chain.</p> <p>The Value of Information - Information technology, Information functionality in supply chain, Principles of supply chain information, Information system activities, The bullwhip effect, Effective forecasts, Lead-time reduction, Integrating the supply chain.</p> <p>Distribution Strategies - Centralized vs. decentralized control, Strategies, Central vs. local facilities, Push vs. pull systems.</p> <p>Purchasing Basics - Purchasing in supply chain management, Purchasing organization, The purchasing/procurement cycle, Order processing cycle, Legal aspects of purchasing.</p>	20 hrs

	Unit II: Issue and future of Supply Chain Issues in Supply Chain Management - Issues, Facility location decisions, Performance metrics along supply chain, Service response logistics, Customer relationship management. Future of Supply Chain Management - Supply chain process integration, Greening of supply chains, Increasing supply chain responsiveness, Reducing supply chain costs.	10 hrs
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. Bhattacharya, S.K., Logistics Management – Definitions, Dimensions, and Functional Applications, S.Chand, 2nd Edition 2013 or Later Edition. 2. Shah, J., Supply Chain Management - Text & Cases, Pearson Education, 2016 Edition or Later Edition. 3. Jespersen, B.D., Skjott-Larsen, T., Supply Chain Management: In Theory & Practice, Copenhagen Business School Press; 2005 Edition or Later Edition. 4. Monczka, R.M., Handfield, R.B., Giunipero, L.C., Patterson, J.L., Purchasing and Supply Chain Management, Cengage, 2016 Edition or Later Edition.	
Course Outcomes	At the end of the course, the participant will be able to: <ul style="list-style-type: none"> Understand the core concepts to manage the in supply chain process. Understand the value of information in Supply Chain Management. Manage procurement and distribution strategies. Identify issues and emerging trends in supply chain. 	

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-31X

Title of the Course:

Maritime Law

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	-
Course Objective	To equip the participants with an understanding of the fundamentals of various shipping related laws and international conventions relating to containerization.

Content	<p>Unit I: Introduction to Maritime Law Maritime Jurisdiction and Admiralty Law, types of proceedings; Maritime Lien - Different types of maritime lien, Subjects of maritime lien, Procedure for arrest, Order of priorities. Health Regulations and Safety - Responsibility of master, duties, hours of work, provisions, code of safe working requirements, Indian Port Health Rules. Liabilities and Responsibilities - Deviation & freight, Consequences of deviation, Reasonable deviation, Deviation & prior damage to cargo, Liability to provide a seaworthy vessel, Definition of seaworthiness, Meaning of un-seaworthiness, Burden of proof, Limits on liability, Notice on loss, Measurement of damages, Non-contractual claims, Himalaya clause, Limitation of action, Jurisdiction and arbitration.</p> <p>Unit II: Introduction to Various Acts – Meaning, Scope, Applicability, and Procedures of Operations Merchant Shipping Act, 1958; Admiralty jurisdiction; Customs Act, 1962; Multimodal Transportation of Goods Act, 1993, The Indian Carriage of Goods by Sea Act, 1925.</p> <p>Unit III: Introduction to Various Conventions Facilitation convention - Hague rules, Visby rules & Hamburg rules, The Athens convention, 1974, Civil liability convention (Oil Pollution), Fund convention, International Convention for the Safety of Life at Sea (SOLAS), International Convention for the Prevention of Pollution from Ships (MARPOL), The impact and importance of International Maritime Conventions, role of International Conventions in shaping Maritime Law.</p>	<p>Hours 15hrs</p> <p>15 hrs</p> <p>15 hrs</p>
	<p>Unit IV: Rules & Legal Provisions for Shipping Operations Principles of salvage, Crew, Passengers, Real danger, Salvage agreement, Lloyds pen form, Duties of salver, Owner, Master, Towage, Special towage contracts, Cargo claims, Collision regulations, Purpose of collision regulations, Alternatedanger, Damages, Tort, Types of torts, Defences againsttortuous liability, Limitation of action.</p>	<p>15 hrs</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. The Merchant Shipping Act, 1958, Professional Book Publishers, Delhi, 2018 Edition or Later Edition. 2. Chandiramani, N., Carriage of Goods by Sea Multimodal Transport, Avinash Publications, Latest edition. 3. Maritime Law of India – In International Context, Bhandarkar 	

	Publications, Bombay, Latest Edition. 4. Bundock, M., Shipping Law Handbook, Routledge, 2013 Edition or Later.
Course Outcomes	At the end of the course, the participant will be able to: <ul style="list-style-type: none"> Identify the various types of Maritime Lien, responsibilities of various authorities. Understand the composition of various Acts. Understand various conventions related to Maritime Law. Apply the Rules & Legal Provisions for Shipping Operations

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-31X

Title of the Course: Air, Road and Rail Cargo

Management Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	-	
Course Objective	To equip the participants with the skills to manage the air, rail and road cargo function in an organisation.	
Content	Unit I: Air Cargo Functions & Operations Air Freight Forwarding, Importance of Air Freight, Air Freight Supply Chain, Types of Cargo and cargo logistics. Air Cargo Traffic and Capacity, Air Cargo Market Characteristics, Air Cargo Alliances and Mergers, Air Cargo Financial Performance, Air Cargo Forecasting, Role of Freighters, use of Technology and Air-Freight. Air Cargo and The Environment, Safety, Role of Charter Broker, Cargo Processing, Air Cargo – Issues & Prospects	15 hrs
	Unit II: Road Cargo Management Significance of Rail and Road transportation logistics, Local and medium, Long and continental transportation, Features of logistics transportation, Roadways and Logistics Counters, Road Infrastructure and Fleet Management, Road Cargo Regulations and Sustainability, Roadways as a primary mode and complementary mode of transportation in logistics, Fuel Management, Cost structure, Operating and Service Characteristics, Factors influencing growth in road logistics, Suitability for different cargo and distance ranges segments. Factors influencing growth in road logistics, Suitability for different cargo and distance ranges segments.	15 hrs

	<p>Unit III: Rail Cargo Logistics Overview of rail transportation in cargo logistics, Factors influencing growth, Suitability for different cargo and distance range segments. Innovative Schemes/Facilities to Popularize Rail Logistics In India, Share of Railways in Cargo Movement in India and World-Wide. Outsourcing fleets, Technology, Cost, Speed, Security.</p> <p>Unit IV: Transportation & Management of Dangerous & Hazardous Cargo The classification of dangerous goods, Dangerous goods safety advisers' qualifications and training. Transportation of Dangerous Goods - Regulations for transporting dangerous goods by air, sea, road and rail transport, Documentation when moving dangerous goods, Marking and labeling of dangerous goods, Suppliers' responsibilities. Packaging of Dangerous Goods for Transport, Radiation Screening at Ports and Airports - Radiation equipment, Sources of radiation.</p>	<p>15 hrs</p> <p>15 hrs</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. Sales, M., The Air Logistics Handbook – Air freight and the global supply chain, Routledge, 2013 or Later Edition. 2. Coyle, J.J., Novak, R.A., Gibson, B.J., Transportation: A Supply Chain Perspective, Cengage Learning, 7th Edition or Later Edition. 3. Stroh, M.B., A Practical Guide to Transportation and Logistics, Logistics Network Inc.; 2006 Edition or Later Edition. 4. Barrett, J., Ritter, L., and Wilson, R., Securing Global 5. Transportation Networks', McGraw Hill., 2006 or Later Edition. 6. MOSWest, Transportation and Cargo Security, Prentice Hall, Latest Edition. 	
Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Manage Air cargo traffic and management. • Handle Logistics operations of Rail and Road transport. • Gain expertise in cargo characteristics, its forecasting and safety precautions. • Manage and transport Dangerous & Hazardous Cargo. 	

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-31X

Title of the Course: Customs Procedures and Marine Insurance

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	-								
Course Objective	To equip the participants with an understanding Customs Procedures and Practices and manage Marine Insurance function in an organization.								
Content	<table border="0"> <tr> <td> Unit I: Overview of Customs Function, importance, organizational structure/hierarchy of Customs Department in India, powers of Customs Department/Customs Officers under the Act, 1962, customs brokers, customs offences, penal provisions, grievance redressal mechanisms. </td><td>Hours 10 hrs</td></tr> <tr> <td> Unit II: Classification of Goods, Customs Refunds, Transshipment, and Export Promotion Schemes Procedure for clearance of import and export of goods, customs valuation, import-export restrictions and prohibitions, date of application of custom duty, refund of customs duty, remission and duty-free items, remission, reduction and/or allow import without duty under certain circumstances, transshipment of cargo, transshipment permit. Export Promotion Schemes – export-oriented units, drawback allowable on re-export of duty-paid goods, export-oriented imports. </td><td>20 hrs</td></tr> <tr> <td> Unit III: Overview of Insurance Sector Overview of insurance and its role in the service sector – range of products and services in insurance sector. Life Insurance, General Insurance, Insurance Regulatory Development Authority of India (IRDA) and its role, Policy Values and methods of valuation, Factors affecting selection of life insurance products and selection of appropriate products. </td><td>5 hrs</td></tr> <tr> <td> Unit IV: Marine Insurance, Risk Management, Principles of Insurance and Protection & Indemnity Clubs Marine Insurance and Risk Management - What is risk, Process of risk management, Risk identification, Risk evaluation, Risk control, Risk handling; Definition, Scope and overview of marine adventure, Marine perils. Principles of Insurance and Protection & Indemnity Clubs Insurance - Introduction, Marine Insurance, Assignment, Insurable interest, Indemnity, Utmost good faith, Warranties, Subrogation, Contribution, Proximate cause, Partial & total loss; History, Liability insurance, Membership, Management of clubs rating of risk & fixing of calls, Scope for P&I cover, Risk insured under P&I cover, Club letters of undertaking, Exceptions limitations of cover etc. </td><td>15 hrs 10 hrs</td></tr> </table>	Unit I: Overview of Customs Function, importance, organizational structure/hierarchy of Customs Department in India, powers of Customs Department/Customs Officers under the Act, 1962, customs brokers, customs offences, penal provisions, grievance redressal mechanisms.	Hours 10 hrs	Unit II: Classification of Goods, Customs Refunds, Transshipment, and Export Promotion Schemes Procedure for clearance of import and export of goods, customs valuation, import-export restrictions and prohibitions, date of application of custom duty, refund of customs duty, remission and duty-free items, remission, reduction and/or allow import without duty under certain circumstances, transshipment of cargo, transshipment permit. Export Promotion Schemes – export-oriented units, drawback allowable on re-export of duty-paid goods, export-oriented imports.	20 hrs	Unit III: Overview of Insurance Sector Overview of insurance and its role in the service sector – range of products and services in insurance sector. Life Insurance, General Insurance, Insurance Regulatory Development Authority of India (IRDA) and its role, Policy Values and methods of valuation, Factors affecting selection of life insurance products and selection of appropriate products.	5 hrs	Unit IV: Marine Insurance, Risk Management, Principles of Insurance and Protection & Indemnity Clubs Marine Insurance and Risk Management - What is risk, Process of risk management, Risk identification, Risk evaluation, Risk control, Risk handling; Definition, Scope and overview of marine adventure, Marine perils. Principles of Insurance and Protection & Indemnity Clubs Insurance - Introduction, Marine Insurance, Assignment, Insurable interest, Indemnity, Utmost good faith, Warranties, Subrogation, Contribution, Proximate cause, Partial & total loss; History, Liability insurance, Membership, Management of clubs rating of risk & fixing of calls, Scope for P&I cover, Risk insured under P&I cover, Club letters of undertaking, Exceptions limitations of cover etc.	15 hrs 10 hrs
Unit I: Overview of Customs Function, importance, organizational structure/hierarchy of Customs Department in India, powers of Customs Department/Customs Officers under the Act, 1962, customs brokers, customs offences, penal provisions, grievance redressal mechanisms.	Hours 10 hrs								
Unit II: Classification of Goods, Customs Refunds, Transshipment, and Export Promotion Schemes Procedure for clearance of import and export of goods, customs valuation, import-export restrictions and prohibitions, date of application of custom duty, refund of customs duty, remission and duty-free items, remission, reduction and/or allow import without duty under certain circumstances, transshipment of cargo, transshipment permit. Export Promotion Schemes – export-oriented units, drawback allowable on re-export of duty-paid goods, export-oriented imports.	20 hrs								
Unit III: Overview of Insurance Sector Overview of insurance and its role in the service sector – range of products and services in insurance sector. Life Insurance, General Insurance, Insurance Regulatory Development Authority of India (IRDA) and its role, Policy Values and methods of valuation, Factors affecting selection of life insurance products and selection of appropriate products.	5 hrs								
Unit IV: Marine Insurance, Risk Management, Principles of Insurance and Protection & Indemnity Clubs Marine Insurance and Risk Management - What is risk, Process of risk management, Risk identification, Risk evaluation, Risk control, Risk handling; Definition, Scope and overview of marine adventure, Marine perils. Principles of Insurance and Protection & Indemnity Clubs Insurance - Introduction, Marine Insurance, Assignment, Insurable interest, Indemnity, Utmost good faith, Warranties, Subrogation, Contribution, Proximate cause, Partial & total loss; History, Liability insurance, Membership, Management of clubs rating of risk & fixing of calls, Scope for P&I cover, Risk insured under P&I cover, Club letters of undertaking, Exceptions limitations of cover etc.	15 hrs 10 hrs								

	Unit V: Rules and Regulations General Average & the York Antwerp Rules, 1974 - Particular & General Average, Open Cover and Open Policies - Meaning, Special declaration policy, GOI- Scheme of War Risk Insurance of Marine Hull, 1976 - Applicability, Features, Scope of act. Cargo Insurance, and Hull & Machinery Insurance - Basis of Rating.	
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. Customs Manual, Latest Edition. 2. The Customs Act, 1962, Commercial Law Publishers (India) Pvt. Ltd. 3. Chandiramani, N.M., A Guide to Customs Act, 1962, Latest Edition. 4. Insurance Institute of India, Risk Management, Latest Edition. 5. Insurance Institute of India, Marine Insurance, Latest Edition	
Course Outcomes	At the end of the course, the participant will be able to: <ul style="list-style-type: none"> • Understand customs procedures, applicable rules and regulations • Classify goods and transshipment of goods • Apply the concepts of Marine Insurance to hull & cargo. • Identify risks and indemnities in Marine Insurance. 	

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-308

Title of the course: Business Research

Methods

Number of credits: 4

Effective from AY: 2024-2025

Pre- requisites for the course:	NIL	
Course objective:	To equip the participants with skills to locate problem areas in organizational settings, and plan, organize, design, and conduct research to help solve the identified problems	
Content:	Unit I: Introduction to Business Research Research in business - Why research, Business strategy, What research is not, Methods and methodology, Features of good research, fallacy in research, important terms in research, types of research, Ethics in Research, Development of Research Methodology – Language of Research, Scientific methods, Induction and deduction, objectivity in research, Defining and formulation of Research Problem – Literature review and concept mapping	10 hrs

	<p>Unit II: Design of Business Research Research Plan – Research design, classification of research design, features of good design, experimental research, Surveys, Generalization in Research – Issue of validity, Conclusion validity and threats, Internal validity, construct validity, external validity and threats, Qualitative Research; process, interviews, secondary data analysis, experience survey, focus groups, descriptive studies, case study, observation method, qualitative verses quantitative research, merging of qualitative and quantitative research.</p> <p>Unit III: The Sources and Collection of Data Sources of data (primary and secondary), measurement scales, issue of measurement and scale, questionnaire and instrument design, Sampling Techniques – terminology, methods, calculation of sample size</p> <p>Unit IV: Analysis and Presentation of Data Quantitative Analysis – Basic statistical techniques Testing of hypothesis, other statistical techniques for analysis, Use of Computer software in data analysis Report Writing – Writing a good report, critical elements of report, stylistic elements, formatting</p>	<p>15 hrs</p> <p>15 hrs</p> <p>20 hrs</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, 2018, 12th Edition or Latest Edition 2. Sachdeva J.K., 'Business Research Methodology' Himalaya Publishing House, 2009, 2nd Edition or latest Edition. 3. Zikmund W G, 'Business Research Methods'; Thomson Learning, Indian Reprint, 2013, 9th Edition or Latest Edition. 4. Deepak Chawla and Neena Sondhi, 'Research Methodology: Concepts and Cases', Vikas Publishing house, 2016, 2nd Edition or Latest Edition 	
Learning outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Understand the relevance and role of Research in business and formulate the Research problem. • Develop the framework/design and a well - designed questionnaire with appropriate use of measurement scaling • Develop an appropriate Sampling design. 	

	<ul style="list-style-type: none"> Analyse and interpret the results for decision making.
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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-309

Title of the course: Strategic

Management **Number of credits:** 4

Effective from AY: 2024-2025

Pre- requisites for the course:	NIL	
Course objective:	To equip the participants with skills to identify and create strategic choices in organizations.	
Content:	Unit I: Introduction Basic concepts, Nature of strategic management: key terms, benefits and pitfalls, Dimensions of Strategic management, Strategic management process, Strategy v/s Tactics, Vision and Mission statements, importance and characteristics, Evaluating Mission statements.	10 hrs
	Unit II: Strategy Analysis External environment: forces impacting the external environment, sources of information tools and techniques, Internal environment: forces impacting the internal environment, sources of information tools and techniques, Analysis of external environment, internal environment, framing vision and mission statements, Generic and Grand strategies in different types of organizations	20 hrs
	Unit III: Strategic Implementation Analysis of various strategic choices: Strategy formulation framework, Resource planning, managing resistance, and operational, Human resource, marketing, finance, R D and MIS issues	15 hrs
	Unit III: Strategic Evaluation, Control and Innovation Organisation structure, Leadership and Culture, conflict & challenges, Strategy review, Evaluation and Control, Innovation and Entrepreneurship	15 hrs

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. La Pearce, J.A., Robinson, R.B. & Mittal Amita, 'Strategic Management: Formulation, Implementation and Control', Tata McGraw-Hill Publishing Company, 2017, 12th or latest edition 2. Fred R. David; 'Strategic Management cases and concepts'; Pearson Education New Delhi, 2011, 13th or latest edition 3. Lawrence, Gupta & Glueck; 'Business Policy and Strategic Management'; Frank Brothers; 2012, 7th or latest edition 4. Hitt, Hoskisson, Ireland; 'Management of Strategy Concepts and Cases', Cengage learning, 2017 12th or latest Edition Azhar Kazmi, 'Strategic Management and Business Policy', McGraw Hill, 23rd or latest edition
Learning outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Analyse the firm's Internal environment using Internal analysis tool and techniques. • Analyse the firm's External environment using External analysis tools and techniques • Identify and indicate sustainable strategies for firms for competitive advantage. • Integrate and apply knowledge to formulate and implement strategy from holistic and multi-functional perspectives.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-31X

Title of the Course: Liner Transport and Port

Management Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Fundamental knowledge in the area through a completed course of Introduction to Shipping Industry and Geography of Sea Transport.	
Course Objective	To equip the participants with skills to manage the Port and Liner Transport functions in an organisation.	
Content	<p>Unit I: Introduction to Liner Transport</p> <p>Functions, Hierarchy of a liner company, Functions of various departments, How the liner company works. Cargo Consolidation in India, Unitization, and LCL /FCL. What is consolidation, Benefits to trade, Carrier, Freight forwarders, Scope for consolidation, Cargo stuffing, Selecting a shipping line etc., concept of unit load, Strapping, Pre-slinging, Handling palletisation; Meaning & concept of FCL &LCL shipments. Shipping Conferences, Joint Ventures, Shipping Pools &</p>	15 hrs

	Consortia, Functions, Trends.	
	<p>Unit II: Containerization, and Liner Agents Containerization (in India & at International level), Advent of containerization, History, Progress in India, Container Leasing Methods, Owning & leasing, advantages /disadvantages, Cost of leasing, Basic types of lease contracts; UNCTAD Liner Code. Duties & responsibilities, Relationship with principal & port authorities, DGS, Terminal operators, Ports etc., Agency remunerations, Office organizations - marketing, Operations, Finance.</p> <p>Unit III: Introduction to Port Management Ports - Types & Functions - Major world ports in liner, Dry bulk & liquid trades, Port ownership, Economics of port location, Factors used as a parameter to select a port. Port Competition, Marketing and Pricing -Understand the nature of port competition at national & international level; Understand the relevance of geographic location to vessel turnaround time & port rotation, Port promotion techniques & their impact in identifying potential users. Impact of better connectivity, Inland transportation, Understand nature & types of port charges, Understand how pricing is used as a tool to influence demand.</p> <p>Unit IV: Legal Aspects of Port Management and Port Equipment's and Stevedoring Legal Aspects of Port Management and SEZ/FTZ in Ports - Legal nature of port constitutions, Legal framework of port ownership laws & regulations relating to employment of dock workers; Setting up of SET/FTZ in port areas, Legal implications, Benefit to trade. Port Equipment and Stevedoring - Understand what is meant by port building, Warehouse, Transit sheds etc. Understand the different cargo handling equipment's, Types, Costs & the need for maintenance management; Functions of stevedores, Usefulness, How they can affect the loading /unloading operations.</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</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. Stevens, E., Butterfield, CSJ., Shipping Practice, Sterling Book House, 1981or Later Edition. 2. Branch, A.E., Elements of Shipping, Routledge - Taylor & Francis Group, 2014 or Later Edition. 	

	<ol style="list-style-type: none"> Alderton P.M., Reeds Sea Transport, Adland Coles Nautical, London, 2011 or Later Edition. Dr.Hariharan, K.V., Containerization, Multimodal Transport & Infrastructural Development in India., Shroff Publishers & Distributors Pvt. Ltd.; 2015 or Later Edition. Packard, W.V., Shipping Pools, Informa Pub, 1995 or Later Edition.
Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> Recognize and analyse effects of containerization, unitization, ICD's etc. on development of liner trade. Analyse the role of ports in international trade & its importance Analyse role of port equipment in port productivity. Perform Stevedoring functions.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-400

Title of the Course: Case Writing and

Analysis

Number of Credits: 4

Effective from: AY 2024 - 25

Objective	To equip the participants to write and analyse cases studies	
Content	<p>UNIT I: Basics of Case Writing Introduction to case writing and analysis, process to be followed.</p> <p>UNIT II: Data Collection and Analysis Data gathering and sources, Relevance of gathered data, data segregation.</p> <p>UNIT III: Writing the Case Documentation of the situation, sequential flow.</p> <p>UNIT IV: Case Analysis with Suggested Solution Problem identification and decision making (solutions)</p>	<p>10 Hrs</p> <p>10 Hrs</p> <p>20 Hrs</p> <p>20 Hrs</p>
Pedagogy	<p>lectures/ tutorials/laboratory work/ field work/ outreach activities/ projectwork/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these.</p> <p>Sessions shall be interactive in nature to enable peer group learning.</p>	
Suggested Readings	<ol style="list-style-type: none"> Schmidt Marty J, The Business Case Guide, The matrix Solution, Second Edition (2002) or later edition Indian Business Case Studies Volume I (Indian Case Studies in Business Management- by Asha Pachpande , J A Kulkarni, Sandeep Pachpande , (2022) or latest edition Indian Business Case Studies Volume II: 2 (Indian Case Studies in Business Management, 2) by <u>Bhagyashree Kunte</u> , <u>Srinivas Tumuluri</u> , <u>V P Pawar</u> 	

	<p>(2022) or latest edition</p> <p>4. Indian Business Case Studies Volume III (Indian Business Case Studies, 3)-by <u>Lalit Kanore</u> , <u>Priti Mastakar</u> (2022) or latest edition</p> <p>5. Case Study Research: Design and Methods, Robert Yin, Sage Publications - 5th edition or latest</p>
Course outcomes	<p>At the end of the course participants will be able to:</p> <ul style="list-style-type: none"> • Identify real life problems. • Collect the required data. • Document the situation in an appropriate manner. • Analyse the situation and come up with solutions.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-401

Title of the Course: Quantitative Techniques for

Decision-Making

Number of Credits: 4

Effective from AY: 2024-25

Prerequisites	Business Maths and Statistics (MGA-211)	
Course Objective	To equip the participants to analyze complex problems, make informed decisions, and apply quantitative tools effectively in diverse real-world scenarios.	
Contents	<p>Unit I: Quantitative Decision-Making</p> <p>Statistics and Operations Research (O.R.), Approach, Techniques and Tools, Applications of O.R., Phases and Processes of O.R. Study.</p> <p>Decision Theory- Decision-Making Under Certainty, Decision-Making Under Risk, Decision Trees, Decision- Making Under Uncertainty.</p> <p>Linear Programming Graphical Method- Formulation of two variables Linear Programming Problem (LPP), Formulation with Different Types of Constraints, Graphical Solution Application of LPP in Business.</p> <p>Unit II: Linear Programming and Applications</p> <p>Linear Programming Simplex Method- Computational with Two Decision variables, Two-Phase method, M-method, Solutions, Dual LPP. Transportation Problem- North West Corner Cell Method, Least Cost Cell Method, VAM, Modified Distribution (MODI) Method, Stepping Stone Method, Degenerate Transportation Problem, Transshipment Problem, Maximization in Transportation Problem.</p>	<p>15 hrs.</p> <p>20 hrs.</p>

	<p>Assignment Problem- Hungarian Problem, Diagonal Rule, Maximization in an Assignment Problem, Restricted Assignment Problem, Travelling Salesman Problem (TSP).</p> <p>Unit III: Programming Techniques II Goal Programming- Model Formulation, Simplex Method, Applications. Dynamic Programming- Notations, Methodology, Applications</p> <p>Unit IV: Game Theory, Queueing Models, Simulation Game Theory- Saddle Points, Dominance, Mixed Strategies- Games Without Saddle Points, 2xn Games, Exploiting an Opponent's Mistakes. Queueing Models- Parameters, M/M/1 System, M/M/C System, M/E_k/I System, Decision Problems in Queueing. Simulation- Steps in the simulation process, Practical applications of simulation, Computer Simulation.</p>	<p>10 hrs.</p> <p>15 hrs</p>
Pedagogy	<p>Lectures/ tutorials/laboratory work/ project work/ viva/ seminars/ term papers/ assignments/ presentations/self-study, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning</p>	
References / Readings:	<ol style="list-style-type: none"> 1. N. D. Vohra (2021), "Quantitative Techniques in Management", McGraw Hill Education, 6th edition or later edition 2. Taha Hemdy A. (2022), 'Operations Research- An Introduction', Pearson Education, 10th edition or later edition 3. Hillier F., Liberman G., et. al. (2021), 'Introduction to Operations Research' McGraw-Hill, 11th edition or later edition 4. Prasanna Dahe D. (2019), 'Operations Research: A Systems Engineering Approach', Cengage 5. Singla, Vikas. (2021), 'Operations Research Using Excel: A Case Study Approach', CRC Press 	
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Apply various quantitative techniques to effectively analyze and solve complex decision-making problems. • Formulate decision models integrating Linear Programming, Transportation, and Assignment problems for practical applications. • Critically assess decision criteria using quantitative tools like Decision Trees, Queueing Theory, and Game Theory across different decision-making scenarios. • Implement programming solutions, including Goal Programming, and Dynamic Programming for optimizing decision outcomes in diverse business contexts. 	

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-41X

Title of the Course: Retail Stores and Supply

Chain Management

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	-		
Course Objective	To equip the participants with skills to manage the Retail Stores and Supply Chain function in an organisation.		
Content	Unit I: Introduction <ul style="list-style-type: none"> Retail Supply chain - Definition, Retail as a business, Importance of customer segments, Value chain, Retail in India. Emerging trends in retailing - Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector. Retail Supply Chain Environment - Drivers of retail supply chain change, Globalization, Nature of demand. 	15 hrs	
	Unit II: Retail Location Selection, Retail Supply Chain Strategy, and Merchandise Planning <ul style="list-style-type: none"> Retail Location Selection - Importance of retail locations, Types of retail locations, Factors determining the location decision. Retail Supply Chain Strategy - Product life cycle, Innovative and functional products, Retail market segments, Supply chain management excellence, Skill requirements. Merchandise Management - Meaning of merchandising, Factors that influence merchandising, Functions of merchandising manager, Merchandise planning. 	15 hrs	
	Unit III: Retail Operations, and Space Management <ul style="list-style-type: none"> Retail Operations - Store administration, Premises management, Inventory management, Store management, Receipt management and Profitability. Retail Space Management – Store Space management, layout and design. 	15 hrs	
	Unit IV: Responsibilities, Retail Marketing, and Pricing <ul style="list-style-type: none"> Responsibilities of a Store Manager - Store record and accounting system, Coding system, Logistics, and Information system. Retail marketing, pricing and Visual merchandising, Promotions strategy. 	15 hrs	

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. Pradhan, S., 'Retailing Management', McGraw Hill Education, 3rd Edition or Later. 2. Lamba, J., 'The Art of Retailing', McGraw Hill Education, Latest Edition. 3. Berman, B., Evans, J.R., Retail Management - A Strategic Approach, Pearson, 12th Edition or Later. 4. Ayers, J.B., Odegaard, M.A., Retail Supply Chain Management, Auerbach Publications, Second Edition or Later. 5. Gilbert, D., Retail Marketing, Financial Times Management, Latest Edition.
Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Formulate various strategies required for retail management • Select locations for retail supply chain • Manage merchandise and retail space effectively • Handle retail operations, pricing, and market retail stores.

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Name of the Programme: Bachelor in Business Administration (Shipping & Logistics)

Course Code: MGA-41X

Title of the Course: Packaging and

Global Logistics Management

Number of Credits: 4

Effective from AY: 2024-25

Prerequisites	-	
Course Objective	To equip the participants with skills to manage the packaging function in an organization and familiarize the participants with the concepts in Global Logistics Management.	
Contents	<p>Unit I - Introduction to Packaging, Testing and identification codes</p> <p>Essentials of Packing and Packaging. Functions of Packaging, types of packaging, Primary, secondary and tertiary, Requirements of consumer packaging.</p> <p>Testing of Packaging (Mechanical, Climatic & Lab test) International Care Labelling Code, Packaging Cost.</p> <p>Identification Codes, Bar Codes, and Electronic Data Interchange (EDI), Universal Product Code- GS1 Standards.</p>	<p>Hours</p> <p>15hrs</p>

	<p>Unit II - Packing Considerations and Packaging/Packing Materials & Components</p> <p>Packing Considerations - Protection, Convenience, Environment, and Use/Reuse, Cost and Competition, Packing as a systems approach to Logistics</p> <p>Packaging/Packing Materials & Components- Various Materials/Metals, Flexible, Folding, Insulated, Corrugated Packing Materials. Packing Security printing, Stretch wrap, Time temperature indicator, Tinplate.</p> <p>Unit III- Introduction to global logistics and International Supply Chain Management</p> <p>Meaning and definition, global market forces, factors affecting global market forces, factors affecting technological forces, global cost forces, political and economic forces, borderless economy and trade implications, controllable and uncontrollable elements in a global market place, key players in international shipping, Incoterms.</p> <p>International Supply Chain Management - Introduction to international supply chain management, issues in international supply chain Management, international versus regional Products, regional and cultural differences in logistics.</p> <p>Unit IV- Global Strategy Implementation and Laws and regulations governing international shipping</p> <p>Global Strategy Implementation- Requirements and process for global strategy implementation, international distributional strategies, management of export shipments, the risks of international shipping, functions and responsibilities of buyers and sellers in international shipping, information system availability, role of human resources.</p> <p>Documents needed for international shipments, Laws and regulations governing international shipping, Global alliances and regional trade zones.</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p>
Pedagogy	<p>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.</p>	

References / Readings:	<ol style="list-style-type: none"> 1. Natrajan, S., Govindarajan, M., and Kumar, B. Fundamentals of Packaging Technology. PHI Learning Private Limited, Delhi, 2nd Edition, 2014 or Later Edition. 2. Soroka, W, 'Fundamentals of Packaging Technology', IPP, 2009, or Later Edition. 3. Mangan, J., Lalwani, C., Butcher, T., Javadpour, R. Global Logistics and Supply Chain Management. John Wiley & Sons Ltd. U.K. 3rd Edition, 2016 or Later Edition. 4. Branch, A.E. Global Logistics Management and Supply Chain Management. Routledge, U.K, 8th Edition or Later Edition. 5. Calver, G., 'What Is Packaging Design', Rot vision, 2007 or Later Edition.
Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Identify the types of packaging. • Understand the application of codes, bar codes, EDI etc. • Identify the issues in global supply chain management. • Identify the factors that impact global supply chain management.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA404

Title of the Course: Seminars in General

Management Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants with skills to analyse contemporary/non contemporary economic and non-economic issues to arrive at implications for managers.	
Content	Unit I Contemporary/non contemporary related economic, issues. Local as well as Global Economic Issues Examples of some topics: Budgets, Crony capitalism, Recent Trends in the Economy, Stock Market Developments, Foreign Trade Policy, ESG &SDG's etc	30 hrs
	Unit II Contemporary/non contemporary Non economic Issues Local as well as Global Non Economic issues Examples of some topics: Artificial Intelligence, Data Security, Cyber Crimes, Trends in Management, Startup Culture, Ethics, Supply Chain Management, Mental health, Freedom of Press, Social Media, Legal issues etc Note : SEA's will be Seminar Format	30 hrs

Pedagogy	Small group presentations on contemporary/non contemporary issues identified by the facilitator/student followed by discussion
References / Readings:	Appropriate Reading specific to a topic from a variety of Newspaper articles as well as business journals and magazines.
Course Outcomes	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> • Derive learning from the newspaper articles and magazines and apply it to analyse the business environment. • Use the information in making firm level decisions. • Develop a different perspective on analysing business situations • Communicate and articulate the learnings derived

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Minor Courses

Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-21X

Title of the Course: Logistics

Management

Number of Credits: 4

Effective from AY: 2024-25

Pre-requisites for the course	Nil
Course Objective	To equip the participants with an understanding of the basics of logistics management, and understand the role of logistics providers.

Content	<p>Unit I: Overview of Logistics Management Nature and concepts, Evolution of logistics and supply chain management, Components of logistics, Integrated logistics system, Customer perception of service quality, Government policies and regulations related to logistics, Key enablers and growth drivers of the Indian logistics industry.</p> <p>Unit II: Transportation and Distribution Functions of transportation, Elements of transportation cost, Modes of transportation, Multimodal transportation, Physical distribution, Logistics outsourcing, Third party logistics (3PL), Fourth party logistics (4PL).</p> <p>Unit III: Stores Organization, Material Identification & Material Handling Types of stores, Stores location, Building and layout, Storage facility, Stockyard, Safety and Security, Material identification system, Need of coding, Item codification, Classification, Monitoring the codification system, Identification and classification of materials and products in the warehouse, Characteristics of codes, Types of codification systems, Analysing standardization system Material handling systems, Guidelines and principles of material handling.</p> <p>Unit IV: Information Systems & Customer service Use of logistics information systems (LIS) and IT-technology for logistics, Planning and co-ordination of logistics information systems. Customer Service - Measure of effectiveness of logistics system, customer perception of service quality; Reverse Logistics - Challenges of products return, System design for reverse logistics, Reverse logistics a competitive tool.</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p>
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. Bhattacharya, S.K, Logistics Management – Definitions, Dimensions, and Functional Applications, S.Chand, 2nd Edition 2013 or Later. 2. Shah, J, Supply Chain Management - Text & Cases, Pearson Education, 2016 Edition or Later. 3. Farahani, R.Z., Rezapour, S., Karday, L., Logistics Operations & Management: Concepts & Models; Elsevier, 2011 Edition or Later. 4. Lun, Y.H.V., Lai, H.-H., Cheng, T.C.E., Shipping and Logistics Management, Springer, 2010 Edition or Later. 	

Course Outcomes	<p>At the end of the course, the participant will be able to:</p> <ul style="list-style-type: none"> • Identify and understand the components of Logistics • Understand Government Regulations and Policies • Understand various techniques and systems of Material Management • Understand the role of Information technology in Logistics
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Name of the Programme: Bachelor of Business Administration (Shipping & Logistics)
Course Code: MGA-41X
Title of the Course: E-Logistics
Number of Credits: 4
Effective from AY: 2024-25

Prerequisites	-	
Course Objective	To equip the participants with an understanding of the role of E Logistics function in an organisation.	
Contents	<p>UNIT I: Introduction to E-logistics and Method of Documentation Introduction to E-logistics-Forward logistics, Reverse logistics, Logistics renovation toward E-logistics, Importance of E-logistics, new trends and technology in logistics. E-logistics Method of Documentation- Electronic data interchange, Personal computer, Enterprise resource planning systems and web-based systems.</p> <p>UNIT II: ASN, Tracking Systems, Electronic Procurement</p>	10 hrs
	<p>and Challenges Of E-Logistics ASN, Tracking Systems, Satellite Global Positioning Systems (GPS) and Geographic Information Systems (GIS), Bar- Coding and Scanning. Electronic Procurement (E-procurement), Transport and Delivery Management, Packing and Order Management, Inventory and Warehousing. Challenges Of E-Logistics, Environmental Issues, E-Business Strategy, Application for E-Logistics – Business to Business, Business to Consumers, Exception Based Status Alert, Transportation Documentation.</p>	20 hrs

	<p>UNIT III: The challenges of e-commerce in warehousing and advanced warehouse management systems and innovation Introduction, Challenges, type, size and location of fulfillment centers and warehouses. Location of inventory, Outsourcing, warehouse operations and labour, technology and automation. The evolution of information management in warehouses and distribution centers. Core warehouse management system features. Inbound, inventory and outbound management workflows. Connectivity of WMS solutions into ERP, deployment of RFID technology. Labour management and workforce systems.</p> <p>UNIT IV: Trade and transport electronic single windows and port-centric ICT systems. Introduction to trade and transport electronic single windows, Trade facilitation single window and EU maritime transport single window and customs-related initiatives. A design and development single windows platform. Introduction to port centric ICT systems, its importance. Information matrix of port-centric ICT, port community systems, ICT investment, policy implications and smart port.</p>	<p>15 hrs</p> <p>15 hrs</p>
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. Louis Columbus, 'Realizing e-business with application service providers', LWC publication, 2000 or Later Edition. 2. B Stanford, 'E-business: Key Issues, Applications and Technologies', Ohmsha Publication, 2000 or Later Edition. 3. Wang, Y., Pettit, Stephen. E-Logistics: Managing your digital supply chains for competitive advantage. Kogan Page, UK, 1st Edition, 2016 or Later Edition. 	
Course Outcomes	<p>At the end of the course the participant will be able to:</p> <ul style="list-style-type: none"> • Understand the concepts of E-Logistics. • Understand the various tracking systems. • Analyse the challenges of e-commerce in warehousing. • Understand trade and transport electronic single windows. 	

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)
Course Code: MGA- 412 **Title of the Course:** Business and Social Ethics
Number of Credits: 4
Effective from: AY 2024 - 25

Objective:	To equip participants with relevant moral to ethical concepts in the field of business and application of same in business decision.	
Contents:	<p>UNIT I: Introduction to Business Ethics Meaning of business ethics, Requirement of ethics in business, Need-Importance for ethics in business, Moral v/s Ethics, Ethics v/s Religion, Law v/s Ethics, Issues/Dilemmas involved in business ethics, How to handle dilemmas in business ethics, Benefits of business ethics</p> <p>UNIT II: Ethics and the Environment Meaning, Importance of ethics in the environment, Basic ethical principles in business, Ethics and the environment, ethics in external exchange of business, ethics in exchanges with internal constituencies.</p> <p>UNIT III: Ethics at the workplace Meaning, Importance of ethics at the workplace, Role of individual moral and standards in defining workplace ethics, Ethical issues of individuals at the workplace, working with opposite gender, Ethics in the marketplace, ethics and the consumer, ethics in production and marketing, Guidelines for managing ethics in the workplace</p> <p>UNIT IV: Ethical theories and Social Ethics Ethics and ethical theories, Meaning and nature of social ethics, search for moral standard, society and human behaviour, ethics and justice, Ethics and social issues, challenge of applying ethics to a variety of contemporary issues.</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</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.	
Suggested Readings:	<ol style="list-style-type: none"> 1. Chakraborty, S.K (2001).“Ethics in Management”; Oxford India Paperback. Or Latest edition 2. Singer, Peter; (2011) ‘Practical Ethics’Foundation books, Cambridge University Press. Or latest edition 3. John. McHall & Joseph R. DesJardins (2014)‘Contemporary Issues in Business Ethics’ or Latest edition 4. Downie, R. S. (2020). Roles and Values: An Introduction to Social Ethics. United Kingdom: Taylor & Francis or Latest edition. 5. Chadrakumar roy (2014). Business Ethics: (For B.Com, BBA, BBM and BMS). (n.d.). (n.p.): Vikas Publishing House or latest edition 	

Course Outcomes:	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> • Explain the difference between ethical concepts and moral values • Apply ethical principles in business settings • Harness and use ethical skills at the workplace effectively • Challenge social ethics to a variety of contemporary issues 	
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Multi-disciplinary courses

Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-233

Title of the Course: International Relations

Number of Credits: 3

Effective from AY: 2024-25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants in dissecting the finer aspects of international politics and world affairs, through a comprehensive, integrated and holistic understanding of world politics.	
Content	Unit I: Fundamentals of International Politics <ol style="list-style-type: none"> 1. Understanding International Relations 2. Historicity of International Relations (WW I & 2, Cold War Era, Post-Cold War Epoch, 21st Century World) 3. Decoding Concepts of 'POWER', 'SECURITY', 'PEACE'. 	15 hrs
	Unit II: India's Foreign Policy and Major Power Relations <ol style="list-style-type: none"> 1. Basics of Indian Foreign Policy (Factors & Actors in Statecraft) 2. India's Relations with Major Powers (US, Russian Federation, P.R.C., Japan, EU) 3. 21st Century Rising India and International Diplomacy. (Act East, Think West, Connect North, SAGAR, Voice of the GlobalSouth) 	15 hrs
	Unit III: Understanding International and Regional Organisations and Governance <ol style="list-style-type: none"> 1. Global Institutional Architecture (UN, IMF & WB, WTO, G20) 2. Regional Groupings and Organisations (G7, BRICS, SCO, ASEAN, Quad) 3. Issues in Global Governance (Climate Change, Global Terrorism, Nuclear Weapons Proliferation, Narcotics Trafficking, Human Rights, Trade, Sustainable Development, Multilateralism) 	

Pedagogy	lectures/ tutorials/laboratory work/ field work/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References / Readings:	<ol style="list-style-type: none"> 1. Goldstein Joshua S., Pevehouse Jon C. International Relations, 2020, Pearson 8th or later edition 2. Vinaykumar and Malhotra-'International Relations', Anmol Publications 3. , 2019 or 5th later edition 4. Henry Nau,'International Relations in Perspective – A Reader.' QC Press 2009 or later edition. 5. John W. Spanier, 'Games Nations Play: Analyzing International Politics.', Praeger, 2nd or later edition
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Demonstrate an ability to understand global issues • Apply critical thinking skills to analyze global interconnections that exist among nations • Understanding of the contemporary political and social issues in their national and international contexts. • Appreciate the emerging global order and new trends in international politics.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-231

Title of the Course: Sociology for

Business Number of Credits: 3

Effective from: AY 2024 - 25

Objective:	To equip the participants to identify and understand individuals, groups, social institution in society and integrate social change in business settings.	
Contents:	UNIT I: Introduction Meaning and definition of sociology, Emergence of sociology, characteristics of sociology, Scope of sociology, Schools of thought regarding scope of sociology, relevance of sociology in management and business administration,	10 hrs
	UNIT II: Basic Concepts Society: Meaning and definition, characteristics, types, Community: meaning, definition and characteristics, elements and types, Culture: Meaning, characteristics, types, elements, cultural diversity and integration, problems in cultural diversity and integration, Social norms and values: types of norms and values, characteristics of social values, Caste and social group: origin of caste system, merits and demerits of caste system, interdependency in caste system Social group: characteristics of social group, types, significance, ethnicity and ethnic groups, characteristics of ethnic groups, Gender and social status: characteristics of gender, social status, characteristics of social status, types of social status, Power and	15 hrs

	politics	
	<p>UNIT III: Social institutions</p> <p>Social institutions: meaning and characteristics of social institutions, Family: meaning and characteristics, types of family, function of family, Kinship: meaning and characteristics, types, usages,</p> <p>Economy: meaning, characteristics, types, economic system,</p> <p>Religion: meaning, characteristics, basic components, functions,</p> <p>Education: meaning, characteristics, social functions, types,</p> <p>Polity: Meaning, characteristics, types of authority</p>	<p>10 hrs</p> <p>10 hrs</p>
	<p>UNIT IV: Social Processes and Social Organizations</p> <p>Socialization: Meaning and definition, characteristics, importance, agents of socialization, elements of socialization, socialization and self, socialization and personality, stages of socialization, types of socialization,</p>	
	Cooperation: meaning, characteristics, types, Conflict: Meaning, characteristics, types, Competition: meaning, characteristics, types, Social stratification: characteristics, implication and functions of social stratification in management and business, functions, Social disorder, deviance and social control, Social change	
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.	
Suggested Readings:	<ol style="list-style-type: none"> 1. Stephens M., "Sociology, The Study Of Society", New York, Harper & Row 2011 or latest edition 2. Giddens,A., "Sociology", Oxford, Basil Blackwell Ltd.' (2021) or latest edition. 3. Shaefer, T.R. "Sociology" New Delhi, Tata McGrawhill (P) Ltd., 2021 or latest edition 4. Berger, "Invitation to Sociology" Anchor Books, 2017 or latest edition 5. Srinivas M. N. " Social Changes in India", University of California press,1970 or latest edition 	

Course Outcomes:	At the end of this course, the participants will be able to <ul style="list-style-type: none"> • Apply sociological perspectives in business settings • Develop and use social concepts as part of a larger group in society • Differentiate between varying social institutions and how they affect individuals • Harness socialization skills and processes in management and business settings. 	
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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA 241

Title of the Course: Interview Facing Skills &

MockInterviews

Number of Credits: 3

Effective from AY: 2024-

25

Pre-requisites for the course	Nil	
Course Objective	To equip the participants to face entry level selection processes of organizations and to obtain feedback from the industry/ employers on the extent of their competence development.	
Content	<p>Unit I: Understanding the Job Market and Self-Assessment Overview of the Job Market, Identifying Career Goals and Interests Self-Assessment and Skills Inventory, Researching Industries and Companies, Job Search Strategies and Networking: Effective Job Search Techniques, Utilizing Networking Tools Informational Interviews, Building a Professional Network</p> <p>Unit II: Resume Building and Cover Letter Writing Crafting an Effective Resume, Writing Compelling Cover Letters Tailoring Documents to Job Descriptions, Online Portfolio and LinkedIn Profiles, Professional Etiquette in the Workplace: Body language, Dressing, Etiquette for Coffee Interview etc. Other selection procedures such as Group Discussion and Assessment Centers</p> <p>Unit III: Interview Preparation & Mock Interviews Types of Interviews (Behavioral, Technical, Case), Common Interview Questions, Developing Strong Responses, Mock Interviews and Feedback Post-Interview Strategies, Follow-Up Strategies After Interviews, Negotiating Job Offers, Using Career Development Resources</p>	<p>15 hrs</p> <p>15 hrs</p> <p>15 hrs</p>

Pedagogy	Lectures/ Tutorials/Mock Interviews with Executives from Industry/Field Visit to job fairs/Industry/Executive Interaction /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. "What Color Is Your Parachute?" by Richard N. Bolles, Ten Speed Press, 2021 or latest edition 2. "Interview Hero, How to Ace Your Interviews, Find Your Voice, and Direct the Narrative of Your Life" by Angela Guido, John A. Byrne, 2018 or latest edition 3. "Job Interview Skills 101, The Course You Forgot to Take" By Ellyn Enisman, Netsource Distribution, 2010 or latest edition 4. "The 2-Hour Job Search" by Steve Dalton, Ten Speed Press, 2012 or 5. latest edition
Course Outcomes	<ul style="list-style-type: none"> • At the end of the course, the participants will be able to: • Conduct a self-assessment • Analyse the job market and job search efficiently • Developing effective resumes and cover letters • Participate in selection processes of organizations and interviews confidently

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-242

Title of the Course: Creative

Writing Number of Credits: 3

Effective from AY: 2024-25

Prerequisites for the course	None	
Objective	To equip participants with an ability to use creativity in written communication	
Contents	Unit I: Introduction to Creative Writing Defining Creative Writing, Professional writing v/s Creative Writing, Types of Creative Writing, Introduction to the Techniques used in Creative Writing, Brief History of Creative Writing: Oral word, Written Word, Typed Word, Linear Processing, Digital Publishing, Benefits of Creative Writing, Elements of Good Writing: Content, Expression, Feeling & Emotions, Summarizing, Quality over Quantity, Target Audience, and Editing. Skill-Based Activities: Identifying & using Digital Publishing Platforms/Apps	10 hrs

	<p>Unit II: Language – Engaging with and Interpreting the World Language Influencing Humans in the World - Analyzing how linguistic diversity in different cultures shapes the way humans think and write, Explore language as a mode for engagement with the world - To develop a creative consciousness of language's role in making and remaking the world, Skill-Based Activities: Interpretation of TedTalk YouTube Video by cognitive scientist Lera Boroditsky on How Language Shapes the way we think (and its implications on creative writing).</p> <p>Unit III: Building Creative Writing, Reading, Analyzing & Reviewing skills - Independently engage and interpret texts, Tools and Techniques to analyze and critique works, Identifying Different Literary Genres, Authors' Style of Writing, Researching Authors, Book Reviews, Commonly used terms and phrasings used to discuss writing Skill-Based Activities: a) Interpreting & Writing Quotes, Short Stories and Horror Shorts; b) Writing Reviews & Critiques; c) Book Review: 'Who Moved my Cheese' by Spencer Johnson</p> <p>Unit IV: Thinking Outside-The-Box: Presenting Ideas Creatively Documenting ideas in the form of stories/articles/reports, PAR (Problem, Action, Result) Technique of Story-Telling, Creative Writing Techniques: Character Development, Plot Development, Description and Setting, Emotional Appeal & Underlying Theme Dialogue Writing, Improving Quality of Written Work: Vocabulary Enhancement, Figures of Speech, Anecdotes, Proverbs, Quotes, Adjectives, Adverbs, Dashes, Literary tropes, Semantics Homonyms Homographs, Homophones, Synonyms, Antonyms, Effective use of Punctuation, Brainstorming – Using graphic organizers for creating and organizing story/article ideas and generating additional content – concept maps, webbing, charts (causes-effects, 5Ws1H, possible solutions & outcomes) Skill-Based Activities: a) Writing using Sentence Prompts and Picture Prompts; b) Writing stories/articles using PAR Technique c) Writing Scripts using Dialogue Writing</p> <p>Unit V: Presenting Own Writing to an Audience Tips to become more effective at presenting our own writing in front of an audience, Presenting Self-written original stories and articles to an audience, Skill-Based Activities: Reading written work to an audience.</p>	<p>5 hrs</p> <p>10 hrs</p> <p>15 hrs</p> <p>5 hrs</p>
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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. Morely; The Cambridge Companion to Creative Writing, South Asian Edition, Cambridge Publishers, 2013 or later edition. 2. Zinsser William; On Writing Well, The Classic Guide to Writing Non Fiction; Collins Publisher, 2016 or later edition 3. Dev Anjana Neira, Marwah Anuradha, Pal Swati; Creative Writing: A Beginner's Manual, Pearson Education, 2009 or later edition 4. Devulapalli Krishna Shastri; How to Be a Literary Sensation, Harper Collins Publishers, 2015 or later edition 5. Singh Khushwant, Kumar Neelam; Our Favourite Indian Stories, Jaico Publishing House, 2002 or later edition
Course Outcomes	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Articulate the essence of creative writing and identify the genres, types and techniques of creative writing. • Apply and implement the PAR Technique in creating stories and articles;. • Express ideas, thoughts and feelings creatively into a story and present own written work to an audience. • Evaluate and apply creative writing techniques, analyze written work and improve the quality of written work.

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)

Course Code: MGA-243

Title of the Course: Vector Graphic

Designing **Number of Credits:** 3 Credits

Effective from AY: 2024 – 25

Pre-requisites for the Course:	Nil
Course Objectives:	To equip participants to use vector graphics software to create or edit vector graphics such as illustrations, diagrams, line arts, charts, logos and complex paintings

Content:	<p>Unit 1: Introduction to vector graphic designing and creating and editing basic shapes Installation and Overview of vector graphics software. Understanding interface. Creating and saving a file. Create basic shapes like rectangle, square, circle, ellipse, polygons, stars. Fill color, Learn about the different types of handles – resize, rotate, skew, Modify shapes using handles Fill color in objects, Give objects an outline, Various types of Gradients, Giving Patterns and Stroke paint and style</p> <p>Unit 2: Objects, Layers, Text and Boolean operations Copy and paste object, Duplicate and clone objects, Group and Order various objects, Multiple selection and invert selection, Clipping and Masking. Layers and layer palette, Add a new layer, Rename a layer, Position a layer above or below other layers, Lock a layer, Hide a layer, Various modes, Add various filters, Create Boolean operations. Align and distribute various objects - Align objects with reference to something, Arrange objects in rows and columns, Set spacing between objects, Create a tile pattern. Inserting text, Formatting text, Aligning text, Spacing and bullet, Making a simple flyer, Manual kerning, Horizontal kerning, Vertical shift, Character rotation, Spell check, Superscript, Subscript, Reflected text, Labeled text, Change the text case</p>	<p>15 hrs</p> <p>15 hrs</p>
	<p>Unit 3: Patterns, Bezier tool, tracing bitmaps, page setting, and applications Patterns using Cloning, Pattern along Path, Patterns using Spray tool, Path Effect Editor. Drawing using Bezier tool, Modes of Bezier tool, Shapes of the paths, Node tool, Add, edit, delete nodes, Join and break paths. Text on path, Text on shape, Image inside text, Text in perspective, Cutout text Create an A4 Poster/3-fold brochure/ CD label - Page size setting, Orientation and Guides, Saving the document and exporting in various formats Difference between raster and vector image, Various raster and vector formats, Convert raster image to vector Warli art for Textile design, Mango pattern for Textile design</p>	<p>15 hrs</p>
Pedagogy:	Laboratory work/ self study/ assignments, etc. or a combination of some of these.	

References / Readings:	<ol style="list-style-type: none"> 1. Tavmjong Bah, Inkscape: Guide to a Vector Drawing Program, Pearson Education, Inc., 2011, 4th Edition or Later. 2. Elmansy R., Illustrator Foundations , Focal Press, 2012, 1st or Latest Edition 3. Vector Graphics and Illustrations, Steven Withrow, Jack Harris, Rotovision, 2008 or latest edition 4. Spoken tutorial from IIT Bombay
Course Outcomes:	<p>At the end of the course, the students will have be able to :</p> <ul style="list-style-type: none"> • Use tools from Vector Graphic Designing Software to create designs for web and print • Use features from Vector Graphic Designing Software to edit and enhance vector graphic designs • Communicate through their visual solutions to the projects. • Learn to solve visual problems using vector art, giving them an important additional skill

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Name of the Program: Bachelor of Business Administration (Shipping & Logistics)
Course Code: MGA-244
Title of the Course: Database Management System & Web Designing
Number of Credits: 3 Credits
Effective from AY: 2024 – 25

Pre-requisites for the Course:	Nil
Course Objectives:	To equip the participants to manage data using database management system and to design a website using content management system

Content:	<p>Unit 1: Database Management System Basic concepts: Field, record, table, database, DBMS, Examples of DBMS, Entity relationship, Primary key, Foreign key, Create database and designing a table, Design queries: Select query, Action queries, Design Forms, Design Reports, Design Macros</p> <p>Unit 2: Web Designing Basics, Wordpress Installation and getting familiar with the interface, Introduction to web designing, Installation of wordpress on localhost and Webhost, Wordpress interface – Getting familiar with themes, wordpress dashboard, clearing out Wordpress pre-installed content, Post and Page Editors, Classic Editor, Gutenberg Editor, Media Library</p> <p>Unit 3- Wordpress Site Designing Elements Gutenberg Editor, Wordpress Settings, Themes, Plugins and widgets, Website content with Posts and Pages, Creating a Homepage and Legal Pages, Website Navigation, Security, Plugins, Site structure, Blog site, Business site, Hybrid site, Full Site Editor (FSE)</p>	<p>Hours 15 hrs</p> <p>15 hrs</p> <p>15 hrs</p>
Pedagogy:	Laboratory work/ self study/ assignments/ Project, etc. or a combination of some of these.	
References / Readings:	<ol style="list-style-type: none"> 1. Joyce Cox, Joan Lambert, "Microsoft Access 2013", Microsoft Press 1st or latest edition 2. Dr. Robert T. Grauer, "Microsoft® Access 2013 Comprehensive", Pearson, or Latest edition 3. Wordpress Tutorial pdf 2021 – Free Edition 4. Thord D. Hedengren, "Smashing WordPress: Beyond the Blog" (Smashing Magazine Book Series) – Latest edition 5. Janet Majure, "Teach Yourself Visually Complete WordPress", John Wiley & Sons, Inc. Latest edition 	
Course	At the end of the course, the participants will be able to:	
Outcomes:	<ul style="list-style-type: none"> • Design a database for organizing data • Populate, retrieve, update, manipulate and present data efficiently using database management system • Design and customize website using various elements of wordpress • Effectively oversee and organize website content, including creation, editing, categorization, and optimization, within the • WordPress platform and manage its content using WordPress 	

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Annexure III

Program Specific Objectives

1. To create critical thinking abilities in the participants of the course through knowledge, skills and attitudes to enable them to take managerial decisions in organisations.
2. To instil ethical values in the participants through learning processes inside and outside classroom situations
3. To enable participants to understand situations around them and develop sensitivity, through wider exposure to society, organisations and cultures.

Goa University

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

Semester I & II

Course Codes	Discipline Specific Core Course	Credits	Semester
MGA-500	Management Process and Organisational Behaviour	4	1
MGA-501	Economics	4	1
MGA-502	Production and Operations Management	2	1
MGA-503	Basic Computing Tools for Management	2	1
MGA-504	Communication Skills	2	1
MGA-505	Strategic Management	2	1
MGA-506	Financial Management	4	2
MGA-507	Human Resource Management	4	2
MGA-508	Marketing Management	4	2
MGA-509	Management Accounting	2	2
MGA-510	Leadership	2	2
Discipline Specific Optional Course			
MGA-521	Business Research Methods	4	1
MGA-522	Legal Aspects of Business & Ethics	4	1

Semester III & IV

Course Codes	Research specific Elective Courses	Credits	Semester
Marketing			
MGA-600	Product Management	2	3
MGA-601	Brand Management	2	3
MGA-602	Integrated Marketing Communications	2	3
MGA-603	Consumer Behaviour	2	3
MGA-604	Digital and Social media marketing	2	4
MGA-605	Services Marketing	2	3
MGA-606	Sales and Distribution Management	2	4

MGA-607	Retail Management	2	3
MGA-629	Entrepreneurship	2	4
Finance			
MGA-608	Corporate Finance	2	3
MGA-609	Financial Modelling	2	4
MGA-610	Taxation	2	3
MGA-611	International Finance	2	3
MGA-612	Derivatives and Risk Management	2	3
MGA-613	Security Analysis and Portfolio Management	2	3
MGA-614	Behavioral Finance	2	3
MGA-615	Working Capital Management	2	4
MGA-629	Entrepreneurship	2	4
Human Resource			
MGA-616	Performance Management	2	4
MGA-617	Compensation and Benefits Management	2	3
MGA-618	Learning and Development	2	3
MGA-619	Recruitment and Selection	2	4
MGA-620	Labour Laws and Industrial Relations	2	3
MGA-621	Organisational Development	2	3
MGA-622	Negotiations and Conflict Management	2	3
MGA-623	Occupational health and safety Management	2	3
MGA-624	Indian Ethos and Human Quality Development	2	3
MGA-629	Entrepreneurship	2	4
Research Specific Courses			
MGA-625	Advanced Business Research Methods	2	3
MGA-626	Structural Equation Modelling	2	3
MGA-627	Econometrics	2	3
MGA-628	Human Resources Analytics	2	3
Generic Elective Courses			
MGA-636	German Language A1 level	6	3
MGA-637	Portuguese Language Level 1	6	3
MGA-638	Yoga	6	3
MGA-651	Dissertation	16	4
MGA-652	Industry Internship	16	4

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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 AY: 2024-25

Prerequisites for the course:	Nil	
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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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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; 2020 or Latest edition. 2. Sinha J B P; Culture and Organizational Behaviour; Sage Texts; 2008 or Latest edition. 3. Robbins, Stephen P; Essentials of Organizational Behavior; Pearson Education India; 2019 or Latest edition. 4. Sushama Khanna; Understanding Organisational Behaviour; Oxford University Press; 2018 or Latest edition. 5. R.S. Dwivedi; Human Relations and Organisational Behaviour A 	

	Global Perspective; Macmillan Publishers India Pvt. Ltd.; 2008 or Latest edition.	
Course Outcomes	The participant will be able to understand management processes, people's behavior at work-place, and take managerial decisions	

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Name of the Programme - MBA

Course Code - MGA-501

Title of the Course - Economics

Number of Credits - 4 Credits

Effective from AY: 2024-25

Prerequisites for the course:	Nil	
Objective:	To understand the impact of Macroeconomic trends and Micro Economic theories on the functioning of the firm.	
Content:	<p>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</p> <p>Unit II Economic Theories Production Theory, Cost theory, Decisions of the Firm: Market Structure and Pricing, Risk, Uncertainty and Game Theory</p> <p>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</p> <p>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</p>	<p>15 hours</p> <p>15 hours</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings	<ol style="list-style-type: none"> 1. Samuelson, Paul A. and William D. Nordhaus; Economics; Tata McGraw–Hill, 2019 or Latest edition. 2. Nellis, Joseph G. and David Parker; The Essence of Business Economics; Prentice–Hall of India Private Limited; New Delhi; 1997or Latest Edition. 3. R.T. Froyen; Macroeconomics: Theories and Policies; Pearson Education and Prentice Hall of India; 2014 or Latest Edition. 4. Pindyck, Robert, Daniel L. Rubinfeld and Prem L Metha; Microeconomics; Pearson Education and Prentice Hall of India; New Delhi. 2009 or Latest Edition. 5. Frederic S. Mishkin; Macroeconomics: Policy & Practice; Pearson Education and Prentice Hall of India; 2016 or Latest Edition. 	
Course Outcomes	The participant will be able to relate macro economic factors to micro economic issues and take decisions	

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Name of the Programme - MBA

Course Code - MGA-508

Title of the Course - Marketing Management

Number of Credits - 4 Credits

Effective from AY: 2024-25

Prerequisites for the course:	Nil	
Objective	Familiarisation of Marketing Frameworks, Theories andAnalytical Tools for analyzing and decision making in the area ofMarketing.	

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	15hours
	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	15hours
	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	15hours
	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	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. Minimum one ISA component MUST be based on practical issues/ Course-based project	

References /Readings.	<ol style="list-style-type: none"> 1. Majarao, Simon; The Essence of Marketing; Prentice Hall of India Limited; New Delhi; 1993 or Latest edition. 2. Kotler, Philip, Keller Kevin, Koshy Abraham, and Jha Mithileshawar; Marketing Management: A South Asian Perspective; Pearson Education India; 2009 or Latest edition. 3. Ramaswami, Namkumari; Marketing Management Global Perspective, McMillan IndiaLtd., New Delhi; 2009 or Latest Edition. 4. Baines, Paul, Chris, Fill, Kelly, Page Sinha, Piyush Kumar; Marketing Management; Oxford Press, India; 2013 or Latest Edition. 5. Blythe, J., Essentials of Marketing, Prentice Hall; 2001 or 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-503

Title of the Course - Basic Computing Tools for Management

Number of Credits - 2 Credits

Effective from AY: 2024-25

Prerequisites for the course:	Nil	
Objective:	To introduce the fundamental Informational Technology Skills required to work in any organisation	
Content:	<p>Unit I Writing and Presentation Tools Creating reports, citations, indexing, Bibliography, Cross Referencing, inserting tables and pictures, macros, mail-merge. Creation of multimedia presentations</p> <p>Unit II Computational Tools Use of general functions, creation of visual tools, data validation, use of filters, data sorting, creating formulas, use of statistical functions, use of finance functions, macros, Management Information System as a decision support system</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	

References/ Readings	1. Francisco Innaeillo; Excel for business; Atlantic Publisher;2016 or Latest Edition. 2. John Limbart& Frye; Microsoft Office 2019 Step by Step;Pearson Education;2019 or Latest Edition. 3. Rajaraman V, Adabala N; Fundamentals of Computers; Prentice Hall India Learning Private Limited; 2014or Latest Edition. 4. Ashok Arora; Computer Fundamentals and Applications;Vikas Publishing House Pvt. Ltd.; 2015or Latest Edition. 5. Tiwari H N; Fundamentals of Computers and Information Systems; International Book House; 2013 or Latest Edition.	
Course Outcomes	An ability to use IT tools in making managerial decisions, reporting and presenting them	

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Name of the Programme - MBA

Course Code - MGA-506

Title of the Course - Financial Management

Number of Credits - 4 Credits

Effective from AY: 2024-25

Prerequisites for the course:	Nil	
Objective:	To introduce fundamentals of financial management for basic financial decision making.	

Content:	<p>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</p> <p>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</p> <p>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</p> <p>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</p>	<p>15hours</p> <p>15hours</p> <p>15hours</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/Readings	<ol style="list-style-type: none"> 1. N. Ramchandran, Ram Kumar Kakani: 'Financial Accounting for Management, Tata McGraw-Hill Pvt Ltd: Latest edition 2. Bhattacharyya, S. K. And John Dearden; 'Accounting for Management'; Vikas Publishing House Pvt. Ltd.; New Delhi; Latest edition 3. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition. 4. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition. 5. 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-507

Title of the Course - Human Resource Management

Number of Credits - 4 credits

Effective from AY: 2024-25

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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings	<ol style="list-style-type: none"> Noe R A, Hollenbeck JR, Gerhart B and Wright P M; Human Resource Management: Gaining a competitive advantage; McGraw Hill;2022 or Latest Edition. Dessler, Gary; A Framework for Human Resource Management; Pearson Education India; 2012 or Latest 	

	<p>Edition.</p> <p>3. Armstrong M, Taylor S; Armstrong's Handbook of Human Resource Management Practice; Kogan Page, 2020 or Latest Edition.</p> <p>4. P. Jyothi, D.N. Venkatesh; Human Resource Management; Oxford University Press; 2012 or Latest edition.</p> <p>5. John Ivancevich; Human Resource Management; Tata McGraw Hill; 2016 or Latest edition.</p>	
Course Outcomes	An ability to take basic decisions in Human Resource Management	

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Name of the Programme - MBA

Course Code - MGA-502

Title of the Course - Production and Operations Management

Number of Credits - 2 Credits

Effective from AY: 2024-25

Prerequisites for the course:	Nil	
Objective:	To create an awareness of the functions of Production and Operations Management	
Contents:	<p>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)</p> <p>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</p>	<p>15hours</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	

Readings/References	<ol style="list-style-type: none"> 1. Adam Jr Everet E. R J; Production and Operations Management; Prentice-Hall;1992 or latest Edition. 2. Krajewski, Lee J. and Larry P. Ritzman; Operations Management: Strategy and Analysis; Pearson Education India; 2002 or Latest Edition. 3. Taha H, Operations Research- An Introduction; Prentice-Hall India;2016 or Latest Edition. 4. Krishnaswamy, K. N. Cases in production / Operations Management; Prentice Hall of India Private Ltd.; New Delhi, 2008 or Latest edition. 5. R., Panneerselvam; Production and Operations Management; PHI Learning Pvt. Ltd.; 2012 or 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-521

Title of the Course - Business Research Methods

Number of Credits - 4 Credits

Effective from AY: 2024-25

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>Unit II: Data Collection Questionnaire Design, Data Collection, Nature of Sampling, Steps in Sampling, Probability Sampling, Non Probability Sampling, Determination of Sample Size</p> <p>Unit III: 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>Unit IV: 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> <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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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. William G. Zikmund, Barry J. Babin, Jon C Carr,Mitch Griffin; Business Research Methods;Cengage India Private Limited; 2013 or Latest Edition. 3. Deepak Chawla, NeenaSondhi; Research Methodology Concepts and Cases; Vikas Publishing House; 2016 or Latest Edition. 4. S.L Gupta, Hitesh Gupta; Research Methodology Text and Cases with SPSS Applications; International Book House Pvt. Ltd; 2011 or Latest Edition. 5. Darrren George, Paul Mallery; SPSS for Windows Step by Step; Pearson Education Inc; 2010 or 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 AY: 2024-25

Prerequisites for the course:	Nil	
Objective:	To introduce Cost Concepts that are used in an organisation to facilitate cost management.	

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Name of the Programme - MBA
Course Code - MGA-505

Title of the Course - Strategic Management

Number of Credits - 2 Credits

Effective from AY: 2024-25

Prerequisites for the course:	Nil	
Objective:	To create an awareness of strategic tools used for industry and firm analyses.	
Content:	Unit I Introduction to Strategy Strategy meaning & importance, Strategy development process, Vision, Mission statements, Objectives of the company 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	15 hours
	Unit II Crafting Strategy Five Generic Competitive Strategies: Low cost, Broad Differentiation, Focussed Differentiation, Focussed Low Cost, Best Cost Strategy Strategy Implementation Strengthening company's competitive position, Strategies for international markets, Corporate Group strategy	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. Minimum one ISA component MUST be based on practical issues/ Course-based project	

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; McGraw Hill Education; 2022 or Latest edition. 2. Bowman, Cliff; The Essence of Strategic Management; Prentice Hall of India Private Ltd; New Delhi; 1995 or Latest edition. 3. Faulkner, David and Cliff Bowman; The Essence of Competitive Strategy; Prentice Hall of India Private Ltd; New Delhi; 1995 or Latest edition. 4. Thomas Wheelen, David Hunger; Strategic Management and Business Policy; Pearson Education Inc; 2012 or Latest edition. 5. Charles Hill, Gareth Jones; Essentials of Strategic Management; South-Western; 2012 or Latest edition. 	
Course Outcomes	An ability to analyse the structure of an industry and indicate sustainable strategies for competitive advantage of a firm.	

Name of the Programme - MBA

Course Code -MGA-510

Title of the Course - Leadership

Number of Credits - 2 Credits

Effective from AY: 2024-25

Prerequisites for the course:	Nil	
Objective	To introduce the concepts of leadership and developing leaders at work-place.	

Contents	<p>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</p> <p>Unit II Leadership and Organisation Organizations as Complex Systems: Strategy, Structure & Environment, Organizational Culture, Leading Teams: Design and Structure, Leadership and Communication, Leading Change</p> <p>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</p> <p>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</p>	<p>5hours</p> <p>10hours</p> <p>10 hours</p> <p>5hours</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings.	<ol style="list-style-type: none"> 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.	

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Name of the Programme - MBA

Course Code -MGA-629

Title of the Course - Entrepreneurship

Number of Credits - 2 Credits

Effective from AY: 2024-25

Prerequisites for the course:	Nil	
Objective	Introduce the concepts of entrepreneurship and the essentials of starting new ventures.	
Contents	<p>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</p> <p>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</p> <p>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</p> <p>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</p>	<p>5 hours</p> <p>10 hours</p> <p>10 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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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-522

Title of the Course - Legal Aspects of Business and Ethics

Number of Credits - 4 Credits

Effective from AY: 2024-25

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:	<p>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</p> <p>Unit II Business Laws The Companies Act 2013: Nature and Kinds of Companies, Formation of a Company, Company Management and Company</p>	<p>15 hours</p> <p>15 hours</p>

	<p>Meetings</p> <p>Competition Act 2002: Anti-Competitive Agreements, Abuse of Dominant Position, Inquiry into certain agreements and dominant position of enterprise</p> <p>Consumer Protection Act 2019: Consumer, Complaint and Complainant, Rights of Consumer, Role and Powers of Consumer Forums, Procedure for Consumer Grievance Redressal</p> <p>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</p> <p>Unit III</p> <p>Individual, Societal and Professional Ethics</p> <p>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</p> <p>Unit IV</p> <p>Applied Business Ethics</p> <p>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 Ethics & Corporate Social Responsibility (CSR), Critical Assessment of CSR and Environmental Responsibilities, Unethical Business Practices and Causes</p>	<p>15 hours</p> <p>15 hours</p>
Pedagogy:	<p>Case discussions, lectures, videos and group work to unravel the ethical and governance aspects in a particular situation.</p> <p>Discussions on actual cases, judgments and the logic behind the judgments.</p>	
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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Semester III

Name of the Programme: MBA

Course Code: MGA-600

Title of the course: Product Management

Number of credits: 2

Effective from AY: 2024-25

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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 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 lines Identify product opportunities for developing new products Create 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 AY: 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable participants to create, execute, and manage brands.	
Content:	<p>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.</p> <p>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.</p> <p>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.</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> Kevin Keller, Vanitha Swaminathan Ambi Parameswaran; Strategic Brand Management: Building, Measuring, and Managing Brand; Pearson; 2020 or Latest Edition. Kirti Dutta; Brand Management, Principles, and Practices; Oxford University Press; 2022 or Latest Edition. Tapan Panda; Product and Brand Management; Oxford University 	

	<p>Press; 2016 or Latest Edition.</p> <p>4. Jean-Noël Kapferer; The New Strategic Brand Management; Kogan Page; 2012 or Latest Edition.</p> <p>5. Johny Johansson, Kurt Carlson; Contemporary Brand Management; SAGE Publications; 2014 or Latest Edition</p>	
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <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 AY: 2024-25

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. Minimum one ISA component MUST	

	be based on practical issues/ Course-based project	
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 Edition 2. Sandra Moriarty, William Wells, Nancy Mitchell; Advertising & IMC: Principles and Practice; Pearson; 2021 or Latest Edition 3. Kenneth Clow; Integrated Advertising, Promotion and Marketing Communications; Tata McGraw Hill; 2014 or Latest Edition 4. Jaishri Jethwaney & Shruti Jain; Advertising Management; Oxford University Press; 2012 or Latest Edition 5. 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. 	

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Name of the Programme: MBA

Course Code: MGA-603

Title of the course: Consumer Behaviour

Number of credits: 2

Effective from AY: 2024-25

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</p>	<p>5 hours</p> <p>10 hours</p>

	and Lifestyles. 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.	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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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 Edition 2. Sangeeta Sahney; Consumer Behaviour; Oxford University Press; 2017 or Latest Edition. 3. Leon Schiffman, Leslie Kanuk and Joseph Wisenblit; Consumer Behavior; Pearson; 2019 or Latest Edition. 4. Michael Solomon; Consumer Behaviour; Pearson; 2020 or Latest Edition. 5. S. Ramesh Kumar, Leon Schiffman, Leslie Lazar Kanuk; Consumer Behaviour; Pearson; 2019 or Latest edition 	
Course Outcomes:	At the end of the course, the participants will be able to: <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. 	

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Name of the Programme: MBA

Course Code: MGA-604

Title of the course: Digital and Social Media Marketing

Number of credits: 2

Effective from AY: 2024-25

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</p> <p>Importance of digital marketing, Difference between traditional and digital marketing, recent trends, Website Planning and Creation, Importance of Design. Search Engine Optimisation (SEO)</p> <p>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</p> <p>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</p> <p>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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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. • 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 AY: 2024-25

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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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 	

	<p>or Latest Edition.</p> <p>4. K. Douglas Hoffman, John E. G. Bateson; Services Marketing Concepts, Strategies, & Cases; South-Western College Publishing; 2016 or Latest Edition.</p> <p>5. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee, Gopal Das; Essentials of Services Marketing; Pearson; 2019 or Latest edition.</p>	
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 	

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Name of the Programme: MBA

Course Code: MGA-606

Title of the course: Sales and Distribution Management

Number of credits: 2

Effective from AY: 2024-25

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</p>	<p>5 hours</p> <p>10 hours</p> <p>15hours</p>

	sales management, Role of E-commerce in distribution sales.	
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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 Edition 5. Tapan Panda, Sunil Sahadev; Sales and Distribution Management; Oxford University Press; 2019 or Latest Edition 	
Course Outcomes:	<p>At the end of the course, the participants shall be able to:</p> <ul style="list-style-type: none"> • Design a personal selling process and demonstrate a sales pitch. • 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 AY: 2024-25

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>5 hours</p> <p>10 hours</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.	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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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 Edition 5. Barry Berman, Joel R. Evans, Patrali Chatterjee, and Ritu Srivastava; Retail Management: The strategic approach; Pearson; 2017 or Latest Edition 	
Course Outcomes:	At the end of the course, the participants will be able to: <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 AY: 2024-25

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:	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.	10 hours

	<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>
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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. 	

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Name of the Programme: MBA

Course Code: MGA-609

Title of the course: Financial Modeling

Number of credits: 2

Effective from AY: 2024-25

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 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 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, Cyclicity 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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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 AY: 2024-25

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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Singhanian, V. K., and Singhanian 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. Singhanian Vinod and Singhanian 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 AY: 2024-25

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, Unlevering 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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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: <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 AY: 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable the participants to manage portfolio risks using Derivatives.	
Content:	<p>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.</p> <p>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.</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education India; 2018 or Latest Edition. Jayant Rama Varma; Derivatives and Risk Management; McGraw Hill; 2019 or Latest Edition. A.N.Sridhar; Futures & Options, Equities & Commodities; SPD Publications; 2008 or Latest Edition. Chance Don M.; An introduction to derivatives and risk management; Australia: South - Western Cengage Learning; 2019 or Latest Edition. 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-613

Title of the course: Security Analysis and Portfolio Management

Number of credits: 2

Effective from AY: 2024-25

Prerequisites for the course:	NIL	
Objective:	To enable participants to analyse securities and various asset classes to create and manage the portfolio over long-term horizons.	
Content:	<p>Unit I: Security analysis Working (Market Mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various Investment Avenues, Valuation of Shares and Fixed Income Securities, Fundamental Analysis and Technical Analysis.</p> <p>Unit II: Portfolio Management Portfolio creation, Theories of Portfolio Management – Active and Passive, Markowitz Theory, Portfolio Return and Risk, Efficient Market Hypotheses-Strong, Semi-Strong & Weak form - Leveraged Portfolio - Corner Portfolio, Portfolio-Evaluation Measures.</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Jordan & Fischer; Security Analysis & Portfolio Management; Prentice Hall India; 2018 or Latest Edition. 2. Prasanna Chandra; Investment Analysis& Portfolio Management; McGraw Hill Education India Pvt. Ltd., 2021 or Latest Edition. 3. S. Kevin; Security Analysis and Portfolio Management; PHI Learning Pvt. Ltd; 2017 or Latest Edition. 4. Bodie, Kane, Marcus; Investments; Tata McGraw Hill; 2017 or Latest Edition. 5. A.K.Dash.; Security Analysis And Portfolio Management; Wiley; 2021 or Latest Edition. 	

Course Outcomes:	At the end of this course, participants will be able to: <ul style="list-style-type: none"> Evaluate various Investment Classes. Create and Manage a portfolio considering the Efficient Frontiers. 	
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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 AY: 2024-25

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:	<p>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.</p> <p>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</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> Satish, D. and Kishore, P. Krishna; Behavioral Finance; The ICFAI University Press; 2006 or Latest Edition. Nofsinger, J.; The Psychology of Investing; Pearson; 2017 or Latest Edition. Shefrin, H.; Behavioral Corporate Finance; McGraw-Hill; 2005 or Latest Edition. Forbes, W.; Behavioural Finance; John Wiley; 2009 or Latest Edition. 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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Name of the Programme: MBA

Course Code: MGA-615

Title of the course: Working Capital Management

Number of credits: 2

Effective from AY: 2024-25

Prerequisite for the course	NIL	
Objective:	To enable the participant to manage working capital in an organisation.	
Content:	<p>Unit I: Working Capital and Cash Management Working Capital, Sources, Types, Policies, Estimation of Working Capital, Factors affecting Working Capital requirement, Operating Cycle. Management of Cash - Facets, Motives for Holding Cash, Cash Forecasting and Budgeting, Managing Cash Collections and Disbursement.</p> <p>Unit II: Current Assets Management Inventory EOQ, Reorder Level, Safety Stock, Control Techniques, Investment in Debtors, Credit Management Decisions Concerning Risk-Return Trade-Off, Credit Policy Variables, namely Credit Standards, Collection Period, Discounts, Economic Credit Policy, Monitoring Tools like Aging Schedule, Sources of Long Term and Short-Term Finance.</p>	<p>15 hours</p> <p>15 hours</p>
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Hrishikesh Bhattacharya; Working Capital Management: Strategies and Techniques; PHI Learning; 2021 or Latest Edition. 2. Prasanna Chandra; Financial Management: Theory and Practice; McGraw Hill Education; 2019 or Latest Edition. 3. Bhalla, V. K.; Working Capital Management: Text and Cases; Anmol Publications Pvt. Ltd.; 2012 or Latest Edition. 4. Rustagi, R. P.; Working capital management; Taxmann Publications (p) Ltd; 2021 or Latest Edition. 5. Frederick C. Scherr; Modern Working Capital Management: Text and Cases; Prentice Hall; 1988 or Latest Edition. 	
Course Outcomes:	<p>At the end of the course, participants shall be able to:</p> <ul style="list-style-type: none"> • Determine an organisation's working capital requirements. 	

- Manage various Current Assets determining working capital.

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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 AY: 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with the necessary skills and techniques for effective performance management.	
Content:	<p>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</p> <p>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</p> <p>Unit III: Outcomes Career planning, Compensation, Learning & Development, Performance Orientation & Culture, Auditing Performance Management Process, Best Practices, Performance Management in MSMEs</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. A.S. Kohli; T. Deb; Performance Management, Oxford Higher education Press; 2009 or Latest edition 2. Michael Armstrong; Armstrong's Handbook of Performance Management; Kogan Page; 2022 or Latest edition 3. T.V. Rao; Performance Management: Towards Organisational Excellence; Sage Publications; 2015 or Latest edition 4. Herman Aguinis; Performance Management; Pearson Education; 2013 or Latest edition 5. Dipak Kumar Bhattacharyya; Performance Management Systems 	

	and Strategies, Pearson Publication; 2011 or Latest edition	
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 AY: 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with necessary skills and techniques for designing an effective compensation structure	
Content:	<p>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</p> <p>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</p> <p>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</p>	<p>10 hours</p> <p>12 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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. GT Milkovich; JM Newman; CSV Ratnam; Compensation; Mc Graw Hill; 2017 or Latest edition 2. DK Bhattacharya; Compensation Management, Oxford Higher Education; 2009 or Latest edition 	

	3. RL Henderson; Compensation Management in a knowledge-based world; Pearson Publishing; 2005 or Latest edition 4. Joseph J Martocchio; Strategic Compensation; Pearson Education; 2020 or latest edition 5. Jerry M. Newman; Barry Gerhart; et al Compensation; McGraw Hill; 2020 or Latest edition	
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. 	

Name of the Programme: MBA

Course Code: MGA-618

Title of the course: Learning and Development

Number of credits: 2

Effective from AY: 2024-25

Prerequisite for the course	NIL	
Objective:	To enable the participants design and deliver training initiatives.	
Content:	<p>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</p> <p>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</p> <p>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</p>	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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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 AY: 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with tools and techniques for manpower planning and recruitment & selection	
Content:	<p>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</p> <p>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</p> <p>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</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 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-620

Title of the course: Labour Laws and Industrial Relations

Number of credits: 2

Effective from AY: 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with knowledge of legal provisions and acts for organisational compliance	
Content:	<p>Unit I: Labour Laws History of Labour Laws, New Labour Code in India & Implications for the industry: The Code on Wages 2019, the Industrial Relations Code 2020, the Code on Social Security 2020 and the Occupational Safety, Health and Working Conditions Code 2020</p> <p>Unit II: Industrial Relations The Indian IR Framework- The Role of Government, Regulative and Participative Bodies, Various Approaches, Trade Unionism in India, Emergence, History, Growth, Recognition and Registration, Trade Union and Politics, Industrial Relations in the MSME sector</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. S. D. Puri; Sandeep Puri; Labour Laws for Everyday Made Easy; Snow White Publications; 2017 or Latest edition 2. P. Subba Rao; Labour Welfare and Social Security; Himalaya Publishing Co; 2014 or Latest edition 3. Anamitra Roy Chowdary; Labour Law Reforms in India Taylor & 	

	Francis; 2018 or Latest edition 4. S C Srivastava; Industrial Relations and Labour Laws; Vikas Publishing House; 2022 or Latest edition 5. Parul Gupta; Industrial Relations and Labour Laws for Managers; Sage; 2019 or Latest edition	
Course Outcomes:	At the end of the course, the participants will be able to: <ul style="list-style-type: none"> Comprehend and comply with relevant labour laws Manage situations related to Industrial relations at workplace 	

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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 AY: 2024-25

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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> French, Bell, Organisational Development; Sage Publishing; 2008 or Latest edition. S Allcorn; Organizational Dynamics and Intervention – Tools for changing workplace; Prentice Hall India; 2015 or Latest edition 	

	<p>3. Simon A Bertonshaw-Gunn; Essential Tools for Management Consulting; Wiley & Sons; 2010 or Latest edition</p> <p>4. Richard Newton; The Management Consultant; Pearson; 2010 or Latest edition</p> <p>5. Dipak Kumar Bhattacharya; Organisational Change and Development; Oxford University Press; 2011 or Latest edition</p>	
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 AY: 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with techniques of negotiation, collective bargaining and conflict management at workplace.	
Content:	<p>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.</p> <p>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</p> <p>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</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. Minimum one ISA component MUST	

	be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Malhotra, D., M. Bazerman; Negotiation Genius; NY: Bantam Dell; 2008 or Latest edition. 2. Stone; Patton; Heen, Difficult Conversations; NY: Viking Press; 2010 or Latest edition 3. John Mattock; J Ehrenborg; How to be a better Negotiator; Kogan Page Publishing; 2012 or Latest edition 4. Deborah Kolb; Jessica Porter; Negotiating at Work: Turning Small Wins into Big Gains; Jossey-Bass; 2015 or Latest edition 5. Johnson C; Keddy J; Managing Conflict at Work; Kogan Page; 2010 or Latest edition 	
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Use Tools of Collective Bargaining for Effective Negotiations • Manage Conflicts at the Workplace • Devise Systems for Grievance Management 	

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Name of the Programme: MBA

Course Code: MGA-623

Title of the course: Occupational Health and Safety Management

Number of credits: 2

Effective from AY: 2024-25

Prerequisite for the course	NIL	
Objective:	To equip participants with Occupational Health and Safety Training in a Workplace.	
Content:	<p>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</p> <p>Unit II: Accident Causes and Prevention Factors Leading to Accidents, Need for Prevention and Preventive Measures, Personal Protective Equipment</p> <p>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</p> <p>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.</p>	<p>5 hours</p> <p>5 hours</p> <p>10 hours</p> <p>10 hours</p>

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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. R. K. Mishra; Occupational Health Management; Aitbs Publishers and Distributors; 2015 or Latest edition 2. Charles D. Reese; Occupational Health and Safety Management: A Practical Approach; CRC Press; 2016 or Latest Edition 3. Akhil Kumar Das; Principles of Fire Safety Engineering; PHI Learning Pvt Ltd; 2020 or Latest edition 4. Sharon Clarke; Occupational Health and Safety; Taylor & Francis; 2016 or Latest edition 5. S. Z. Mansdorf; Handbook of Occupational Safety and Health, Wiley; 2019 or Latest edition 	
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <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. 	

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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 AY: 2024-25

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>5 Hours</p> <p>5 Hours</p> <p>5 Hours</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>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> 1. Subhash Sharma; New Mantras in Corporate corridors From Ancient Routes to Global Roots; New Age International Publishers; 2007 or Latest Edition 2. Subhash Sharma; Western Windows Eastern Doors Management; New Age International Publishers; 2019 or Latest Edition 3. S.K. Chakraborty; Values for Ethics for Organization: Theory & Practice; Oxford University Press; 1999 or Latest edition 4. N M Khandelwal; Indian Ethos and Values for Managers; Himalaya Publishing; 2019 or Latest edition 5. R.S. Naagarazan; A Textbook On Professional Ethics And Human Values New Age International (P) Limited; 2007 or Latest edition 	
Course Outcomes:	<p>At the end of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • Appreciate Management Concepts discussed in Indian Scriptures • 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 AY: 2024-25

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:	<p>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.</p> <p>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)</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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:	<p>At the end of the course, the participants will be able to:</p> <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. 	

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Name of the Programme: MBA

Course Code: MGA-626

Title of the course: Structural Equation Modeling

Number of credits: 2

Effective from AY: 2024-25

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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	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. 	

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Name of the Programme: MBA

Course Code: MGA-627

Title of the course: Econometrics

Number of credits: 2

Effective from AY: 2024-25

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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/ Readings:	<ol style="list-style-type: none"> Gujarati, D.; Basic Econometrics; Mc Graw-Hill; 2020 or Latest Edition. A.H. Studenmund; A Practical Guide to Using Econometrics; Peaeson, Education Ltd.; 2017 or Latest Edition. PeijieWang;Financial Econometrics; Routledge; 2008 or Latest Edition. 	

	<p>4. <u>Brooks, Chris</u>; Introductory econometrics for finance; <u>Cambridge University Press</u>; 2019 or Latest Edition.</p> <p>5. <u>Oliver Linton</u>; Financial Econometrics: Models and Methods; Cambridge University Press; 2019 or Latest Edition.</p>	
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 AY: 2024-25

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 component ts 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, Component ts</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. Minimum one ISA component MUST be based on practical issues/ Course-based project	

References/ Readings:	<ol style="list-style-type: none"> 1. Jac Fitz-enz; John R. Mattox; Predictive analytics for Human Resources; Wiley; 2014 or Latest edition 2. Gene Pease Boyce Byerly; Jac Fitz-enz; Human Capital Analytics, Wiley; 2013 or Latest edition 3. Brian E. Becker; Mark A. Huselid; Mark A Huselid; David Ulrich; The HR Scorecard: Linking People, Strategy, and Performance; HBR Press; 2001 or Latest edition 4. Tracey Smith; HR Analytics: The What, Why and How; Numerical Insights LLC; 2017 or Latest edition 5. Dipak Kumar Bhattacharya; HR Analytics – Understanding theories and Applications, Sage, 2017 or Latest edition 	
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 	

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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

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	10 hours

	<p>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,</p> <p>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.</p> <p>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,</p> <p>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 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 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>	<p>10 hours</p> <p>15 hours</p> <p>10 hours</p> <p>15 hours</p>
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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
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-504

Title of the course: Communication Skills

Number of credits: 2

Effective from AY: 2024-25

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:	<p>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.</p> <p>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.</p> <p>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.</p> <p>Unit IV: Creativity in Communication Competitive versus collaborative communication, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation.</p>	<p>5 hours</p> <p>10 hours</p> <p>10 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. Minimum one ISA component MUST be based on practical issues/ Course-based project	
References/	1. Anjanee Sethi, Bhavna Adhikari, Effective Business Communication, Tata Mc	

Readings:	<p>Graw Hill Education, 2009 or Latest Edition.</p> <ol style="list-style-type: none"> 2. Prasad, Hari Mohan, How to prepare for Group Discussion and Interview, Tata McGraw Hill, 2005 or Latest Edition 3. Courtland L Bovee, John V Hill, Roshan Lal Raina, Business Communication Today, Pearson, 2021 or Latest Edition 4. Raymond V Lesilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande, Business Communication -Connecting in a Digital World, Tata McGraw Hill, 2015 or Latest Edition 5. Innovative Interview Questions, Vibrant Publishers, 2020 or Latest Edition
Course Outcomes:	<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 interpersonal communication, and participate in group discussions. • Improve Business and Creative Writing Skills

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Name of the Programme: Master's in Business Administration

Course code: MGA-637

Course Title: Portuguese Language Level 1

Number of Credits: 6

Effective from AY: 2024-25

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...) 	<p>15 hours</p> <p>15 hours</p>

	<ul style="list-style-type: none"> • 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 • Refeições <p>o Alimentos e bebidas o Objetos / utensílios o Espaços o Hábitos familiares (comidas típicas, horários...)</p> <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>5. Lazer (Leisure)</p> <ul style="list-style-type: none"> • No quotidiano (brincar (como; com quem), ler, ver televisão, ir ao cinema, ouvir música ... desportos, jogos...) • Nas férias (praia, campo, viagem ...) <p>6. Informação e diversão</p> <ul style="list-style-type: none"> • Meios de comunicação social • Tecnologia (internet...) <p>ORAL COMPREHENSION / ORAL PRODUCTION AND INTERACTION Reading, conversation skills and interaction. Interaction in a simple way. Questions in areas of immediate need or on very familiar topics. Sentences to describe where I live and people I know. Familiar words and basic phrases concerning myself, my family and immediate concrete surroundings.</p> <p>READING COMPREHENSION Familiar names, words, and straightforward sentences, for example, on notices, posters, or catalogues. Short, simple messages on postcards.</p> <p>WRITING SKILLS Personal details in written form; simple postcard. Numbers and dates, name, nationality, address, age, date of birth; filling out a hotel registration form or other forms. Copy out single</p>	<p>15 hours</p> <p>15 hours</p> <p>15 hours</p> <p>15 hours</p>
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	<p>words or short texts presented in standard printed form.</p> <p>GRAMMAR AND VOCABULARY</p> <ul style="list-style-type: none"> - Basic vocabulary repertoire of isolated words and phrases related to concrete situations. - Pronunciation: alphabet; explanation of Portuguese pronunciation going into all the nuances and varying sounds involved (vowels, consonants and nasal sounds); - Introduction to the basic rules of sentences structure; - Articles; Nouns: Gender and plural endings of nouns; - Pronouns: Personal pronouns / Subject pronouns; - Adjectives: Agreement of adjectives with Nouns / Plural of Adjectives; - Negative and Interrogative forms; - Verbs: Paradigm of three regular conjugations / Irregular Verbs; Present Tense and Past Definite; Imperative. - Introduction to the use of Prepositions - Vocabulary: acquisition of day-to-day practical vocabulary concerning social life, transportation and nature. 	
Pedagogy:	<ol style="list-style-type: none"> 1. Lectures, seminars, presentations. 2. Communicative approach and teaching-learning process based on classroom tasks. 	
References/ Readings	<ol style="list-style-type: none"> 1. Português XXI Nível 1 (Livro do Aluno e CD), by Ana Tavares, edited by LIDEL, Lisboa-Portugal; published by Goyal Publishers & Distributors Pvt. Ltd., India 2. Português XXI Nível 1 - Caderno de Exercícios (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	<p>At the end of this course, students will be able to:</p> <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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Course code: MGA-638

Course Title: Yoga

Number of Credits: 6

Effective from AY: 2024-25

Prerequisites for the course	Nil	
<u>Objective:</u>	To create an awareness about Yoga and its benefits in life.	
<u>Content:</u>	<p>Unit I: Fundamentals of Yoga: Aim and Objectives of Yoga, Types of Yoga, Introduction to Vedas, Upanishads and Prasthanatrayee.</p> <p>Unit II: Yogic Practices: Shatkarmas: Vamandhauti, Vastradhauti, Dandadhauti, Laghoo and Poorna sankhaprakshalana, Neti (Sutra and Jala), Kapalbhati (Vaatkrama, Vyutakrama & Sheetkarma), Agnisara, Nauli, Tratak Suryanamaskar Asanas (yogic postures): Standing Postures, Sitting postures, Prone postures, Supine postures, Balancing postures Pranayama: Breath awareness, Sectional breathing, Nadishuddhi, Suryabhedan, Ujjai, Sitali, Sitkari, Bhastrika, Bhramari, Bahyavritti, Abhyantarvritti, Stambhavritti Pranayama Practices leading to Meditation: Pranav and Soham Japa, Yoga Nidra, Antarmauna, Ajapa Jap, Practices leading to Breath Meditation, Practices leading to Om Meditation, Practices leading to Vipassana Meditation, Practices leading to Preksha Meditation Bandhas and Mudras: Mula Bandha, Jalandhara Bandha, Uddiyana Bandha, Maha Bandha, Yoga Mudra, Maha Mudra, Shanmukhi Mudra, Tadagi Mudra, VipareetKarni Mudra Contemporary Yogic Practices – Yogic Sukshma Vyayama (Swami Dheerendra Brahmchari), Cyclic Meditation (S-VYASA); Mind Sound Resonance Technique (S-VYASA); Transcendental Meditation (Maharshi Mahesh Yogi); Yoga Nidra (BSY); Savita Ki Dhyana Dharana (DSVV)</p> <p>Unit III: Yoga and Health: Dimensions of Health: Physical, Mental, Social and Spiritual; Concepts of Trigunas, Pancha-mahabhutas, Pancha-prana and their role in Health and Healing; Concept of Pancha-koshas & Shat-chakra and their role in Health and Healing; Role of Yoga in preventive health care – Yoga as a way of life, Heyamdukhamanagatam Yogic Diet: General Introduction of Ahara; Concept of Mitahara; Classification in Yogic diet according to traditional</p>	<p>5 Hours</p> <p>10 Hours</p> <p>10 Hours</p> <p>10 Hours</p> <p>10 Hours</p> <p>10 Hours</p> <p>10 Hours</p> <p>5 Hours</p> <p>10 Hours</p>

	<p>Yoga texts; Diet according to the body constitution (Prakriti) – Vata, Pitta and Kapha as also Gunas.</p> <p>Concepts of Diet: Pathya and Apathya according to Gheranda Samhita, Hathapradeepika and Bhagavad Gita; Importance of Yogic Diet in Yog Sadhana and its role in healthy living; Diet according to the body constitution (Prakriti) – Vata, Pitta and Kapha as also Gunas.</p> <p>Yogic Principles of Healthy Living: Ahara, Vihara, Achara and Vichara; Role of Yogic Positive Attitudes (Maitri, Karuna, Mudita and Upeksha) for Healthy Living, Concept of Bhavas and Bhavanas with its relevance in Health and well-being</p>	<p>5 Hours</p> <p>5 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning. Minimum one ISA component MUST be based on practical issues/ Course-based project	
<u>References/Readings</u>	<p>1. B. K. S. Iyengar; The Art of Yoga; HarperCollins; 2005 or Latest Edition</p> <p>2. Swami Vivekanand; Complete Book of Yoga; Prabhat Prakashan; 2021 or Latest Edition</p> <p>3. Aruna Goel; Yoga Education Philosophy and Practice; Deep & Deep Publications Pvt. Ltd.; 2007 or Latest Edition</p> <p>4. Mark Stephens; Teaching Yoga – Essential Foundations and Techniques; North Atlantic Books; 2011 or Latest Edition</p> <p>5. B.K. Trehan, Indu Trehan; Effective Yoga for Health and Happiness; Macmillan Publishers India Ltd.; 2009 or Latest Edition.</p>	
<u>Learning Outcomes</u>	An ability to use the Yoga techniques & exercises for mental and physical wellbeing.	

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Guidelines for Industry Internship

Code: MGA-652

1. Total credits = 16 credits (Internship report- 14 credits & Seminar Presentation - 2 credits).
2. Number of hours: 30 hours per week is equivalent to 1 credit of internship. 16 weeks = 480 hours
3. Every student must complete the internship for 16 weeks (4 months) in the area of specialization undergone during semester III.
4. The students must report to their respective mentors once every week. The details of the progress of the research project undertaken shall be discussed during this meeting. The meeting can be offline/online depending on the decision of the mentor.

5. The final internship is graded out of 400 marks (350 marks for a report and 50 marks for a seminar presentation).
6. The student shall submit two reports using the submission link. The Internship Report -I and the Final Internship Report. Internship Report I shall carry 150 marks each and Final Internship Report shall carry 200 marks. The links to submit the reports will be provided prior to the submission dates on Google Classroom.
7. The research area and topic must be in the area of your specialization. The research gaps should be based on the practical/managerial problems identified while working at the organization.
8. Internship Report -I shall contain the following:
 - Profile of the company: Birds Eye View, Products/ Services, Sections within the organizations.
 - Introduction to the research topic
 - Literature review on the research topic
 - Research gaps and Research questions based on Literature Review and practical/managerial problems
 - Research objectives
 - Research methodology
9. The Final Internship Report shall contain the following:
 - Title page as per the format provided by Goa University.
 - Declaration
 - Acknowledgement
 - Offer Letter from Company
 - Internship (Completion) certificate (must include a certificate of completion issued by the company with their permission to make the presentation of the report either in public or on camera)
 - Plagiarism certificate (provided by Goa Business School office after checking for Plagiarism)
 - Table of contents with page numbers
 - Executive summary / Abstract
 - Profile of the company: Company Overview, Industry (to which sector the company belongs), Company Analysis, Products/ Services, and Sections within the organizations.
 - Introduction of Topic of Research, Literature review, Research gaps, Research questions, Research objectives, and Research Methodology (from Internship Report -I)
 - Data Analysis and Results
 - Research findings and Discussion
 - Conclusion
 - Managerial Implications
 - Task Handled
 - Learnings
 - Challenges
 - Appendix I: Samples of the work done
 - Appendix II: Photos while you are at work
10. Both Internship Report -I and Final Internship Report are to be submitted in PDF format.

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