

**SCHOOL OF MANAGEMENT  
DOON UNIVERSITY, DEHRADUN  
COURSE: EXECUTIVE-MBA  
(Program Curriculum)  
(Session: 2024-25)**

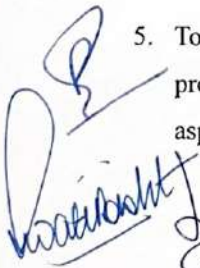
**Academic Advisory Committee**

**Minutes of meeting**

The Academic Advisory Committee meeting was held on 15/02/2024 to discuss the course structure and syllabus of, Executive MBA curriculum of Batch 2024-25.

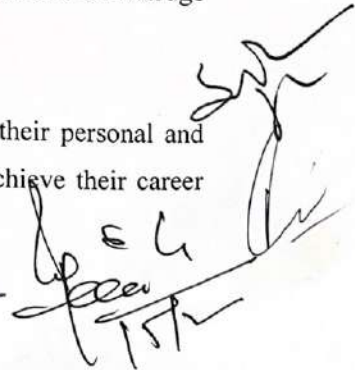
**Program Outcomes (E- MBA Course)**

1. To enhance leadership capabilities by providing advanced training in leadership theories, strategic thinking, and decision-making skills. The curriculum includes experiential learning opportunities designed to enhance effective leadership qualities required for Middle and Senior level management roles.
2. To equip students with the knowledge and tools necessary to formulate and implement strategic plans that drive organizational success. To learn and analyze the market trends, assess competitive landscapes, and develop innovative strategies to offer their companies competitive advantage.
3. To emphasize the development of global business acumen among the students. Immersion experiences, and coursework will help students to gain a deep understanding of global markets, cross-cultural dynamics, and emerging trends.
4. To provide students with valuable networking opportunities and enhance peer learning and collaboration. These learnings will not only expand participants' professional networks but also enrich their learning experiences through collaboration and knowledge sharing.
5. To support students in their career advancement goals and facilitate their personal and professional growth. The course offers support to help participants achieve their career aspirations and exploit their full potential as business leaders.



Jayant Gupta  
Vaishali

A. K. Adhikari  
15/02/2024



15/2



SEMESTER 3			
S.No.	COMPULSORY SUBJECT (S)	Course Code	Credits
1	Global Business Management	E 301	3
2	Corporate Governance and Sustainability	E 302	3
3.	On the job project and Seminar	E303	12
<b><u>SPECIALIZATION SUBJECTS (MARKETING)</u></b>			
1	Consumer Behaviour	EM-304	3
2	Digital Marketing	EM-305	3
3	Service Marketing	EM-306	3
<b>SPECIALIZATION SUBJECTS (FINANCE)</b>			
1	Security analysis & portfolio Management	EF-304	3
2	Project & Infrastructure Finance	EF-305	3
3	International Finance	EF-306	3
<b>SPECIALIZATION SUBJECTS (HR)</b>			
1	HR metrics and Analytics	EH-304	3
2	Labour Laws & Industrial Relations	EH-305	3
3	Organizational Development & Change	EH-306	3
<b>SPECIALIZATION SUBJECTS (SUPPLY CHAIN &amp; OPERATIONS MANAGEMENT)</b>			
1	Operations Strategy	ES-304	3
2	Project Management	ES-305	3
3	Service Operations Management	ES-306	3

<b>TOTAL</b>	<b>27</b>
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*Saurabh Gupta*  
*Pratik*  
*Vaishali*  
*Amir*  
*15/08/2024*  
*15/8*  
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*Singh*



SEMESTER 4			
COMPULSORY SUBJECTS			
S.No.	SUBJECT	Course Code	Credits
1	Leadership and Cross-cultural management	E-401	3
2	Entrepreneurship and Innovation	E-402	3
3	Project dissertation and presentation	E-403	12
SPECIALIZATION SUBJECTS (MARKETING)			
1	Marketing Analytics	EM-404	3
2	Advertising and Brand Management	EM-405	3
3	Sustainability and Ethical Marketing	EM-406	3
SPECIALIZATION SUBJECTS (FINANCE)			
1	Financial Derivatives	EF-404	3
2	Financial Analysis	EF-405	3
3	Financial Planning and Wealth Management	EF-406	3
SPECIALIZATION SUBJECTS (HR)			
1	Employee Relations and Conflict Resolution	EH-404	3
2	Counselling skills for managers	EH-405	3
3	Talent Management	EH-406	3
SPECIALIZATION SUBJECTS (SUPPLY CHAIN & OPERATIONS MANAGEMENT)			
1	Global Supply Chain Management	ES-404	3
2	Circular Economy in Supply Chain Management	ES-405	3
3	Total Quality Management	ES-406	3

<b>TOTAL</b>	<b>27</b>
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*Lawrence Gopin*  
*Pr*  
*Ch*  
*Vaishali*  
*15/02/2024*  
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## **SEMESTER-1**

**Subject: Course 1**

**Course Code: E-101**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Principles of Management**

**Credit: 3**

### **Course Objectives**

- To develop a foundational understanding of the fundamental principles and theories of management.
- To explore the historical evolution of management thought and its relevance to contemporary organizational practices.
- Acquire skills in critical thinking and decision-making by examining real-world managerial challenges.
- Understand the decision-making process and its impact on organizational success.
- Understand leadership styles and their impact on organizational culture and employee motivation.

### **Course Outcomes**

- To be able to apply key management concepts and theories to analyze and solve real-world organizational challenges.
- To demonstrate the ability to make informed decisions by considering various factors, alternatives, and potential consequences within the context of management scenarios.
- To evaluate different organizational structures and suggest appropriate design changes based on an understanding of their impact on organizational efficiency and effectiveness.
- To demonstrate effective written and oral communication skills, particularly in the context of managerial roles, including creating reports, conducting meetings, and delivering presentations.
- To apply principles of human resource management by engaging in activities such as drafting job descriptions, designing training programs, and conducting performance evaluations.

## **Course Structure**

### **Unit 1: Introduction to Management**

Understanding Management and its Evolution, Functions of Management: Planning, classical and neo-classical theories, Organizing, Leading, Controlling, Managerial Roles and Skills, Importance of Ethics and Social Responsibility in Management.

### **Unit 2: Planning and Decision Making**

Strategic Planning and Goal Setting, Environmental Analysis and SWOT Analysis, Decision-Making Process and Models, Risk Management and Contingency Planning.

### **Unit 3: Organizational Structure and Design**

Types of Organizational Structures, Organizational Culture and its Impact, Designing Effective Organizational Structures, Managing Change, and Innovation.

### **Unit 4: Leadership and Communication**

Leadership Theories and Styles, Communication Process in Organizations, Motivation and Employee Engagement, Conflict Resolution and Negotiation.

### **Unit 5: Human Resource Management**

Recruitment and Selection, Training and Development, Training needs analysis, Types of training methods (e.g., on-the-job training, workshops, e-learning), Employee development and career planning, Performance Appraisal and Feedback, Employee Relations, and Legal Considerations.

## **TEXTBOOKS & SUGGESTED READINGS**

Koontz, H., & O'Donnell, C. (Year). *Principles of Management*. Publisher.

Kinicki, A., & Williams, B. (Year). *Management: A Practical Introduction*. Publisher.

Carpenter, M., Bauer, T., & Erdogan, B. (Year). *Principles of Management*. Publisher.

Robbins, S. P., & Coulter, M. A. (Year). *Management: The Essentials*. Publisher.

Dessler, G., McHughen, A., & McHughen, J. (Year). *Management: Leading People and Organizations in the 21st Century*. Publisher.

**Subject: Course 2**

**Course Code: E-102**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Business Statistics & Research Methodology**

**Credit: 3**

**Course Objectives**

- To understand fundamental statistical concepts, including measures of central tendency, dispersion, and probability, laying the groundwork for advanced statistical analysis.
- To acquire a solid foundation in research methodology, covering research design, sampling techniques, and data collection methods essential for conducting meaningful business research.
- To develop proficiency in using statistical tools such as regression analysis, hypothesis testing, and analysis of variance and interpret complex data effectively.
- To apply statistical methods to solve real-world business problems, emphasizing the relevance of statistical analysis in making informed decisions and supporting strategic planning within an organizational context.
- To enhance communication skills by learning how to present research findings coherently through written reports, oral presentations, and visualizations.

**Course Outcomes**

- To demonstrate the ability to collect, analyze, and interpret data relevant to business decision-making and enabling them to make informed conclusions and recommendations.
- To develop expertise in designing and implementing research methodologies suitable for business inquiries and choosing statistical tools to address specific business challenges.
- To be proficient in statistical inference techniques, including hypothesis testing and confidence interval estimation and to draw meaningful conclusions .
- To enhance their critical thinking abilities to real-world business problems and to identify business challenges, formulate research questions, and utilize statistical methods .

- To communicate statistical findings clearly and effectively to both technical and non-technical audiences and visualizations that convey the results of their research .

## **Course Structure**

### **Unit 1: Introduction to Business Statistics**

Definition and Scope of Business Statistics, Importance in Decision Making, Measures of Central Tendency (Mean, Median, Mode) , Measures of Dispersion (Range, Variance, Standard Deviation), Basic Probability Concepts, Random Sampling Methods, Sampling Distributions and Central Limit Theorem.

### **Unit 2: Introduction to Research Methodology**

Nature and Significance of Business Research, Types of Business Research, Identifying Research Problems, Defining Research Objectives, Exploratory, Descriptive, and Experimental Designs, Cross-Sectional vs. Longitudinal Studies, Surveys, Interviews, Observations, Secondary Data Sources.

### **Unit 3: Statistical Tools and Techniques**

Pearson's and Spearman's Correlation, Simple and Multiple Regression, Hypothesis Testing, Analysis of Variance (ANOVA), Chi-Square Test for Independence.

### **Unit 4: Business Forecasting Techniques**

Time Series and Causal Forecasting, Forecasting Accuracy Measures, Time Series Analysis, Decision Analysis and Bayesian Methods, Control Charts.

### **Unit 5: Data Visualization Techniques**

Graphical Representation of Data, Dashboards and Infographics, Structure of Research Reports, Citation and Referencing, Presenting Statistical Findings

## **TEXTBOOKS & SUGGESTED READINGS**

Sharpe, N. D., De Veaux, R. D., & Velleman, P. F. (Year). *Business Statistics*. Publisher.

Kumar, R. (Year). *Research Methodology: A Step-by-Step Guide for Beginners*. Publisher.

Newbold, P., Carlson, W. L., & Thorne, B. (Year). *Statistics for Business and Economics*. Publisher.



Wegner, T. (Year). *Applied Business Statistics: Methods and Excel-Based Applications*. Publisher.

Malhotra, N. K., Nunan, D., & Birks, D. F. (2020). *Marketing Research*. Pearson UK.

**Subject: Course 3**

**Course Code: E-103**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Business Analytics**

**Credit: 3**

**Course Objectives:**

- To develop proficiency in leveraging statistical and quantitative analysis tools to extract meaningful insights within a business context.
- To acquire skills to apply advanced analytical techniques, including predictive modeling and data visualization, to optimize operational efficiency and formulate strategic solutions.
- To gain a comprehensive understanding of fundamental business analytics concepts and methodologies, to interpret and analyze complex data sets effectively.
- To cultivate expertise in deploying business intelligence tools and techniques to extract actionable insights and enhancing organizational performance.
- To acquire proficiency in using cutting-edge tools and technologies for business analytics, enabling participants to make informed decisions.

**Course Outcomes:**

- To be able to make informed and strategic decisions by utilizing data analytics techniques to interpret complex datasets and extract valuable insights.
- To develop expertise in creating and deploying predictive models, enabling them to forecast trends, identify opportunities, and mitigate risks within a business environment.
- To apply analytics tools to streamline and enhance operational processes, improving efficiency, reducing costs, and maximizing overall business performance.

- To provide actionable insights that contribute to the formulation and execution of effective business strategies.
- To acquire the skills to communicate complex analytical results clearly and persuasively to diverse stakeholders, facilitating collaboration and driving organizational success.

## **Course Structure**

### **Unit 1. Introduction to Business Analytics:**

Overview of business analytics concepts and applications, Understanding the role of data in decision-making, Introduction to key analytical tools and technologies.

### **Unit 2. Data Collection and Preparation:**

Techniques for collecting and cleaning data, Data preprocessing and transformation, Exploratory Data Analysis (EDA) to uncover patterns and trends.

### **Unit 3. Statistical and Analytical Methods:**

Application of statistical methods for business analysis, Introduction to predictive modeling and machine learning algorithms, Hands-on exercises in using analytical tools for data interpretation.

### **Unit 4. Business Intelligence and Reporting:**

Utilizing business intelligence tools for data visualization, creating dashboards and reports to communicate insights, Interpretation of visual analytics for effective decision-making.

### **Unit 5. Advanced topics in Business Analytics:**

Deep dive into advanced analytics techniques, Case studies and practical applications in real-world business scenarios, Final project: Applying learned skills to solve a complex business problem.

## **TEXTBOOKS & SUGGESTED READINGS**

Johnson, M. R. (2018). *Advanced Predictive Modeling in Business Decision-Making*. Journal of Business Analytics, 45-62.

Lee, S., & Wang, H. (2019). *Data Visualization for Strategic Insights*. In S. Jones (Ed.), *Analytics in Practice* (pp. 102-120). ABC Publishing.

Davenport, T. H., & Harris, J. (2007). *Competing on Analytics: The New Science of Winning*. Harvard Business School Press.

Sharda, R., Delen, D., & Turban, E. (2018). *Business Intelligence and Analytics: Systems for Decision Support*. Pearson.

James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). *An Introduction to Statistical Learning: with Applications in R*. Springer.

**Subject: Course 4**

**Course Code: E-104**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Organizational Behaviour**

**Credit: 3**

**Course Objectives:**

- To analyze the factors influencing individual behavior in organizations, including personality, perception, motivation, and attitudes.
- To investigate the formation and development of groups in organizations and communication patterns on team effectiveness.
- To analyze the concept of organizational culture and its role in shaping behavior and explore how culture and structure contribute to organizational effectiveness and change.
- To explore different leadership styles and their impact on employee motivation and performance.
- To develop critical thinking skills to analyze and solve organizational behavior challenges for improving organizational effectiveness based on a deep understanding of behavior.

**Course Outcomes:**

- To develop a proficiency in analyzing and interpreting individual and group behavior within organizations, fostering effective communication and conflict resolution skills.
- To attain the ability to apply various leadership theories and styles, demonstrating effective leadership practices for enhancing organizational performance and fostering a positive work environment.
- To gain insights into the concept of organizational culture, enabling the recognition of its impact on employee behavior, decision-making, and overall organizational success.
- To acquire skills in understanding, managing, and optimizing team dynamics to improve collaboration, creativity, and overall team performance in diverse organizational contexts.
- To develop a capacity to comprehend and navigate organizational change processes, applying behavioral theories to effectively manage and lead individuals and teams through transitions.

## **Course Structure**

### **Unit 1. Introduction to Organizational Behavior:**

Overview of organizational behavior and its significance, Historical perspectives and key theoretical frameworks, Introduction to basic concepts such as motivation, perception, and personality.

### **Unit 2. Individual Behavior and Diversity:**

In-depth exploration of individual factors influencing behavior (personality, attitudes, values), Understanding diversity and its impact on individual and organizational outcomes, Motivation theories and their application in the workplace.

### **Unit 3. Group Dynamics and Team Building:**

Analysis of group formation, development, and communication patterns, Roles, norms, and cohesion within groups, Team-building strategies and enhancing group effectiveness.

### **Unit 4. Organizational Culture and Structure:**

Examination of organizational culture and its role in shaping behavior, Analysis of different types of organizational structures, Culture and Communication, Decision-making process, employee engagement.

### **Unit 5. Leadership, Power, and Change Management:**

Leadership theories and styles, understanding power dynamics in organizations, change management processes and strategies, incorporating behavioral perspectives.

### **TEXTBOOKS & SUGGESTED READINGS**

Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson.

Locke, E. A. (2009). *The Blackwell Handbook of Principles of Organizational Behavior*. Wiley-Blackwell.

Greenberg, J., & Baron, R. A. (2017). *Behavior in Organizations: Understanding and Managing the Human Side of Work* (11th ed.). Pearson.

McShane, S. L., & Von Glinow, M. A. (2019). *Organizational Behavior: Emerging Knowledge and Practice for the Real World* (8th ed.). McGraw-Hill Education.

Kreitner, R., & Kinicki, A. (2019). *Organizational Behavior: Key Concepts, Skills & Best Practices* (5th ed.). McGraw-Hill Education.

**Subject: Course 5**

**Course Code: E-105**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Executive Communications**

**Credit: 3**

#### **Course Objectives:**

- To develop the ability to create comprehensive communication plans aligned with organizational goals.
- To enhance verbal and written communication skills to effectively convey complex ideas and information.
- To develop the ability to communicate confidently and persuasively in various professional settings, such as meetings, presentations, and negotiations.
- To understand how to communicate effectively during challenging situations to maintain trust and credibility.

- To enhance interpersonal communication skills to foster positive relationships with team members, colleagues, and stakeholders.

#### **Course Outcomes:**

- To be able to demonstrate a deep understanding of strategic communication principles aligned with organizational objectives, considering various stakeholders and contexts.
- To exhibit improved verbal and written communication skills suitable for executive leadership and be capable of delivering clear, persuasive, and impactful messages.
- To be adept at handling communication during crisis situations, showcasing the ability to remain composed and manage communication effectively.
- To demonstrate enhanced interpersonal communication skills, including active listening, providing constructive feedback, and fostering positive relationships.
- To be able to leverage tools such as social media, video conferencing, and other digital communication channels to enhance executive communication.

#### **Course Structure**

##### **Unit 1: Foundations of Executive Communication**

Introduction to Executive Communication: Overview of the importance of effective communication in leadership roles, Communication Styles and Strategies: Understanding different communication styles and developing strategies for executive communication, Building Credibility and Trust.

##### **Unit 2: Strategic Communication Planning**

Introduction to frameworks for developing strategic communication plans, Audience Analysis: Understanding the needs and expectations of different stakeholders, Integrating Communication with Business Strategy with organizational objectives.

##### **Unit 3: Leadership Communication Skills**

Verbal Communication Skills: Developing verbal communication skills for various settings, Written Communication Excellence: Enhancing written communication skills for effective documentation, Presentation Skills: Techniques for delivering impactful presentations.



## **Unit 4: Crisis Communication Management**

Understanding potential crises and assessing their impact on the organization, Crisis Communication Planning: Developing protocols and strategies for effective crisis communication, Managing communication with the media in challenging situations.

## **Unit 5: Digital Communication and Emerging Trends**

Leveraging Technology for Communication: Exploring tools and platforms for digital communication, social media, and Online Presence: Developing an executive's online presence and utilizing social media effectively, Navigating Emerging Trends in communication and technology.

### **TEXTBOOKS & SUGGESTED READINGS**

Hewlett, S. A. (2021). *Executive Presence: The Missing Link Between Merit and Success*. Publisher.  
Suggested Readings:

Gallo, C. (2020). *Talk Like TED: The 9 Public-Speaking Secrets of the World's Top Minds*. Publisher.

Barrett, D. J. (2021). *Leadership Communication: A Communication Approach for Senior-Level Managers*. Publisher.

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2019). *Crucial Conversations: Tools for Talking When Stakes Are High*. Publisher.

Cialdini, R. B. (2020). *Influence: The Psychology of Persuasion*. Publisher.

**Subject: Course 6**

**Course Code: E-106**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Accounting for managerial decisions**

**Credit: 3**

**Course Objectives:**

- To develop skills to analyze financial statements, including income statements, balance sheets, and cash flow statements.
- To learn how to classify and analyze costs, including direct costs, indirect costs, variable costs, and fixed costs.

- To acquire skills in budget preparation and forecasting to support managerial decision-making and understand how to use budgets as a tool for planning, control, and performance evaluation.
- To Develop the ability to identify relevant costs and benefits in decision-making scenarios and understand how to apply relevant costing techniques.
- To Gain proficiency in evaluating investment opportunities through techniques such as net present value (NPV), internal rate of return (IRR), and payback period.

### **Course Outcomes:**

- To be able to analyze and interpret financial statements, extracting key information to assess the financial health and performance of a business.
- To demonstrate a solid understanding of cost accounting principles, including the classification and analysis of various costs, enabling them to make informed decisions related to cost management.
- To identify relevant costs and benefits in decision-making situations, applying appropriate costing techniques to make strategic and tactical decisions.
- To design and implement performance measurement systems, utilizing key performance indicators (KPIs) and balanced scorecards to evaluate the performance of projects.
- To demonstrate proficiency in evaluating investment opportunities, applying capital budgeting techniques such as net present value (NPV) and internal rate of return (IRR).

### **Course Structure**

#### **Unit 1: Introduction to Managerial Accounting**

Overview of Managerial Accounting: Role of Managerial Accounting in Decision Making: Understanding how managerial accounting supports decision-making processes, Cost Concepts and Classification: Introduction to different types of costs, including direct costs, indirect costs, variable costs, and fixed costs.

#### **Unit 2: Costing Systems and Cost Behavior**

Job Order Costing: Understanding the job order costing system and its application in various industries, Process Costing: Exploring the process costing system and its relevance to continuous production environments, Cost-Volume-Profit Analysis: Analyzing how costs, volume, and profit interrelate to make informed business decisions.

### **Unit 3: Budgeting and Performance Evaluation**

Master Budget: Developing and understanding the components of a master budget, Flexible Budgets: Creating flexible budgets to adapt to changing business conditions, Variance Analysis: Analyzing variances to evaluate and control performance against budgeted expectations.

### **Unit 4: Decision-Making Tools**

Identifying relevant costs and benefits for decision-making, Incremental Analysis: Applying incremental analysis to assess the impact of decisions on costs and revenues, Make or Buy Decisions and Pricing Strategies and determining optimal pricing strategies.

### **Unit 5: Capital Budgeting and Strategic Decision Making**

Understanding the concept of time value of money in the context of managerial decision-making, Capital Budgeting Techniques: Evaluating investment opportunities using techniques such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period, Integrating managerial accounting concepts into strategic decision-making processes.

### **TEXTBOOKS & SUGGESTED READINGS**

Horngren, C. T., Datar, S. M., & Rajan, M. V. (2009). *Cost Accounting: A Managerial Emphasis*. Publisher.

Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2012). *Managerial Accounting*. Publisher.

Hilton, R. W., Maher, M. W., & Selto, F. H. (2017). *Cost Management: Strategies for Business Decisions*. Publisher.

Drury, C. (2018). *Management and Cost Accounting*. Publisher.

Bhimani, A., Horngren, C. T., Datar, S. M., & Rajan, M. V. (2019). *Management and Cost Accounting*. Publisher.

## **SEMESTER-2**

**Subject: Course 7**

**Course Code: E-201**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Business Environment**

**Credit: 3**

## **Course Objectives:**

- To understand the concept of the business environment and recognize the dynamic nature of the business environment.
- To identify and analyze the internal and external components of the business environment and explore the impact of external and internal factors on businesses.
- To examine the challenges and opportunities presented by the global business environment and understand the impact of globalization on business operations.
- To analyze the legal and regulatory framework in which businesses operate and explore the implications of government policies on business activities.
- To understand the economic factors affecting business decisions and analyze macroeconomic indicators and their impact on businesses.

## **Course Outcomes:**

- To be able to define the term "business environment" and explain its significance in the context of organizational operations.
- To demonstrate the ability to identify and analyze both internal and external factors influencing business activities.
- To assess the impact of economic factors on business decision-making, such as inflation, unemployment, and economic growth.
- To evaluate the influence of social and cultural factors on consumer behavior, marketing strategies, and organizational culture.
- To Examine the challenges and opportunities presented by the global business environment, including cultural diversity and international trade dynamics.

## **Course Structure**

### **Unit 1: Introduction to Business Environment**

Overview of Business Environment, Significance of Understanding Business Environment, Internal and External Business Environment Factors, Dynamic Nature of Business Environment, Stakeholders, and their Influence.

### **Unit 2: Economic Forces in the Business Environment**

Macroeconomic Indicators (GDP, inflation, unemployment), Economic Systems and Business Impact, Global Economic Environment, Impact of Economic Policies on Business, Business Cycles, and their Effects

### **Unit 3: Social, Cultural, and Technological Influences**

Social and Cultural Factors Affecting Business, Demographic Trends and Consumer Behavior, Cultural Diversity and Business Practices, Technology and its Impact on Business, Technological Trends, and Innovation.

### **Unit 4: Political, Legal, and Regulatory Environment**

Political Forces and Business Operations, Legal Framework and Business Compliance, Government Policies and Business Strategy, Trade Regulations and International Business, Ethical Issues and Business Conduct.

### **Unit 5: Global Business Environment and Strategic Responses**

Globalization and its Impact on Business, Multinational Corporations and Global Operations, Risks and Opportunities in the Global Market, Strategic Responses to Business Environment Changes, Case Studies: Applying Concepts to Real-world Scenarios

## **TEXTBOOKS & SUGGESTED READINGS**

Ferrell, O. C., Hirt, G., & Ferrell, L. (2020). *Business: A Changing World*. McGraw-Hill Education.

Worthington, I., & Britton, C. (2015). *The Business Environment*. Pearson.

Porter, M. E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*. <https://hbr.org/2008/01/the-five-competitive-forces-that-shape-strategy>

Friedman, T. L. (2005). *The World Is Flat: A Brief History of the Twenty-First Century*. Farrar, Straus and Giroux.

Aswathappa, K., & Gopalkrishnan, M. (2010). *Business Environment*. Himalaya Publishing House.

**Subject: Course 8**

**Course Code: E-202**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Marketing Management****Credit: 3****Course Objectives:**

- To develop a solid understanding of fundamental marketing concepts, including the marketing mix (product, price, place, promotion), market segmentation, and targeting.
- To formulate and implement strategic marketing plans that align with organizational goals and respond to market opportunities and challenges.
- To explore the factors influencing consumer behavior and decision-making processes and understand how these insights can inform marketing strategies.
- To acquire skills in conducting market research to gather relevant data for decision-making, including the use of qualitative and quantitative research methods.
- To understand the principles of brand management, brand positioning, and brand equity, and learn how to develop and maintain a strong brand in the marketplace.

**Course Outcomes:**

- To apply fundamental marketing concepts such as the marketing mix (4Ps), segmentation, targeting, and positioning to analyze and solve real-world marketing challenges.
- To formulate comprehensive and effective strategic marketing plans that align with organizational objectives, considering market conditions and competitive landscapes.
- To demonstrate the ability to analyze and interpret consumer behavior, identifying key factors that influence purchasing decisions, and apply this understanding to marketing strategies.
- To design and execute market research initiatives, including the use of both qualitative and quantitative research methods, to gather relevant data for decision-making.
- To develop skills in brand management, including brand positioning, building brand equity, and implementing strategies to enhance brand recognition and loyalty.

**Course Structure**



## **Unit 1: Introduction to Marketing Management**

Overview of Marketing and its Importance, Evolution of Marketing Concepts, Role of Marketing in Organizations, Marketing in Different Business Environments

## **Unit 2: Marketing Research and Consumer Behavior**

Introduction to Market Research, Research Methods in Marketing, Consumer Behavior Analysis, Market Segmentation and Targeting

## **Unit 3: Developing Marketing Strategies**

The Marketing Mix (4Ps): Product, Price, Place, Promotion, Brand Management and Positioning, Developing and Launching New Products, Pricing Strategies and Tactics

## **Unit 4: Digital Marketing and social media**

Overview of Digital Marketing, Social Media Marketing Strategies, Search Engine Optimization (SEO) and Search Engine Marketing (SEM), E-commerce and Online Retailing

## **Unit 5: Strategic Marketing Planning**

Formulating Marketing Strategies, Market Entry and Expansion Strategies, Strategic Marketing Planning Process, Evaluating Marketing Performance and RO , case studies.

## **TEXTBOOKS & SUGGESTED READINGS**

Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). Pearson.

Aaker, D. A. (2012). *Building Strong Brands*. Simon and Schuster.

Armstrong, G., & Cunningham, M. (2019). *Principles of Marketing* (18th ed.). Pearson.

Smith, A. N., Fischer, E., & Yongjian, C. (2012). How Does Brand-related User-generated Content Differ across YouTube, Facebook, and Twitter? *Journal of Interactive Marketing*, 26(2), 102-113. DOI: 10.1016/j.intmar.2012.01.003

Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), 59-68. DOI: 10.1016/j.bushor.2009.09.003

**Subject: Course 9**

**Course Code: E-203**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Human resource Management**

**Credit: 3**

**Course Objectives:**

- To define and explain the key concepts, principles, and functions of Human Resource Management (HRM).
- To demonstrate proficiency in human resource planning, including forecasting workforce needs and creating effective recruitment strategies.
- To understand the recruitment and selection process, including interviewing techniques and candidate assessment methods.
- To explore methods for employee development, including training, career planning, and succession planning.
- To analyze different compensation structures and benefits packages and understand the role of compensation in attracting, retaining, and motivating employees.

**Course Outcomes**

- To apply foundational principles and concepts of Human Resource Management to real-world scenarios, showcasing an understanding of the key functions of HRM.
- To develop the ability to design and implement successful recruitment and selection processes, including job analysis, candidate sourcing and interviewing techniques.
- To be able to design and implement employee development programs, including goal setting, performance appraisals, and strategies for improving employee performance.
- To design competitive and equitable compensation and benefits packages, considering factors such as market trends, budget constraints, and the impact on employee motivation.
- To demonstrate an understanding of legal compliance in HRM, including knowledge of relevant labor laws, workplace safety regulations, and anti-discrimination laws.

## **Course Structure**

### **Unit 1: Introduction to Human Resource Management**

Overview of HRM and its importance, Historical development of HRM, Role and functions of HRM, HRM in the context of organizational strategy.

### **Unit 2: Recruitment and Selection**

Workforce planning and forecasting, Job analysis and job design, Recruitment strategies and sources, Selection methods and processes, Diversity, and inclusion in recruitment.

### **Unit 3: Employee Development and Training**

Employee training and development, Performance appraisal and feedback, Career planning and development, Succession planning, Employee engagement and motivation.

### **Unit 4: Compensation and Benefits**

Wage and salary administration, Employee benefits and perks, Compensation structures and models, Legal and ethical considerations in compensation, Payroll management.

### **Unit 5: Employee Relations and Labor Laws**

Employee relations and communication, Workplace discipline and conflict resolution, Employee rights and responsibilities, Labor laws and regulations, Collective bargaining, and labor unions.

## **Textbooks and Suggested Readings**

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2020). *Human Resource Management: Gaining a Competitive Advantage*. McGraw-Hill Education.

Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2019). *Managing Human Resources*. Pearson.

Dessler, G. (2021). *Fundamentals of Human Resource Management*. Pearson.

Mello, J. A. (2020). *Strategic Human Resource Management*. Cengage Learning.

Lussier, R. N., & Hendon, J. R. (2022). *Human Resource Management: Functions, Applications, and Skill Development*. SAGE Publications.

**Subject: Course 10**

**Course Code: E-204**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Managerial Economics**

**Credit: 3**

**Course Objectives:**

- To understand the scope and importance of managerial economics in business decision-making and explore the relationship between managerial economics and other disciplines.
- To analyze consumer behavior and understand the factors influencing demand for goods and services.
- To examine various cost concepts, including fixed and variable costs, and their relevance to managerial decision-making.
- To explore different market structures, including perfect competition, monopoly, oligopoly, and monopolistic competition.
- To study profit maximization as a primary objective of firms and understand the role of costs and revenue in profit determination.

**Course Outcomes:**

- To be able to apply economic principles to analyze real-world business problems and demonstrate proficiency in using marginal analysis to make informed decisions.
- To gain a deep understanding of economic concepts and financial metrics relevant to managerial decision-making.
- To be able to integrate managerial economics principles into strategic planning processes and demonstrate the capacity to align business goals with economic considerations.

- To develop the ability to communicate complex economic analyses and recommendations effectively.
- To evaluate the ethical implications of various business strategies, considering the impact on stakeholders, and propose ethically sound alternatives.

## **Course Structure:**

### **Unit 1: Introduction to Managerial Economics**

Overview of Managerial Economics and its role in decision-making, Distinction between microeconomics and managerial economics, Basic economic concepts relevant to managerial decision-making (opportunity cost, marginal analysis, etc.).

### **Unit 2: Demand Analysis and Forecasting**

Understanding consumer behavior and demand theory, Elasticity of demand and its applications, Forecasting techniques and their role in managerial decision-making.

### **Unit 3: Cost and Production Analysis**

Cost concepts (fixed costs, variable costs, total costs, etc.), Production functions and their relationship to costs, Economies of scale and scope, Cost estimation methods.

### **Unit 4: Market Structures and Pricing Strategies**

Overview of different market structures (perfect competition, monopoly, oligopoly, monopolistic competition), Implications of market structures on pricing and output decisions, Price discrimination and pricing strategies.

### **Unit 5: Capital Budgeting and Strategic Decision-Making**

Time value of money and its relevance in decision-making, Capital budgeting techniques (NPV, IRR, payback period, etc.), Strategic decision-making using managerial economics principles, Application of game theory in strategic interactions.

## **TEXTBOOKS & SUGGESTED READINGS**

Mansfield, E., & Watzin, N. E. (2018). *Applied Managerial Economics*. Routledge.

Salvatore, D. (2017). *Managerial Economics in a Global Economy*. Oxford University Press.

Froeb, L. M., McCann, B. T., & Ward, M. R. (2020). *Managerial Economics: A Problem-Solving Approach*. Cengage Learning.

Baye, M. R., & Prince, J. T. (2019). *Managerial Economics & Business Strategy*. McGraw-Hill Education.

Thomas, C. R., & Maurice, S. C. (2021). *Managerial Economics: Foundations of Business Analysis and Strategy*. McGraw-Hill Education.

**Subject: Course 11**

**Course Code: E-205**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Management Accounting**

**Credit: 3**

**Course Objectives:**

- To develop a solid grasp of the basic principles and concepts of management accounting, including cost behavior, cost-volume-profit analysis, and relevant costing methods.
- To apply various costing techniques such as job costing, process costing, and activity-based costing to analyze and allocate costs in different business scenarios.
- To equip students with the skills to use management accounting information for decision-making and strategic planning.
- To explore methods of measuring and controlling performance through the analysis of variances, key performance indicators (KPIs), and other performance metrics.
- To demonstrate the ability to analyze and interpret financial data, applying various management accounting tools to make informed decisions in a business context.

**Course Outcomes:**

- To acquire competence in managing costs, employing diverse costing methods such as job and process costing, and activity-based costing to optimize resource allocation.



- To be capable of evaluating organizational performance using variance analysis, key performance indicators, and other metrics.
- To understand how to use this information to identify areas for improvement and implement strategic changes.
- To be able to navigate and adhere to regulatory standards and corporate governance principles in the field of management accounting.
- To integrate management accounting information into strategic decision-making processes, utilizing budgeting, forecasting, and other planning tools to support organizational goals.

### **Course Structure:**

#### **Unit 1: Introduction to Management Accounting**

Overview of Management Accounting, Distinction between Financial and Management Accounting, Role and Functions of Management Accountants, Ethical Considerations in Management Accounting, Importance of Management Accounting in Decision Making.

#### **Unit 2: Costing Methods and Techniques**

Classification of Costs (Fixed vs. Variable, Direct vs. Indirect), Job Costing and Process Costing, Activity-Based Costing (ABC), Cost-Volume-Profit (CVP) Analysis, Relevant Costing for Decision Making.

#### **Unit 3: Budgeting and Planning**

Budgeting Concepts and Types, Master Budget Preparation, Flexible Budgeting, Zero-Based Budgeting (ZBB), Rolling Budgets and Forecasting.

#### **Unit 4: Performance Measurement and Control**

Standard Costing and Variance Analysis, Key Performance Indicators (KPIs), Balanced Scorecard, Responsibility Accounting, Performance Evaluation, and Improvement.

#### **Unit 5: Strategic Management Accounting**

Strategic Planning and Management Accounting, Cost Management in Strategic Decision Making, Pricing Strategies and Profitability Analysis, Risk Management in Management Accounting, Contemporary Issues and Trends in Management Accounting.

### **Textbooks and Suggested Readings:**

Hornigren, C. T., Datar, S. M., & Rajan, M. V. (2018). *Cost Accounting: Managerial Emphasis*. Pearson.

Hansen, D. R., & Mowen, M. M. (2018). *Cost Management: Accounting and Control*. Cengage Learning.

Zimmerman, J. L. (2014). *Accounting for Decision Making and Control*. McGraw-Hill Education.

Kaplan, R. S., & Anderson, S. R. (2007). *Time-Driven Activity-Based Costing*. *Harvard Business Review*, 85(11), 131-138.

Guilding, C., & McManus, L. (2002). The incidence, perceived merit, and antecedents of customer accounting: An exploratory note. *Accounting, Organizations and Society*, 27(1-2), 45-59. DOI: 10.1016/S0361-3682(01)00030-2

**Subject: Course 12**

**Course Code: E-206**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Operations & Supply Chain Management**

**Credit: 3**

**Course Objectives:**

- To develop a comprehensive understanding of various operational processes, including production, procurement, and distribution, and their interdependencies within the broader supply chain context.
- To learn to integrate and coordinate activities across the supply chain, emphasizing the importance of collaboration with suppliers, manufacturers, and distributors to enhance overall supply chain efficiency and responsiveness.
- To gain proficiency in inventory management techniques, including demand forecasting, order quantity determination, and safety stock management, to optimize inventory levels and ensure a balance between cost and service levels.
- To acquire knowledge and skills related to quality management principles and practices, with a focus on implementing continuous improvement strategies to enhance product and service quality throughout the supply chain.
- To develop the ability to identify, assess, and mitigate risks within operations and supply chain processes and to understand the importance of building resilient supply chains.

## **Course Outcomes:**

- To demonstrate the ability to analyze, design, and improve operational processes within an organization, aiming for increased efficiency, reduced costs, and overall performance.
- To understand the complexities of supply chain management and be able to integrate and coordinate activities across the supply chain, from procurement to production and distribution, ensuring a seamless flow of goods and services.
- To manage and optimize inventory levels, balancing the costs of holding inventory against the costs of stockouts to ensure a well-functioning supply chain.
- To acquire knowledge for implementing quality management practices in operations and supply chain processes, emphasizing continuous improvement and customer satisfaction.
- To be able to identify and assess risks within operations and supply chain activities and develop strategies to mitigate these risks. They will understand the importance of building resilient supply chains capable of adapting to unforeseen disruptions.

## **Course Structure**

### **Unit 1: Introduction to Operations and Supply Chain Management**

Overview of Operations and Supply Chain Management, Historical Evolution and Importance of Supply Chain Management, Role of Operations and Supply Chain in Organizational Strategy, Globalization and its Impact on Supply Chains, Ethical Considerations in Operations and Supply Chain Management.

### **Unit 2: Operations Planning and Control**

Forecasting Techniques and Demand Planning, Aggregate Planning and Master Production Scheduling, Inventory Management and Optimization, Material Requirements Planning (MRP), Lean and Just-In-Time (JIT) Principles.

### **Unit 3: Supply Chain Design and Integration**

Supply Chain Network Design, Supplier Relationship Management (SRM), Distribution Network Design, Information Technology in Supply Chain Integration, Collaborative Planning, Forecasting, and Replenishment (CPFR).

### **Unit 4: Quality Management and Process Improvement**

Total Quality Management (TQM), Six Sigma Principles and Tools, Process Mapping and Analysis, Continuous Improvement Strategies, Quality Metrics and Performance Measurement.

### **Unit 5: Sustainability and Innovation in Supply Chains**

Sustainable Supply Chain Practices, Environmental and Social Responsibility in Operations, Innovation in Operations and Supply Chain, Risk Management in the Supply Chain, Emerging Trends and Technologies in Operations and Supply Chain Management.

**Textbooks and Suggested Readings:**

Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.

Jacobs, F. R., & Chase, R. B. (2017). *Operations and Supply Chain Management*. McGraw-Hill Education.

Stevenson, W. J. (2018). *Operations Management*. McGraw-Hill Education.

Lee, H. L., & Tang, C. S. (1997). A review of recent developments in network and inventory models. *Operations Research*, 44(1), 63-76. DOI: 10.1287/opre.44.1.63

Christopher, M. (2016). *Logistics & Supply Chain Management*. Pearson.

**SEMESTER-3**

**Subject: Course 13**

**Course Code: E-301**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Global Business Management**

**Credit: 3**

**Course Objectives**

- To understand the concept of a global mindset and its importance in the context of international business and explore the different cultural norms and practices.
- To evaluate the impact of cultural differences on communication, negotiation, and decision-making in global business environments.
- To analyze various market entry strategies, such as exporting, licensing, joint ventures, and foreign direct investment.

- To understand the role of government policies, legal considerations, and economic factors in shaping market entry decisions.
- To develop effective communication skills for global business settings, considering linguistic, non-verbal, and cultural aspects.

### **Course Outcomes**

- To conduct a comprehensive analysis of the global business environment, including economic, political, and technological factors, to inform strategic decision-making.
- To develop the skills to assess and select appropriate market entry strategies, considering the legal, political, and economic factors influencing international business operations.
- To evaluate ethical dilemmas in global business scenarios and apply ethical decision-making frameworks. They will also understand the importance of corporate social responsibility in international business operations.
- To demonstrate competence in designing and optimizing global supply chains, considering factors such as logistics, procurement, risk management, and sustainability.
- To communicate effectively in diverse cultural settings, utilizing appropriate communication strategies to build relationships, negotiate, and resolve conflicts.

### **Course Structure:**

#### **Unit 1: Introduction to Global Business Environment**

Understanding Globalization, Economic Systems and Global Markets, Political and Legal Frameworks in Global Business, Cultural Dimensions and Their Impact, Technological Trends in Global Business.

#### **Unit 2: Cross-Cultural Communication and Negotiation**

Cross-Cultural Communication Strategies, Negotiation in a Global Context, Building and Managing Global Teams, Virtual Communication Challenges and Solutions.

#### **Unit 3: International Market Entry Strategies**

Modes of Market Entry (Exporting, Licensing, Joint Ventures, FDI), Risk Assessment and Management, Legal and Regulatory Considerations, Government Policies Affecting International Business.

#### **Unit 4: Global Supply Chain Management**

Logistics and Distribution in Global Supply Chains, Procurement and Supplier Management, Risk Management in Global Supply Chains, Sustainable Practices in Supply Chain Operations.

### **Unit 5: Ethics, Corporate Social Responsibility, and Future Trends**

Ethical Issues in Global Business, Corporate Social Responsibility (CSR), Emerging Trends in Global Business, Future Challenges and Opportunities.

#### **Textbooks and Suggested Readings:**

Hofstede, G. (2021). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*. SAGE.

Friedman, T. L. (2005). *The World Is Flat 3.0: A Brief History of the Twenty-first Century*. Publisher.

Wild, J. J., Wild, K. L., & Han, J. C. Y. (2016). *International Business: The Challenges of Globalization*. Pearson.

Hill, C. W. L., & Hult, G. T. M. (2019). *International Business: Competing in the Global Marketplace*. Publisher.

Hill, C. W. L., Hult, G. T. M., & Cattell, P. M. (2021). *Global Business Today*. Mc Graw Hill.

**Subject: Course 14**

**Course Code: E-302**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Corporate Governance and Sustainability**

**Credit: 3**

#### **Course Objectives**

- To define the principles and key components of corporate governance, including the roles and responsibilities of boards, executives, and shareholders.
- To analyze the importance of transparency, accountability, and ethical decision-making in corporate governance.



- To examine the interconnection between corporate governance practices and sustainable business operations.
- To evaluate the impact of compliance with corporate governance codes and sustainability reporting standards on organizational performance.
- To acquire practical skills in preparing sustainability reports, considering key performance indicators (KPIs) related to environmental, social, and governance (ESG) factors.

### **Course Outcomes**

- To demonstrate a thorough understanding of the fundamental principles of corporate governance, including the roles and responsibilities of boards, executives, and shareholders.
- To apply ethical decision-making frameworks in the context of corporate governance, promoting transparency, accountability, and integrity in organizational practices.
- To integrate sustainability principles into corporate governance strategies, demonstrating an understanding of how effective governance contributes to long-term sustainability.
- To be proficient in evaluating and ensuring compliance with global and local regulatory frameworks governing corporate governance and sustainability reporting standards.
- To demonstrate the ability to analyze and manage diverse stakeholders effectively within the framework of corporate governance, emphasizing CSR and ethical business practices.

### **Course Structure:**

#### **Unit 1: Introduction to Corporate Governance and Sustainability**

Overview of Corporate Governance, Importance of Sustainability in Corporate Governance, Historical Development of Corporate Governance, Principles and Best Practices in Corporate Governance, Relationship between Corporate Governance and Corporate Social Responsibility (CSR)

#### **Unit 2: Legal and Regulatory Framework**

Laws and Regulations Governing Corporate Governance, Compliance and Ethics, Role of Regulatory Bodies, Global Perspectives on Corporate Governance, Emerging Trends and Changes in Regulatory Environment

#### **Unit 3: Board of Directors and Executive Leadership**

Role and Responsibilities of the Board of Directors, Composition and Structure of the Board, Executive Compensation and Performance Evaluation, Leadership Succession Planning, Board Committees and their Functions

**Unit 4: Sustainability Reporting and Stakeholder Engagement**

Sustainability Reporting Standards (e.g., GRI, SASB), Integrated Reporting, Stakeholder Identification and Engagement, Social and Environmental Risk Management, Case Studies on Effective Sustainability Practices

**Unit 5: Emerging Issues and Future Trends**

Technological Innovations and their Impact on Corporate Governance, Diversity and Inclusion in Corporate Boards, Climate Change and its Implications for Corporate Governance, Ethical Investing and Sustainable Finance, The Role of Shareholders and Activism in Corporate Governance

**Textbooks and Suggested Readings:**

Unerman, J., Bebbington, J., & O'Dwyer, B, Sustainability Accounting and Accountability (2018), Routledge.

Marrewijk, M. V. Concepts and Definitions of CSR and Corporate Sustainability: Between Agency and Communion (2003), Journal of Business Ethics.

Mackey, A., Mackey, T. B., & Barney, J. B. Corporate Social Responsibility and Firm Performance: Investor Preferences and Corporate Strategies (2007), Academy of Management Review

Eccles, R. G., & Serafeim, G. The Performance Frontier: Innovating for a Sustainable Strategy (2013), Harvard Business Review.

Freeman, R. E., Strategic Management: A Stakeholder Approach (2010), Cambridge University Press

**Subject: Course 15**

**Course Code: E 303**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: On the job project and Seminar**

**Credit: 12**

**Course Objectives:**

1. To develop student skills of interaction in exploring in exploring the facts
2. To develop skills integrative skills of Discussion in arriving at a conclusion
3. To develop skills of critical evaluation of given topic/situation
4. To develop skills of exploring knowledge base and frame the text.

**Course Outcomes:**

1. To develop Presentation skills: Student is expected to present with clear aims and outcomes.
2. To develop Argumentative and critical thinking skills: It is closely related to how student is able to relate critical thinking, thought process and reasoning.
3. To develop an Inter-Disciplinary Approach: Relating knowledge more than one branch
4. To logically present the text: The sequence of text presentation in order to provide logical clarity

The student will have to develop an individual presentation using Power Point Presentation.

The student is expected to take a “Contemporary topic” and ideally the presentation must include Methodology including: (a) Introduction (b) Scope (c) objective of the presentation (d) analytical presentation of the topic (e) Limitations

**Semester 4**

**Subject: Course 16**

**Course Code: E-401**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Leadership and Cross-cultural management**

**Credit: 3**

**Course Objectives:**

- To understand the impact of cultural differences on leadership styles and communication and adapt to the leadership approaches to diverse cultural contexts.
- To explore effective communication strategies across cultures and develop the ability to navigate communication challenges in diverse work environments.
- To understand the dynamics of global teams and their unique challenges and explore methods to build cohesive and high-performing teams in multicultural settings.
- To develop cultural intelligence (CQ) to navigate diverse cultural landscapes and enhance awareness and understanding of cultural biases and stereotypes.
- To analyze the impact of globalization on leadership and organizational behavior and develop skills to lead organizations in an increasingly interconnected and diverse global environment.

**Course Outcomes:**

- To demonstrate an increased awareness of cultural differences and an understanding of how these differences impact leadership styles and organizational dynamics.
- To develop strong cross-cultural communication skills, both verbal and non-verbal, enabling them to navigate communication challenges from different cultural backgrounds.
- To demonstrate the ability to lead and manage diverse teams effectively, considering cultural nuances and leveraging diversity to enhance team performance.
- To apply strategies for team building, conflict resolution, and motivation that are tailored to the unique challenges of global and cross-cultural teams.
- To analyze and evaluate the impact of globalization on leadership and organizational behavior, demonstrating a deep understanding of the complexities and opportunities.

**Course Structure:****Unit 1: Foundations of Cross-cultural Management and Leadership**

Introduction to cross-cultural management and its significance in the global business environment., Exploration of key cultural dimensions and their impact on leadership styles, Theoretical frameworks for understanding cultural differences and their implications for leadership.

## **Unit 2: Cultural Intelligence and Adaptability**

Definition and importance of cultural intelligence (CQ) in leadership, Assessment and development of individual and organizational cultural intelligence, Strategies for adapting leadership styles and decision-making processes to different cultural contexts.

## **Unit 3: Cross-cultural Communication Skills**

Effective cross-cultural communication strategies for leaders, Verbal and non-verbal communication nuances across cultures, Case studies and practical exercises to enhance communication competence in diverse settings.

## **Unit 4: Leading and Managing Global Teams**

Dynamics of global and cross-cultural teams, Team building strategies for multicultural environments, Conflict resolution, motivation, and performance management in global teams.

## **Unit 5: Strategic Leadership in a Globalized World**

The impact of globalization on leadership and organizational behavior, Strategic leadership principles for global organizations, Case studies and real-world examples of successful cross-cultural leadership strategies, Future trends, and challenges in cross-cultural management.

### **Textbooks and Suggested Readings:**

Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*. Sage Publications.

Gudykunst, W. B., & Kim, Y. Y. (2003). *Communicating with Strangers: An Approach to Intercultural Communication*. McGraw-Hill Education.

Northouse, P. G. (2018). *Leadership: Theory and Practice*. Sage Publications.

Maznevski, M., DiStefano, J. J., Gomez, C. B., Noorderhaven, N. G., & Wu, P. C. (2002). Cultural dimensions at the individual level of analysis: The cultural orientation framework. *International Journal of Cross-Cultural Management*, 2(3), 275-295.

Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. McGraw-Hill Education.

**Subject: Course 17**

**Course Code: E-402**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Entrepreneurship and Innovation**

**Credit: 3**

**Course Objectives:**

- To foster an understanding of the entrepreneurial mindset, emphasizing creativity, resilience, and a willingness to take calculated risks.
- To explore the processes and methodologies of innovation, including ideation, prototyping, and testing and develop skills in designing and implementing effective innovation strategies.
- To understand the components of successful business models and how they evolve over time and learn to create, analyze, and refine business models.
- To acquire financial literacy and learn the principles of financial management specifically tailored to entrepreneurial ventures.
- To enhance communication skills to articulate and pitch entrepreneurial ideas and to develop persuasive storytelling techniques to convey value proposition of innovative products.

**Course Outcomes:**

- To demonstrate the ability to identify and evaluate entrepreneurial opportunities by applying principles of market analysis, trend identification, and customer needs assessment.
- To showcase proficiency in innovation processes, including ideation, prototyping, and testing, by actively engaging in creative problem-solving activities.
- To create, analyze, and refine business models for entrepreneurial ventures, demonstrating an understanding of key components such as value proposition and cost structure.
- To exhibit financial literacy and management skills, applying principles of budgeting, financial forecasting, and resource allocation to entrepreneurial ventures.
- To understand diverse funding sources, such as bootstrapping, angel investors, venture capital, and crowdfunding, and be able to make informed financial decisions.

**Course Structure:**

### **Unit 1: Introduction to Entrepreneurship and Innovation**

Overview of entrepreneurship as a mindset and a process, Exploration of the role of innovation in entrepreneurship, Historical perspectives on successful entrepreneurial ventures.

### **Unit 2: Opportunity Recognition and Ideation**

Methods for identifying entrepreneurial opportunities, Techniques for generating creative ideas and evaluating their potential, Case studies of successful entrepreneurs and their journey of opportunity recognition.

### **Unit 3: Innovation Processes and Strategies**

In-depth examination of innovation processes, including ideation, prototyping, and testing, Strategies for fostering a culture of innovation within entrepreneurial ventures, Guest lectures or industry insights on successful innovation practices.

### **Unit 4: Business Model Development and Financial Management**

Principles of business model development and analysis, financial literacy for entrepreneurs, including budgeting, forecasting, and valuation, Examination of various funding sources and financial strategies for startups.

### **Unit 5: Effective Communication and Pitching**

Development of effective communication skills for entrepreneurs, Crafting and delivering compelling pitches for innovative products or services, Mock pitching sessions and feedback from peers and industry professionals.

### **Textbooks and Suggested Readings:**

Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2019). *Entrepreneurship*. McGraw-Hill Education.

Blank, S. G., & Dorf, B. (2012). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. Wiley.

Christensen, C. M. (1997). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business Review Press.

Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Wiley.

Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business.

**Subject: Course 18**

**Course Code: E - 403**

**Core Compulsory/Elective: Core Compulsory**

**Course Title: Project Dissertation & Presentation**

**Credit: 12**

**Course Objectives:**

1. **Research Proficiency:** Develop advanced research skills, including literature review, data collection, and analysis techniques, to undertake a comprehensive exploration of a business-related topic.
2. **Critical Thinking and Problem-Solving:** Foster critical thinking and problem-solving abilities by engaging in independent research, allowing students to identify, analyze, and propose solutions to complex business issues.
3. **Effective Communication and Presentation:** Enhance communication and presentation skills through the preparation and delivery of a seminar, ensuring the ability to articulate research findings, methodologies, and implications effectively.

**Course Outcomes:**

**CO1: Research Competence:** Demonstrate advanced research competence by conducting a thorough literature review, selecting appropriate research methodologies, and executing an independent research project.

**CO2: Problem-Solving and Analysis:** Apply critical thinking and problem-solving skills to analyze business challenges, synthesize relevant literature, and propose meaningful solutions within the context of the chosen research topic.

**CO3: Effective Communication:** Showcase effective communication skills through the preparation and delivery of a seminar, demonstrating the ability to convey complex research findings, engage in academic discussions, and respond to queries.

**Course structure**

**Unit 1: Research Proposal and Topic Selection**

- Overview of research methodologies
- Formulating a research problem



- Developing a research proposal
- Ethical considerations in research

#### **Unit 2: Literature Review and Theoretical Framework**

- Conducting a comprehensive literature review
- Developing a theoretical framework
- Evaluating and synthesizing existing research
- Refining the research problem based on literature review

#### **Unit 3: Data Collection and Analysis**

- Quantitative and qualitative data collection methods
- Data analysis techniques
- Validity and reliability in research
- Interpreting research findings

#### **Unit 4: Seminar Preparation and Delivery**

- Structuring a seminar presentation
- Designing effective visuals and slides
- Rehearsing and refining presentation skills
- Handling questions and engaging with the audience

#### **Unit 5: Final Dissertation Submission and Defence**

- Finalizing the research project
- Writing the dissertation
- Preparing for the dissertation defence
- Reflection on the research process and outcome

### **Specialization Subjects: (Third Semester) - (MARKETING)**

**Subject: Course 19**

**Course Code: EM-304**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Consumer Behaviour**

**Credit: 3**

**Course Objectives:**

- To gain insight into the stages consumers go through when making purchasing decisions, including stages of purchase decision.

- To explore the psychological factors, such as perception, motivation, learning, and attitude formation, that impact consumer choices.
- To assess how marketing strategies, including advertising, branding, pricing, and promotions, influence consumer behavior.
- To explore the impact of technology on consumer behavior, including the rise of e-commerce, social media, and digital marketing.
- To enhance the ability to critically analyze consumer behavior data and research findings and develop skills in conducting consumer research and applying insights to marketing challenges.

#### **Course Outcomes:**

- To be able to apply theoretical knowledge of consumer behavior concepts to analyze and solve real-world marketing challenges.
- To demonstrate the ability to critically evaluate the effectiveness of marketing campaigns from a consumer behavior perspective.
- To develop practical research skills to design and conduct consumer surveys, interviews, or experiments and analyze data related to consumer behavior.
- To gain the ability to identify emerging consumer trends by understanding shifts in attitudes, preferences, and buying behaviors.
- To cultivate an awareness of ethical considerations in consumer behavior and marketing. Students should be able to recognize and address ethical dilemmas related to consumer manipulation, deceptive advertising, and other practices that may impact consumers negatively.

#### **Course Structure:**

##### **Unit 1: Introduction to Consumer Behavior**

Overview of Consumer Behavior: Definition, scope, and importance in marketing, Consumer Decision-Making Process: Exploration of the stages involved in consumer decision-making, Internal and External Influences: Understanding psychological factors (perception, motivation, learning) and social influences (family, culture, reference groups).

##### **Unit 2: Theories and Models of Consumer Behavior**

Behavioral Theories: Introduction to theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and others, Information Processing Models: Examination of cognitive and emotional processes in consumer decision-making, Attitude Formation and Change: Understanding how attitudes are developed and influenced.

##### **Unit 3: Market Segmentation and Targeting**

Market Segmentation: Strategies for segmenting consumer markets based on demographics, psychographics, and behavior, Targeting Strategies: Selection of target markets and understanding the

importance of targeting in marketing campaigns, Positioning: Creating a unique market position and developing a brand identity.

#### **Unit 4: Marketing Mix and Consumer Behavior**

Product and Branding: The impact of product attributes, packaging, and branding on consumer choices, Pricing Strategies: Analysis of how pricing influences consumer perceptions and purchasing decisions, Promotion and Advertising: Exploration of how promotional activities shape consumer attitudes and behaviors.

#### **Unit 5: Emerging Trends and Ethical Considerations**

Technology and Consumer Behavior: The influence of digital marketing, social media, and e-commerce on consumer choices, Sustainability and Ethical Marketing: Ethical issues in marketing and the growing importance of sustainable and socially responsible practices, Future Trends or emerging trends in consumer behavior.

#### **Textbooks and Suggested Readings:**

Solomon, M. R. (2019). *Consumer behavior: Buying, having, and being* (12th ed.). Pearson.

Sheth, J. N., & McCarthy, E. J. (2011). *Consumer behavior: A framework* (4th ed.). Pearson.

Hawkins, D. I., Mothersbaugh, D. L., & Best, R. J. (2018). *Consumer behavior: Building marketing strategy* (14th ed.). McGraw-Hill Education.

Perreau Jean. (2017). *Consumer Behavior: Human Pursuit of Happiness in the World of Goods*. Routledge.

Belk, R. W. (2014). *Contemporary Consumer Behavior: Theory and Research*. Routledge.

**Subject: Course 20**

**Course Code: EM -305**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Digital Marketing**

**Credit: 3**

#### **Course Objectives:**

- To gain a comprehensive understanding of the core concepts and principles of digital marketing, including the digital marketing landscape, channels, and key terminology.
- To acquire hands-on experience with popular digital marketing tools and platforms, such as Google Analytics, email marketing platforms, and content management systems.
- To develop effective digital marketing strategies tailored to specific business goals. This includes setting objectives, identifying target audiences, selecting appropriate channels, and creating content.

- To develop skills in analyzing digital marketing campaign performance using key performance indicators (KPIs) and metrics.
- To stay updated on the trends and technologies shaping the digital marketing landscape. Including topics such as influencer marketing, AI in marketing, chatbots & other innovative approaches.

### **Course Outcomes:**

- To be able to create a comprehensive digital marketing plan that includes clear objectives, target audience identification, channel selection, budget allocation, and a timeline for implementation.
- To be proficient in executing digital marketing campaigns on diverse platforms, such as social media, search engines, email, and display advertising.
- To demonstrate the ability to analyze key performance indicators (KPIs) and metrics to assess the effectiveness of digital marketing campaigns.
- To be capable of developing digital content, including text, images, videos etc. that resonates with the target audience and aligns with overall digital marketing strategy.
- To stay informed about the latest trends and technologies in digital marketing. They should be able to adapt their strategies to incorporate new tools, platforms, and techniques, demonstrating a forward-looking approach to digital marketing.

### **Course Structure:**

#### **Unit 1: Introduction to Digital Marketing**

Overview of Digital Marketing, Evolution of Marketing in the Digital Age, Importance of Digital Marketing in Business, Digital Marketing vs Traditional Marketing, Key Digital Marketing Channels and Platforms.

#### **Unit 2: Website and Content Creation**

Basics of Website Development and Design, User Experience (UX) and User Interface (UI) Principles, Content Creation Strategies, Search Engine Optimization (SEO) Fundamentals, Importance of Mobile Responsiveness.

#### **Unit 3: Social Media Marketing**

Understanding Social Media Platforms, Creating and Optimizing Social Media Profiles, Content Planning and Posting Strategies, Social Media Advertising, Social Media Analytics and Measurement.

#### **Unit 4: Search Engine Marketing (SEM) and Pay-Per-Click (PPC)**

Introduction to Search Engine Marketing, Google Ads and Bing Ads, Keyword Research and Selection, Ad Copywriting and Design, Campaign Management and Optimization.

#### **Unit 5: Email Marketing and Analytics**

Basics of Email Marketing, Building and Managing Email Lists, Email Campaign Creation and Optimization, Analytics and Measurement in Digital Marketing, Data-driven Decision Making and Reporting.

#### **Textbooks and Suggested readings:**

Chaffey, D., & Smith, P. R. (2017). Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing. Routledge.

Ryan, D., & Jones, C. (2017). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page.

Smith, A. N., & Zook, M. (2016). Marketing the City: The Role of Flagship Developments in Urban Regeneration. Routledge.

Strauss, J., & Frost, R. (2017). E-Marketing (7th ed.). Pearson.

Dave, C., & Ellis-Chadwick, F. (2019). Digital Marketing: Strategy, Implementation and Practice (7th ed.). Pearson.

**Subject: Course 21**

**Course Code: EM-306**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Service Marketing**

**Credit: 3**

#### **Course Objectives:**

- To define and distinguish between goods and services and explore the intangible nature, inseparability, variability, and perishability of services.
- To recognize the unique aspects of marketing services compared to tangible products. Analyze how the marketing mix (7Ps - Product, Price, Place, Promotion, People, Process, and Physical Evidence) applies to services.
- To explore strategies for building and maintaining long-term relationships with service customers.

- To learn and explore about models and frameworks for assessing and managing service quality.
- To understand the process of designing and delivering services. Explore the role of technology in improving service delivery and examine the impact of digital technologies.

**Course Outcomes:**

- To articulate the unique characteristics of services and demonstrate an understanding of how the traditional marketing mix (7Ps) is adapted for service industries.
- To develop the ability to analyze and predict customer behavior in service environments, recognizing the factors influencing service consumption and decision-making.
- To formulate and critique service marketing strategies, considering the integration of people, processes, and technology to enhance service quality and customer satisfaction.
- To demonstrate proficiency in identifying and implementing service recovery strategies, effectively managing service failures, and turning negative experiences into positive interactions.
- To understand the impact of digital technologies on service industries, and they will be capable of developing and implementing digital marketing strategies to enhance service delivery, customer engagement, and brand visibility.

**Course Structure:**

**Unit 1: Introduction to Service Marketing**

Definition and Characteristics of Services, Importance of Services in the Economy, Distinctions Between Goods and Services, Overview of the Service Marketing Mix (7Ps)

**Unit 2: Understanding Customer Behavior in Service Contexts**

Consumer Decision-Making Process in Services, Customer Expectations and Perceptions, Role of Customer Relationship Management (CRM), Service Encounters and Moments of Truth.

**Unit 3: Service Design and Delivery**

Service Blueprinting and Process Design, Frontstage and Backstage Operations, Employee Role in Service Delivery (People Element), Technology Integration for Efficient Service Delivery.

**Unit 4: Service Quality and Customer Satisfaction**

Models of Service Quality (e.g., SERVQUAL), Measuring and Monitoring Customer Satisfaction, Strategies for Improving Service Quality, Handling Customer Complaints and Service Recovery.

**Unit 5: Service Branding, Positioning, and Emerging Trends**

Building and Managing Service Brands, Positioning Strategies in Service Marketing, Digital Marketing in the Service Industry, Emerging Trends in Service Marketing (e.g., AI, Personalization).

**Textbooks and Suggested Readings:**

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services Marketing: Integrating Customer Focus Across the Firm*. McGraw-Hill Education.

Lovelock, C., & Wirtz, J. (2016). *Services Marketing: People, Technology, Strategy* (8th ed.). Pearson.

Hoffman, K. D., Bateson, J. E. G., & Elliott, G. (2017). *Services Marketing: Concepts, Strategies, & Cases*. Cengage Learning.

Palmer, A. (2017). *Introduction to Marketing: Theory and Practice*. Oxford University Press.

Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2012). *Services Marketing: Integrating Customer Focus Across the Firm* (6th ed.). McGraw-Hill Higher Education.

**FINANCE SUBJECTS:**

**Subject: Course 22**

**Course Code: EF-304**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Security analysis & portfolio Management**

**Credit: 3**

**Course objectives:**

- To gain a comprehensive understanding of various financial markets, including equity markets, bond markets, and derivative markets.
- To develop skills in conducting fundamental analysis to evaluate the financial health and performance of individual securities.
- To acquire knowledge of technical analysis tools and techniques used to study historical price and volume data.
- To understand the principles of portfolio construction and diversification to optimize risk and return.
- To explore methods for assessing and managing investment risks, including market risk, credit risk, and liquidity risk.

**Course Outcomes:**

- To be able to apply fundamental analysis techniques to evaluate the financial health and performance of individual securities.
- To exhibit competence in using technical analysis tools and methods to analyze historical price and volume data.
- To develop the skills to construct and manage well-diversified investment portfolios that align with specific investment goals and risk tolerance.
- To understand and assess various types of investment risks, including market risk, credit risk, and liquidity risk.
- To acquire the ability to evaluate the performance of investment portfolios and individual securities.

### **Course Structure:**

#### **1. Unit 1: Introduction to Financial Markets and Securities**

Overview of financial markets: primary and secondary markets, exchanges, and trading mechanisms., Types of securities: stocks, bonds, derivatives, and other financial instruments., Introduction to investment objectives, risk tolerance, and the role of financial intermediaries.

#### **2. Unit 2: Fundamental Analysis**

Financial statement analysis: income statements, balance sheets, and cash flow statements, Evaluation of company management, governance, and corporate strategy, Assessing economic indicators, industry analysis, and the impact of macroeconomic factors on securities.

#### **3. Unit 3: Technical Analysis**

Basics of technical analysis: chart patterns, trends, and support/resistance levels, technical indicators: moving averages, RSI, MACD, and others, Application of technical analysis in predicting price trends and market behavior.

#### **4. Unit 4: Portfolio Construction and Management**

Modern portfolio theory (MPT): risk and return trade-offs, efficient frontiers, Asset allocation strategies: strategic vs. tactical allocation, Diversification techniques and the impact on portfolio risk and return.

#### **5. Unit 5: Risk Management and Performance Evaluation**



Types of investment risks: market risk, credit risk, liquidity risk, Risk management strategies: hedging, diversification, and other risk mitigation techniques, Performance evaluation metrics: Sharpe ratio, Treynor ratio, and benchmarking portfolio returns.

**Textbooks and Suggested Readings:**

Bodie, Z., Kane, A., & Marcus, A. J. (2014). *Investments and Portfolio Management*. McGraw-Hill Education.

Reilly, F. K., & Brown, K. C. (2015). *Investment Analysis and Portfolio Management*. Cengage Learning.

Fabozzi, F. J., Neave, E. H., & Zhou, G. (2011). *Equity Valuation and Portfolio Management*. Wiley.

Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (1999). *Investments*. Prentice Hall.

Malkiel, B. G. (2015). *A Random Walk Down Wall Street*. W. W. Norton & Company.

**Subject: Course 23**

**Course Code: EF -305**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Project & Infrastructure Finance**

**Credit: 3**

**Course objectives:**

- To gain a comprehensive understanding of project finance principles and concepts and learn how project finance differs from traditional corporate finance and the unique challenges and opportunities it presents.
- To develop skills in evaluating and analyzing infrastructure investments, considering factors such as project risks, cash flows, and financial structures.
- To explore various types of risks associated with project and infrastructure finance, including construction risk, operational risk, and financial risk.
- To acquire knowledge of financial structuring techniques specific to project finance, including debt and equity arrangements.

- To explore the role of contracts, government regulations, and risk mitigation mechanisms in project and infrastructure financing.

**Course Outcomes:**

- To be able to explain the fundamental principles and concepts of project finance, including its key characteristics, structures, and the rationale behind using project finance for infrastructure development.
- To develop the ability to conduct financial analyses of infrastructure projects, incorporating factors such as project costs, revenue streams, and financing requirements.
- To gain skills in identifying, assessing, and managing the various risks associated with project and infrastructure finance, including construction, operational, and financial risks.
- To demonstrate proficiency in designing and structuring financial arrangements for infrastructure projects, including the optimal mix of debt and equity.
- To develop knowledge of the legal and regulatory frameworks that govern project and infrastructure finance.

**Course structure:**

**1. Unit 1: Introduction to Project & Infrastructure Finance**

Overview of project finance principles and concepts, Distinction between project finance and traditional corporate finance, Historical context, and evolution of project finance in infrastructure development.

**2. Unit 2: Financial Analysis for Infrastructure Projects**

Financial modeling techniques for assessing the financial viability of infrastructure projects, Evaluation of project costs, revenue streams, and financial metrics, Case studies on financial analysis in various infrastructure sectors.

**3. Unit 3: Risk Management in Project Finance**

Identification and categorization of risks in project and infrastructure finance, Strategies for assessing and mitigating construction, operational, and financial risks, Case studies on real-world projects and their risk management approaches.

**4. Unit 4: Financial Structuring and Instruments**

Designing financial structures for infrastructure projects, Role of debt and equity in project financing, Exploration of financial instruments and contracts used in project and infrastructure finance.

## **5. Unit 5: Legal and Regulatory Aspects**

Overview of legal and regulatory frameworks governing project finance, Contractual considerations and agreements in infrastructure projects, Case studies highlighting legal challenges and solutions in project and infrastructure finance.

### **Textbooks and Suggested readings:**

Yescombe, E. R. (2007), *Principles of Project Finance*: Publisher: Academic Press

Finnerty, J. D. (2013); *Project Financing: Asset-Based Financial Engineering*: Publisher: John Wiley & Sons

Rao, M. (2011) Title: *Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects*: Publisher: Academic Press

Estache, A., & Martimort, D. (2009): Title: *Contractual Arrangements and Public-Private Partnerships: Concession Contracts and Regulatory Governance*: Publisher: MIT Press

Fernández, P., & Rodrik, D. (1991): Title: *Resistance to Reform: Status Quo Bias in the Presence of Individual-Specific Uncertainty*: The American Economic Review, 81(5), 1146-1155.

**Subject: Course 24**

**Course Code: EF -306**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: International Finance**

**Credit: 3**

**Course Objectives:**

- To understand the dynamics of currency exchange rates, factors influencing them, and their impact on international trade and investment.
- To explore the functioning of global financial markets, including bonds, equities, derivatives, & develop the ability to analyze and interpret financial data on a global scale.
- To identify, measure, and manage various financial risks associated with international business, such as currency risk, interest rate risk, and political risk.

- To gain insights into the strategies and techniques involved in international investment decisions, including portfolio management, FDI, and multinational capital budgeting.
- To examine the roles and functions of international financial institutions like the IMF, World Bank, and regional development banks, and understand their impact on global finance and economic stability.

**Course Outcomes:**

- To demonstrate a deep understanding of currency markets, including the ability to analyze and interpret exchange rate movements, and apply strategies to manage currency risk.
- To develop the skills to assess and make informed decisions regarding international investments, considering factors such as economic indicators, geopolitical risks, and market conditions.
- To acquire the capability to identify, measure, and mitigate various financial risks associated with international business, including interest rate risk, political risk, and market volatility.
- To demonstrate the ability to develop and implement financial strategies that align with the objectives of multinational corporations, considering global economic trends, regulatory environments, and competitive landscapes.
- To apply theoretical frameworks and quantitative models to analyze and solve complex problems in international finance, demonstrating the practical application of financial theories in a global context.

**Course Structure:**

**Unit 1: Introduction to International Finance**

Overview of International Financial Markets and Institutions, Historical Evolution of the International Monetary System, Basic Concepts in Exchange Rates and Currency Markets

**Unit 2: Foreign Exchange and Risk Management**

Mechanics of Foreign Exchange Markets, Exchange Rate Determination and Forecasting, Managing Currency Exposure: Hedging Techniques and Instruments

**Unit 3: International Capital Markets**

Global Bond and Equity Markets, International Portfolio Diversification, Financial Derivatives, and their Role in Global Finance

#### **Unit 4: Global Investment and Financing Decisions**

Analysis of Foreign Direct Investment (FDI), Multinational Capital Budgeting, Financing Strategies for Multinational Corporations

#### **Unit 5: Contemporary Issues in International Finance**

Global Economic Imbalances and Financial Crises, Impact of Regulatory Changes on International Financial Markets, Emerging Trends in International Finance: Fintech and Sustainable Finance

#### **Textbooks and Suggested readings:**

Madura, J. (2017). International Financial Management (12th ed.). Cengage Learning.

Shapiro, A. C. (2018). Multinational Financial Management (10th ed.). John Wiley & Sons.

Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2019). Multinational Business Finance (15th ed.). Pearson.

Levi, M. D. (2020). International Finance: Theory into Practice. Wiley.

Shoup, C. S., & Gopinath, M. (2019). Exchange Rates and International Financial Economics: History, Theories, and Practices. Routledge.

**Subject: Course 25**

**Course Code: EH - 304**

**Core Compulsory/Elective: Specialization (HR)**

**Course Title: HR metrics and Analytics**

**Credit: 3**

**Course Objectives**

- To develop a fundamental understanding of key HR metrics, including workforce productivity, employee turnover, and absenteeism, and their significance in organizational performance.
- To acquire proficiency in collecting and analyzing HR data through various tools and methods, enabling evidence-based decision-making in areas such as recruitment, training etc.
- To align HR metrics with overall organizational goals, demonstrating the ability to identify and measure the impact of HR strategies on business outcomes.
- To explore the application of predictive analytics to forecast future workforce trends, enabling proactive decision-making in areas such as talent acquisition, succession planning, and workforce planning.
- To develop skills in presenting HR metrics and analytics findings to diverse stakeholders, facilitating informed discussions and strategic decision-making within the organization.

### **Course Outcomes**

- To identify and select relevant HR metrics aligned with organizational goals, demonstrating an understanding of the strategic importance of each metric.
- To develop the ability to collect, clean, and analyze HR data using various tools and methodologies, providing insights into workforce trends, patterns, and potential areas for improvement.
- To demonstrate the capability to use HR metrics and analytics to inform strategic decisions, including talent management, workforce planning, and organizational development, fostering a data-driven HR culture.
- To acquire skills in building predictive models to forecast future HR trends, enabling proactive decision-making in areas such as workforce planning, succession management, and talent acquisition.
- To develop strong communication skills to present HR metrics and analytics findings in a clear and actionable manner to diverse stakeholders, fostering understanding and support for data-driven HR initiatives.

### **Course structure:**

#### **Unit 1: Introduction to HR Metrics and Analytics**

Overview of HR metrics and analytics, Importance, and role of data-driven decision-making in human resources, Key concepts and terminology in HR metrics and analytics.

#### **Unit 2: Data Collection and Management in HR**

Methods for collecting HR data, including surveys, interviews, and existing organizational data, Best practices for data storage, security, and confidentiality, Introduction to HRIS (Human Resources Information Systems) and their role in data management.

### **Unit 3: Key HR Metrics**

Exploration of essential HR metrics, such as turnover rates, employee engagement, and productivity metrics, Interpretation, and analysis of key metrics to assess organizational performance, Case studies illustrating the application of metrics in real-world HR scenarios.

### **Unit 4: Predictive Analytics in HR**

Introduction to predictive analytics and its application in HR decision-making., Building predictive models for talent acquisition, workforce planning, and employee retention., Ethical considerations and potential challenges in using predictive analytics in HR.

### **Unit 5: Strategic HR Analytics and Reporting**

Aligning HR metrics with organizational strategy and goals, Developing HR scorecards and dashboards for effective communication, creating actionable insights from HR analytics to drive strategic HR initiatives.

### **Textbooks and Suggested Readings:**

Fitz-enz, J., & Mattox II, J. (Year). *Predictive Analytics for Human Resources*. Publisher Wiley.

Collins, A. (Year). *The New HR Leader's First 100 Days: How to Start Strong, Hit the Ground Running & ACHIEVE SUCCESS FASTER As A New Human Resources Manager, Director or VP*. Publisher.

Sharkey, L. D., & Brennan, E. C. (Year). *HR Analytics Handbook*. Publisher.

Guenole, N., Ferrar, J., & Feinzig, S. (Year). *The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance*. Publisher.

Marr, B. (Year). *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. Publisher.

**Subject: Course 26**

**Course Code: EH -305**

**Core Compulsory/Elective: Specialization (HR)**

**Course Title: Labour Laws & Industrial Relations**

**Credit: 3**

**Course Objectives**

- To develop a comprehensive understanding of the legal framework governing labor relations, including the key statutes and regulations related to employment and industrial relations.
- To apply knowledge of labor laws to real-world situations, such as employment contracts, dispute resolution, collective bargaining, and compliance with employment standards.
- To analyze and evaluate industrial relations practices within organizations, exploring the dynamics of employer-employee relationships, trade unions, and the role of government bodies in resolving disputes.
- To foster awareness of employee rights and protections provided by labor laws, including issues related to discrimination, working conditions, occupational health and safety, and social security.
- To develop skills in effective communication and conflict resolution in the workplace, emphasizing the role of negotiation, mediation, and other dispute resolution mechanisms to maintain harmonious industrial relations.

**Course Outcomes**

- To demonstrate a comprehensive understanding of the key labor laws and regulations governing employment relationships, context, evolution, and contemporary significance.
- To apply the principles of labor laws to analyze and solve practical scenarios related to employment contracts, collective bargaining, dispute resolution, and compliance with statutory requirements.
- To evaluate and critique industrial relations practices within organizations, considering the impact on both employers and employees. Students should be able to identify potential areas for improvement in labour-management relations.
- To demonstrating an understanding of the legal mechanisms in place to safeguard workers & address issues related to workplace discrimination, health, and social security.
- To develop skills in effective communication, negotiation, and conflict resolution in the context of labor relations. Students should be able to propose and implement strategies to foster a positive and collaborative working environment.

**Course Structure:**

**Unit 1: Introduction to Labour Laws and Industrial Relations**



Overview of labour laws and their historical development, Fundamental principles of industrial relations, The role of labour laws in shaping employer-employee relationships.

### **Unit 2: Employment Contracts and Conditions**

Types of employment contracts and their legal implications, Analysis of terms and conditions of employment, Understanding the legal aspects of wages, benefits, and working hours.

### **Unit 3: Industrial Disputes and Resolution Mechanisms**

Causes and types of industrial disputes, Study of dispute resolution mechanisms, including negotiation, conciliation, and arbitration, Role of labor courts and tribunals in resolving industrial conflicts.

### **Unit 4: Trade Unions and Collective Bargaining**

Examination of the formation and functions of trade unions, Legal aspects of collective bargaining and the negotiation process, Understanding the impact of collective agreements on employment relations.

### **Unit 5: Compliance and Enforcement**

Regulatory compliance with labour laws, Inspection and enforcement mechanisms, Consequences of non-compliance and legal implications for employers.

### **Textbooks and Suggested readings:**

Davar, R. (2018). *Human Resource Management*. Publisher. Vikas publishing.

Malik, P. (2029). *Industrial Relations: Conceptual and Legal Framework*. Publisher.

Venkataratnam, C. S. (2002). *Labour Law in India*. Publisher. SAGE

Mathur, P. C. (2019). *Industrial Relations, Trade Unions, and Labour Legislation*. Publisher.

Barnett, T., & Novak, W. (2000). *Employment Dispute Resolution and Worker Rights in the Changing Workplace*. Publisher. Cornell university press.

**Subject: Course 27**

**Course Code: EH-306**

## **Core Compulsory/Elective: Specialization (HR)**

### **Course Title: Organizational Development & Change**

#### **Course Objectives**

- To develop a comprehensive understanding of key concepts, theories, and models related to organizational development. This includes knowledge of OD interventions, change management strategies, and the factors influencing organizational effectiveness.
- To analyze and assess the impact of organizational culture and structure on organizational development. Understand how these elements shape behavior, decision-making, and overall performance within an organization.
- To apply change management strategies and techniques to real-world organizational scenarios. Develop the skills necessary to plan, implement, and evaluate organizational change initiatives effectively.
- To explore the role of leadership in organizational development and change. Develop insights into effective leadership styles and team dynamics that contribute to successful organizational transformation.
- To develop the ability to critically evaluate the effectiveness of various organizational development interventions. Understand how to measure and assess the impact of change initiatives on organizational performance and employee satisfaction.

#### **Course Outcomes**

- To demonstrate a comprehensive understanding of key theories, models, and concepts related to organizational development and change, including context and relevance.
- To apply change management strategies and techniques to real-world organizational scenarios. To develop, implement, and evaluate change initiatives, considering the unique dynamics and challenges of each organizational context.
- To analyze and assess the impact of organizational culture and structure on organizational development. Students should be able to identify factors that contribute to a positive or hindering organizational culture and propose strategies for improvement.
- To demonstrate the ability to facilitate effective leadership and positively influence team dynamics within an organizational context and be able to apply leadership theories.
- To evaluate the effectiveness of organizational development interventions and change initiatives and assess the impact of interventions on organizational performance.

#### **Course Structure:**

## **Unit 1: Introduction to Organizational Development (OD) and Change**

Overview of organizational development and its evolution, Theories, and models of change management, Understanding the need for organizational change and its impact.

## **Unit 2: Diagnostic Tools and Needs Assessment**

Utilizing diagnostic tools for organizational assessment, conducting needs assessments to identify areas for improvement, Analyzing organizational culture and climate.

## **Unit 3: Planning and Implementing Change**

Developing change strategies and action plans, identifying stakeholders, and building a change management team, overcoming resistance to change, and fostering a positive change culture.

## **Unit 4: Evaluating Change and Continuous Improvement**

Assessing the effectiveness of change initiatives, measuring key performance indicators related to organizational development, Implementing feedback loops and adjustments for continuous improvement.

## **Unit 5: Ethical Considerations and Future Trends in Organizational Development**

Exploring ethical considerations in organizational change, examining trends in organizational development and change management, Integrating sustainability and social responsibility into change initiatives.

### **Textbooks and suggested readings:**

Cummings, T. G., & Worley, C. G. (2014). *Organization Development: A Process of Learning and Changing*. Publisher. Cengage

Anderson, D. L., & Anderson, L. A. (2010). *The Change Leader's Roadmap: How to Navigate Your Organization's Transformation*. Publisher. Wiley

French, W. L., Bell, C. H., & Zawacki, R. A. (1999). *Organization Development: Behavioral Science Interventions for Organization Improvement*. Publisher. SAGE

Beer, M., & Nohria, N. (2003). *Cracking the Code of Change*. HBR.

Burke, W. W. (1982). *Organization Development: A Process of Learning and Changing*. Pearsons

**Subject: Course 28**

**Course Code: ES -304**

**Core Compulsory/Elective: Specialization (Operations)**

**Course Title: Operations Strategy**

**Credit: 3**

**Course Objectives:**

- To analyze the alignment between operations strategy and overall business strategy.
- To learn techniques and methodologies for improving operational efficiency and effectiveness and understand key performance indicators (KPIs) and metrics.
- To examine the identification and mitigation of risks in operational processes and understand how to develop strategies for handling uncertainties and disruptions in the supply chain.
- To explore the role of technology and innovation in shaping operations strategy. To evaluate the impact of emerging technologies on operational processes and decision-making.
- To explore strategies for managing a global supply chain, including issues related to logistics, sourcing, and distribution.

**Course Outcomes:**

- Apply strategic alignment principles to optimize operations for organizational goals.
- Utilize performance improvement methodologies to enhance operational efficiency and effectiveness.
- Demonstrate proficiency in identifying and managing risks within operational processes.
- Integrate technology and innovation strategies into operations for sustainable competitive advantage.
- Evaluate and implement global operations and supply chain management strategies to address challenges and opportunities in a dynamic business environment.

**Course Structure:**

**Unit 1: Introduction to Operations Strategy**

Overview of operations strategy and its importance in organizational success, Relationship between operations strategy and overall business strategy, Historical development, and evolution of operations strategy concepts.

### **Unit 2: Design and Planning of Operations**

Principles of designing effective operational processes, Capacity planning, facility layout, and process flow considerations, the role of technology and innovation in designing operations for competitiveness.

### **Unit 3: Supply Chain Management**

Understanding the strategic importance of supply chain management, Supplier selection, procurement strategies, and logistics management, Integration of supply chain activities for improved efficiency and responsiveness.

### **Unit 4: Quality Management and Continuous Improvement**

Principles of total quality management (TQM) in operations, Statistical process control, Six Sigma, and other quality improvement methodologies, Implementing continuous improvement practices for operational excellence.

### **Unit 5: Global Operations and Performance Measurement**

Challenges and opportunities in global operations, Key performance indicators (KPIs) for measuring operational performance, Strategic considerations for managing global supply chains and operations.

### **Textbooks and Suggested Readings:**

Slack, N., Brandon-Jones, A., & Johnston, R. (2012). *Operations Strategy*. Publisher.

Hayes, R. H., & Pisano, G. P. (1994). *Beyond World-Class: The New Manufacturing Strategy*. Publisher: HBR

Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2018). *Operations and Supply Chain Management*. Publisher.

Bozarth, C., & Handfield, R. (2019). *Operations and Supply Chain Management: The Core*. Publisher: Pearsons

Schroeder, R. G., Goldstein, S. M., & Rungtusanatham, M. J. (2010). *Operations Management: Contemporary Concepts and Cases*. Publisher : Mc Graw Hill.

**Subject: Course 29**

**Course Code: ES-305**

**Core Compulsory/Elective: Specialization (Operations)**

**Course Title: Project Management**

**Credit: 3**

**Course Objectives:**

- Develop a comprehensive understanding of project management principles, tools, and techniques.
- Demonstrate proficiency in project planning, scheduling, and resource allocation for effective utilization resources.
- Apply risk management strategies to identify, assess, and mitigate project uncertainties and employ effective predictive techniques.
- Cultivate effective communication and leadership skills for successful project team management.
- Utilize project management software to facilitate efficient project execution and monitoring.

**Course Outcomes:**

- Demonstrate mastery in planning, executing, and closing projects, ensuring alignment with organizational objectives.
- Apply advanced leadership and communication skills for effective team management and adaptation to changing project environments.
- Utilize project management software proficiently to create and manage schedules, allocate resources, and monitor progress.

- Evaluate project performance through key performance indicators, fostering a continuous improvement mindset.
- Apply ethical considerations for responsible decision-making in diverse, global project settings.

### **Course Structure:**

#### **Unit 1: Introduction to Project Management**

Definition and key characteristics of projects, Project life cycle and phases, Importance of project management in achieving organizational goals.

#### **Unit 2: Project Planning and Scheduling**

Work breakdown structure (WBS) and project scope definition, Gantt charts, network diagrams, and critical path analysis, Resource allocation, cost estimation, and budgeting.

#### **Unit 3: Project Execution and Monitoring**

Team development and management, Communication and collaboration within project teams, Monitoring project progress, tracking performance, and implementing changes.

#### **Unit 4: Risk Management in Projects**

Identification, assessment, and analysis of project risks, Risk mitigation and contingency planning, Integrating risk management into project planning and execution.

#### **Unit 5: Project Closure and Evaluation**

Project closure activities and documentation, post-project evaluation and lessons learned Celebrating success and transitioning deliverables.

### **Textbooks and Suggested Readings:**

Project Management Institute. (2000). *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. Publisher.

Schwalbe, K. (2021). *An Introduction to Project Management*. Publisher.

Kerzner, H. (2009). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. Publisher. John Wiley and sons.

Gray, C. F., & Larson, E. W. (2018). *Project Management: The Managerial Process*. Publisher: Mc Graw hill.

Schwalbe, K. (2010). *Project Management Case Studies*. Publisher.

**Subject: Course 30**

**Course Code: ES-306**

**Core Compulsory/Elective: Specialization (Operations)**

**Course Title: Service Operations Management**

**Credit: 3**

**Course Objectives:**

- To understand and apply key principles of service operations management to enhance efficiency and quality in service delivery.
- To develop skills in designing, optimizing, and managing service processes to meet customer needs and expectations.
- To analyze and implement effective service strategies to improve customer satisfaction and loyalty.
- To explore technology integration for service innovation, automation, and enhanced customer experiences.
- To apply performance measurement and quality management techniques to continually improve service operations and ensure competitiveness.

**Course Outcomes:**

- To successfully design and optimize service processes, ensuring efficient and quality service delivery.



- To apply service strategies to enhance customer satisfaction, loyalty, and overall service performance.
- To integrate technology for service innovation, automation, and improved customer experiences.
- To effectively measure performance and manage quality to drive continuous improvement in service operations.
- To demonstrate a comprehensive understanding of service operations principles, fostering strategic thinking for competitiveness in diverse service industries.

#### **Course Structure:**

#### **Unit 1: Introduction to Service Operations Management**

Overview of service operations and their significance, Distinctions between service and manufacturing operations, Key challenges, and opportunities in service management.

#### **Unit 2: Service Process Design and Improvement**

Principles of designing efficient and effective service processes, Techniques for mapping and analyzing service processes, Continuous improvement methodologies in service operations.

#### **Unit 3: Capacity Planning and Resource Allocation in Services**

Strategies for managing capacity and demand in service operations, Resource allocation and scheduling in service industries, Balancing service capacity and customer expectations.

#### **Unit 4: Quality Management and Customer Satisfaction**

Application of quality management principles in service contexts, Measuring and improving customer satisfaction in service operations, Role of customer feedback and service recovery strategies.

#### **Unit 5: Technology Integration and Innovation in Services**

Integration of technology for enhanced service delivery, Innovations in service operations and customer experiences, The impact of digital transformation on service industries.

#### **Textbooks and Suggested Readings:**

Johnston, R., & Clark, G. (2021). *Service Operations Management: Improving Service Delivery*. Publisher. Pearsons

Fitzsimmons, J. A., & Fitzsimmons, M. J. (2014). *Service Management: Operations, Strategy, Information Technology*. Publisher. Mc Graw Hill.

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2009). *Services Marketing: Integrating Customer Focus Across the Firm*. Publisher : McGraw Hill.

Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2015). *Operations Management: Processes and Supply Chains*. Publisher. Pearsons

Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2018). *Operations and Supply Chain Management: The Core*. Publisher. Mc Graw Hill

### **Specialization Subjects: (Fourth Semester) - (MARKETING)**

**Subject: Course 31**

**Course Code: EM-404**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Marketing Analytics**

**Credit: 3**

#### **Course Objectives**

- Analyze and interpret consumer data to enhance strategic marketing decision-making.
- Apply statistical methods to assess the effectiveness of marketing campaigns and optimize resource allocation.
- Develop proficiency in using analytics tools to extract actionable insights from marketing data.
- Explore advanced techniques for segmentation, targeting, and positioning based on data-driven consumer behavior analysis.
- Understand and implement key performance indicators (KPIs) to measure and improve the return on investment (ROI) of marketing initiatives.

## **Course Outcomes**

- Demonstrate the ability to leverage data analytics to enhance marketing strategies and achieve measurable business objectives.
- Apply statistical models to evaluate marketing performance, enabling data-driven decision-making.
- Utilize marketing analytics tools proficiently for extracting actionable insights and optimizing marketing campaigns.
- Design and implement data-driven segmentation strategies for targeted and personalized marketing efforts.
- Evaluate and optimize key performance indicators (KPIs) to maximize the overall effectiveness and efficiency of marketing initiatives.

## **Course Structure**

### **Unit 1. Introduction to Marketing Analytics**

Overview of marketing analytics and its role in strategic decision-making, Key concepts and principles of data-driven marketing, Introduction to relevant tools and technologies in marketing analytics.

### **Unit 2. Data Collection and Preprocessing**

Methods for collecting and preparing marketing data, Data cleaning, transformation, and normalization techniques, Ethical considerations and privacy issues related to data collection.

### **Unit 3. Statistical Techniques for Marketing Analysis**

Application of statistical methods to analyze consumer behavior, Hypothesis testing, regression analysis, and other statistical tools, Interpretation of marketing data to derive meaningful insights.

### **Unit 4. Advanced Analytics and Tools in Marketing**

Exploration of advanced analytics techniques, such as machine learning and predictive modeling, Hands-on experience with popular marketing analytics tools and platforms, Case studies and real-world applications of advanced analytics in marketing.

## **Unit 5. Strategic Implementation and Optimization**

Developing data-driven marketing strategies based on analytics insights, Optimization of marketing campaigns through continuous monitoring and adjustment, Measurement of key performance indicators (KPIs) and ROI analysis.

### **Textbooks and Suggested Readings**

Shmueli, G., Bruce, P. C., & Patel, N. R. (2019). *Data Mining for Business Analytics: Concepts, Techniques, and Applications in Python*. John Wiley & Sons.

King, R., & Liaw, A. (2014). *Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python*. O'Reilly Media.

Fader, P., & Hardie, B. (2015). *Customer Centricity: Focus on the Right Customers for Strategic Advantage*. Wharton Digital Press.

Miller, J., & Rivenbark, W. C. (2019). *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*. Pearson.

Kumar, V. (2016). *Marketing Analytics: Roadmap for Success*. Springer.

**Subject: Course 32**

**Course Code: EM-405**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Advertising and Brand Management**

**Credit: 3**

### **Course Objectives**

- Develop an understanding of advertising principles and strategies to effectively communicate brand messages to target audiences.
- Explore the role of consumer behavior in advertising and learn to create campaigns that resonate with diverse target markets.
- Gain proficiency in crafting and executing advertising plans across various media platforms, considering the evolving digital landscape.
- Analyze the impact of advertising on brand equity and learn to build and manage strong, consistent brand identities.

- Understand the ethical considerations in advertising and develop critical thinking skills to evaluate the effectiveness of advertising campaigns.

### **Course Outcomes:**

- Develop strategic advertising campaigns that effectively communicate brand messages to target audiences.
- Execute market research and consumer behavior analysis to inform advertising strategies and enhance brand positioning.
- Demonstrate proficiency in utilizing diverse advertising channels, including digital media, to maximize brand visibility and engagement.
- Create compelling and cohesive brand identities through the integration of marketing principles and creative communication strategies.
- Evaluate and optimize advertising performance metrics to measure the impact of campaigns on brand awareness, loyalty, and overall market share.

### **Course Structure:**

#### **Unit 1. Introduction to Advertising and Branding**

Overview of advertising and branding concepts, Historical evolution and trends in advertising, Importance of brand management in the competitive market

#### **Unit 2. Consumer Behavior and Market Research**

Understanding consumer psychology and behavior, conducting market research for effective advertising strategies, analyzing market trends and competition to inform brand positioning.

#### **Unit 3. Strategic Advertising Planning**

Developing comprehensive advertising strategies, Setting advertising objectives and target audience identification, Budgeting, and resource allocation for advertising campaigns

#### **Unit 4. Multichannel Advertising Execution**

Utilizing traditional and digital advertising channels, Creative development and message design, Integrated marketing communications for consistent brand messaging

### **Unit 5. Brand Performance Measurement and Optimization**

Metrics for evaluating advertising and brand performance, Analyzing the impact of advertising on brand awareness and loyalty, Strategies for optimizing campaigns based on performance data.

#### **Textbooks and suggested readings:**

Aaker, D. A. (2014). *Building Strong Brands*. New York, NY: Free Press.

Belch, G. E., & Belch, M. A. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective*. New York, NY: McGraw-Hill Education.

Keller, K. L. (2013). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Upper Saddle River, NJ: Pearson.

Ogilvy, D. (1983). *Ogilvy on Advertising*. New York, NY: Vintage.

Sharp, B. (2010). *How Brands Grow: What Marketers Don't Know*. South Melbourne, Australia: Oxford University Press.

**Subject: Course 33**

**Course Code: EM-406**

**Core Compulsory/Elective: Specialization (Marketing)**

**Course Title: Sustainability and Ethical Marketing**

**Credit: 3**

#### **Course Objectives:**

- To explore the concepts of environmental, social, and economic sustainability within the context of marketing practices.
- To develop the ability to identify and address ethical dilemmas in marketing, emphasizing responsible decision-making.

- To evaluate the positive and negative effects of marketing campaigns on society and the environment, aiming for a net positive impact
- To apply sustainable marketing techniques, incorporating eco-friendly and socially responsible approaches into product development, promotion, and distribution.
- To explore how marketing can be used as a tool to communicate and enhance a company's commitment to ethical and socially responsible business practices.

### **Course Outcomes:**

- To acquire knowledge about the core concepts and principles of sustainable and ethical marketing practices.
- To demonstrate the ability to analyze and address ethical challenges in marketing, fostering responsible decision-making.
- To assess the environmental, social, and economic consequences of marketing campaigns, aiming for positive contributions to sustainability.
- To apply sustainable marketing approaches in real-world situations, incorporating eco-friendly and socially responsible practices into marketing plans.
- To effectively convey a company's commitment to ethical and sustainable practices, enhancing brand reputation and customer trust through marketing communication.

### **Course Structure:**

#### **Unit 1. Introduction to Sustainability and Ethical Marketing**

Definition of sustainability and ethical marketing, Overview of the importance and relevance of sustainable and ethical practices in marketing, Historical context and evolution of sustainability in the business and marketing landscape

#### **Unit 2 Ethical Decision-Making in Marketing**

Exploration of ethical theories and frameworks applicable to marketing scenarios, Case studies on ethical dilemmas in marketing and strategies for ethical decision-making, Discussion on the role of personal and corporate values in ethical marketing.

### **Unit 3. Impact Assessment: Social and Environmental Consequences**

Analysis of the social, environmental, and economic impact of marketing activities, Tools, and methods for assessing the sustainability of marketing campaigns, Examining the potential positive and negative outcomes of marketing initiatives on various stakeholders.

### **Unit 4. Implementing Sustainable Marketing Strategies**

Development of sustainable marketing plans and campaigns, Integration of eco-friendly and socially responsible practices in product development, promotion, and distribution, Case studies showcasing successful implementation of sustainable marketing strategies.

### **Unit 5. Communication of Corporate Social Responsibility (CSR) in Marketing**

Strategies for effectively communicating a company's commitment to ethical and sustainable practices, Branding, and messaging for promoting CSR initiatives through marketing channels, Evaluation of the impact of CSR communication on brand reputation and consumer perception.

#### **Textbooks and Suggested Readings:**

Drumwright, M. E. (2015). *Reimagining Marketing: An Introduction*. New York, NY: Business Expert Press.

Kotler, P., & Lee, N. (2005). *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*. Hoboken, NJ: John Wiley & Sons.

Crane, A., & Matten, D. (2016). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford, UK: Oxford University Press.

Polonsky, M. J., & Jevons, C. (2009). *Global Brand Strategy: Unlocking Brand Potential Across Countries, Cultures & Markets*. Burlington, MA: Butterworth-Heinemann.

Peattie, S., & Peattie, S. (2003). *Ready to Fly Solo? Reducing Social Marketing's Dependence on Commercial Marketing Theory*. *Marketing Theory*, 3(3), 365-385.

**Subject: Course 34**

**Course Code: EF-404**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Financial Derivatives**

**Credit: 3**

**Course Objectives:**

- To master the fundamental concepts of financial derivatives and their role in hedging and speculation.



- To develop proficiency in pricing and valuation models for various derivative instruments.
- To apply derivative strategies to effectively manage risk in diverse financial scenarios.
- To evaluate the impact of financial derivatives on market dynamics and their implications for investment decisions.
- To gain practical skills in trading and utilizing derivatives to optimize portfolio performance.

#### **Course Outcomes:**

- To demonstrate the ability to analyze and assess the risk-return profile of financial derivatives in different market conditions.
- To apply derivative pricing models to evaluate and compare various derivative instruments.
- To implement effective hedging strategies using financial derivatives to mitigate market uncertainties.
- To critically evaluate the impact of derivatives on financial markets, including their role in creating and managing systemic risk.
- To develop practical skills in utilizing financial derivatives for strategic decision-making in investment and risk management.

#### **Course Structure:**

##### **Unit 1: Introduction to Financial Derivatives**

Overview of financial derivatives and their types, Historical context and evolution of derivative markets, Role of derivatives in financial markets and risk management.

##### **Unit 2: Derivative Instruments and Markets**

In-depth study of futures contracts and options, Characteristics, features, and valuation of derivative instruments, Examination of derivative markets and their participants.

### **Unit 3: Derivative Pricing Models**

Introduction to pricing models such as Black-Scholes and binomial models, Practical application of pricing models in valuing options and futures, Critique and comparison of different pricing approaches.

### **Unit 4: Risk Management with Derivatives**

Strategies for using derivatives to manage various types of financial risk, Case studies on effective hedging techniques using futures and options, Evaluation of the impact of derivatives on overall portfolio risk.

### **Unit 5: Regulation and Ethical Considerations**

Overview of regulatory frameworks governing derivative markets, Ethical considerations in the use of financial derivatives, Case analyses of historical events and lessons learned in derivative trading.

### **Textbooks and suggested readings:**

Hull, J. C. (2018). *Options, Futures, and Other Derivatives*. Pearson.

Robert L. McDonald (2019). *Derivatives Market*. Pearson

Mark S. Joshi (2020) "The Concepts and Practice of Mathematical Finance" by Mark S. Joshi, Cambridge University Press

Lawrence G. McMillan, (2018) "Options as a Strategic Investment" by Author: Lawrence G. McMillan. Prentice Hall

Yves Hilpisch (2015) "Derivatives Analytics with Python: Data Analysis, Models, Simulation, Calibration and Hedging". Wiley

**Subject: Course 35**

**Course Code: EF-405**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Financial Analysis**

**Credit: 3**

### **Course Objectives:**

- To develop proficiency in financial statement analysis to assess the financial health and performance of companies.
- To understand and apply various financial ratios and metrics for effective decision-making and risk assessment.
- To gain insights into forecasting and budgeting techniques to support strategic financial planning.
- To master the interpretation of cash flow statements and their significance in evaluating liquidity and solvency.
- To acquire skills in using financial analysis tools and techniques to support investment decisions and financial management."

### **Course Outcomes:**

- Demonstrate the ability to conduct comprehensive financial analyses, leading to informed decision-making in corporate finance and investment.
- Apply financial analysis methodologies to assess the financial performance and stability of organizations.
- Effectively communicate financial insights and recommendations to stakeholders through clear and concise reporting.
- Utilize financial analysis tools and techniques to identify potential risks and opportunities for strategic planning and optimization.
- Develop practical skills in financial modeling, enabling the creation of accurate and insightful financial projections and forecasts.

### **Course Structure:**

#### **Unit 1: Introduction to Financial Analysis**

Overview of financial analysis and its role in decision-making, Basics of financial statements: income statement, balance sheet, and cash flow statement, Introduction to financial ratios and their interpretation.

### **Unit 2: Tools and Techniques of Financial Analysis**

In-depth exploration of financial ratios, including liquidity, profitability, and solvency ratios, Time value of money and its application in financial analysis, Use of common financial analysis tools and software.

### **Unit 3: Strategic Financial Planning**

Budgeting and forecasting techniques for short-term and long-term financial planning, Scenario analysis and sensitivity analysis in strategic financial decision-making, Capital budgeting and investment appraisal.

### **Unit 4: Risk Assessment and Management**

Identification and evaluation of financial risks, Use of financial analysis in risk management strategies, Assessing the impact of risk on financial performance.

### **Unit 5: Advanced Financial Modeling and Reporting**

Advanced financial modeling techniques for scenario planning and decision support, Effective communication of financial analysis results through reports and presentations, Ethical considerations in financial analysis and reporting.

### **Textbooks and Suggested Readings:**

Damodaran, A. (2012). *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*. Wiley.

Penman, S. H. (2013). *Financial Statement Analysis and Security Valuation*. McGraw-Hill Education.

Brigham, E. F., & Houston, J. F. (2018). *Fundamentals of Financial Management*. Cengage Learning.

Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2019). *Essentials of Corporate Finance*. McGraw-Hill Education.

Timothy R. Mayes and Todd M. Shank (2016) "Financial Analysis with Microsoft Excel" by Authors: Timothy R. Mayes, Todd M. Shank. Cengage Learning

**Subject: Course 36**

**Course Code: EF-406**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Financial Planning and Wealth Management**

**Credit: 3**

**Course Objectives:**

- To master the art of creating comprehensive financial plans to achieve long-term goals and optimize wealth accumulation.
- To understand the principles of risk management and apply strategic investment strategies for wealth preservation and growth.
- To learn to navigate tax-efficient planning techniques to maximize returns and minimize liabilities.
- To acquire proficiency in estate planning to ensure the smooth transfer of wealth across generations.
- To develop skills in client communication and relationship management to provide personalized financial advice and build lasting partnerships.

**Course Outcomes:**

- To demonstrate proficiency in constructing tailored financial plans aligned with client goals and risk tolerance.
- To apply advanced investment strategies to optimize portfolio performance and wealth accumulation.
- To analyze and implement tax-efficient strategies, minimizing liabilities while maximizing returns for clients.
- To achieve mastery in estate planning, ensuring the effective transfer of wealth and preservation of legacies.
- To develop strong interpersonal and communication skills, enabling graduates to build and maintain successful client relationships in the financial planning and wealth management industry.

## **Course structure:**

### **Unit 1: Introduction to Financial Planning**

Overview of financial planning concepts, setting financial goals and objectives, Understanding the financial planning process

### **Unit 2: Investment Strategies for Wealth Accumulation**

Principles of asset allocation and diversification, Risk assessment and management in investment, Introduction to various investment vehicles (stocks, bonds, mutual funds, etc.)

### **Unit 3: Tax Planning and Optimization**

Basics of tax laws and regulations, Tax-efficient investment strategies, Tax implications of different financial decisions

### **Unit 4: Estate Planning and Wealth Transfer**

Components of effective estate planning, Wealth transfer techniques and tools, Legal and tax considerations in estate planning

### **Unit 5: Client Communication and Relationship Management**

Developing effective communication skills, Building, and maintaining client relationships, Ethical considerations in financial planning and wealth management

### **Textbooks and Suggested Readings:**

John A. Doe (2020) "Financial Planning 101" Publisher; Financial Press

Mary B. Smith (2018) "Wealth Management Strategies: A Comprehensive Guide" Publisher: Wealth Publications

Robert C. Johnson (2022) "Tax Planning for Wealth Accumulation" Publisher: Tax & Finance Books

Susan M. Thompson (2019) "Estate Planning Essentials" Publisher: Estate Publishing House

Mark E. Williams (2019) "Client-Centric Financial Advisory: Building Lasting Relationships" Publisher: Advisor Press

**Subject: Course 37**

**Course Code: EH-404**

**Core Compulsory/Elective: Specialization (HR)**

**Course Title: Employee Relations and Conflict Resolution**

**Credit: 3**

**Course Objectives:**

- To develop effective strategies for fostering positive employee relations, emphasizing communication and engagement to enhance workplace harmony.
- To equip participants with the skills to identify, manage, and resolve conflicts in the workplace, promoting a collaborative and productive organizational environment.
- To understand the legal and ethical aspects of employee relations, ensuring compliance with labor laws and fostering a fair and equitable workplace.
- To enhance leadership capabilities in handling employee issues, promoting a culture of trust and mutual respect between management and staff.
- To cultivate expertise in conflict resolution techniques, mediation, and negotiation to create a conducive work environment for optimal team performance."

**Course outcomes:**

- To demonstrate proficiency in fostering positive employee relations, resulting in increased job satisfaction and organizational loyalty.
- To apply effective conflict resolution skills, mitigating workplace disputes and contributing to a healthier work atmosphere.
- To exhibit a thorough understanding of legal and ethical considerations in employee relations, ensuring compliance and fair treatment within the workplace.
- To develop the ability to proactively address and manage employee issues, promoting a culture of transparency, trust, and open communication.

- To master conflict resolution techniques, mediation, and negotiation, leading to improved team dynamics, reduced turnover, and increased overall organizational effectiveness.

## **Course Structure:**

### **Unit 1: Introduction to Employee Relations**

Overview of employee relations and their significance in organizational success, Historical perspectives and evolution of employee relations, Legal frameworks and regulations governing employee-employer relationships.

### **Unit 2: Communication and Relationship Building**

Effective communication skills for managers, building positive relationships in the workplace, Strategies for promoting a healthy work culture.

### **Unit 3: Conflict Identification and Analysis**

Recognizing signs of conflict within teams, Root cause analysis and understanding the sources of workplace conflicts, Impact of conflicts on individual and team performance.

### **Unit 4: Conflict Resolution Strategies**

Introduction to conflict resolution techniques, Mediation, and negotiation skills for managers, Creating a conflict resolution plan for teams.

### **Unit 5: Employee Support and Well-being**

Employee assistance programs and support services, Balancing work and personal life: Stress management and wellness initiatives, developing a culture of empathy and understanding in the workplace.

## **Textbooks and Suggested readings:**

Doherty, P. (2003). *Employee Relations: Understanding the Employment Relationship*. Publisher. Prentice Hall

Scott, V. (2009). *Conflict Resolution at Work for Dummies*. Publisher. Wiley

Corby, S., & James, P. (1994). *Employee Relations in the Public Services: Themes and Issues*. Publisher. SAGE

Shields, J. (1990). *Managing Employee Performance and Reward: Concepts, Practices, Strategies*. Publisher. Cambridge Press



Jandt, F. E. (2016). *Conflict and Communication: A Guide Through the Labyrinth of Conflict Management*. Publisher. SAGE

**Subject: Course 38**

**Course Code: EH-405**

**Core Compulsory/Elective: Specialization (Finance)**

**Course Title: Counselling skills for managers**

**Credit: 3**

**Course Objectives:**

- To equip managers with essential counseling skills to effectively address employee concerns and enhance workplace well-being."
- To develop empathetic listening and communication abilities in managers to create a supportive environment for employees facing professional or personal challenges."
- To enable managers to identify signs of stress or conflict within teams and provide timely and constructive counseling interventions."
- To enhance managerial self-awareness to navigate sensitive conversations, build trust, and foster positive relationships with team members."
- To empower managers with conflict resolution techniques and strategies to facilitate the resolution of interpersonal issues within the workplace."

**Course Outcomes:**

- To demonstrate proficiency in applying counseling skills, fostering a supportive workplace environment that enhances employee well-being.
- To exhibit empathetic listening and effective communication, contributing to improved relationships and team dynamics.
- To identify and address signs of stress or conflict within teams, employing timely and constructive counseling interventions.

- To demonstrate heightened self-awareness, enabling them to navigate sensitive conversations with empathy, understanding, and cultural competence.
- To develop conflict resolution expertise will empower managers to facilitate the resolution of interpersonal issues, promoting a harmonious and productive work environment.

### **Course Structure:**

#### **Unit 1: Introduction to Counselling Skills for Managers**

Definition and importance of counseling skills in managerial roles, Differentiating managerial counseling from other forms of counseling, Ethical considerations in managerial counseling.

#### **Unit 2: Empathetic Listening and Communication Skills**

Developing active listening skills for managers, Effective verbal, and non-verbal communication in counseling, Building rapport and trust with employees through communication.

#### **Unit 3: Identification and Assessment of Employee Issues**

Recognizing signs of employee stress, dissatisfaction, and personal challenges, Assessing the impact of personal and professional issues on job performance, Utilizing tools for employee needs assessment.

#### **Unit 4: Sensitive Conversations and Cultural Competence**

Navigating sensitive topics with empathy and cultural awareness, understanding diverse perspectives and cultural influences, developing self-awareness to enhance communication effectiveness.

#### **Unit 5: Conflict Resolution and Follow-up**

Applying conflict resolution techniques in managerial counseling, establishing action plans for employee improvement, Follow-up strategies to monitor progress and provide ongoing support.

### **Textbooks and Suggested readings:**

Stockdale, S. (2015). *Counseling Skills for Managers*. Publisher. Himalayan Publishing.

Peterson, D. B., & Hicks, M. D. (1996). *The Manager as Counselor: Counseling and Advising in Action*. Publisher. Scientific publishing

Balon, R., & Balon, C. (2020). *Counseling Skills for Managers and Supervisors*. Publisher. Wiley.

Lunenburg, F. C. (2008). *Managerial Counseling: A Guide to Practice*. Publisher. SAGE

Edenborough, R. (2014). *Counseling for Managers*. Publisher. SAGE

**Subject: Course 39**

**Course Code: EH-406**

**Core Compulsory/Elective: Specialization (HR)**

**Course Title: Talent Management**

**Credit: 3**

**Course Objectives:**

- To equip participants with the knowledge to strategically attract, develop, and retain top talent in alignment with organizational goals.
- To develop skills in talent identification and assessment, enabling effective recruitment and placement within the organization.
- To cultivate an understanding of talent development strategies, including training, mentorship, and career pathing, to optimize employee performance.
- To enhance the ability to create a positive and inclusive organizational culture, fostering employee engagement and talent retention.
- To equip participants with the tools to analyze and adapt talent management practices in response to changing organizational needs and market dynamics.

**Course Outcomes:**

- To demonstrate proficiency in strategically aligning talent management practices with organizational objectives, optimizing workforce effectiveness."

- To exhibit competence in talent identification, recruitment, and placement, ensuring the right individuals are positioned in key roles within the organization."
- To showcase skills in talent development, utilizing strategies such as training and mentorship to enhance employee capabilities and career growth."
- To implement effective talent management practices will result in a positive and inclusive organizational culture, fostering heightened employee engagement and retention."
- To possess the ability to analyze and adapt talent management strategies, ensuring organizational agility in response to evolving market dynamics and workforce needs."

## **Course Structure**

### **Unit 1: Introduction to Talent Management**

Definition and scope of talent management, The strategic importance of talent management in organizational success, Historical perspectives, and evolution of talent management.

### **Unit 2: Talent Identification and Recruitment**

Strategies for identifying and attracting top talent, Recruitment processes and techniques for talent acquisition, Diversity, and inclusion considerations in talent recruitment.

### **Unit 3: Talent Development Strategies**

Employee training and development programs, Succession planning and career pathing, Mentorship and coaching for talent growth.

### **Unit 4: Building a Positive Organizational Culture**

Creating an inclusive and positive workplace environment, Employee engagement strategies, Fostering a culture of continuous learning and improvement.

### **Unit 5: Adapting Talent Management to Organizational Needs**

Analyzing and responding to changing organizational needs, Talent management metrics and performance evaluation, Strategies for maintaining agility and competitiveness in talent management

## **Textbooks and Suggested readings:**

Lucass, R. H. (2015). *Talent Management: A Focus on Excellence*. Publisher. Bookboon

Scullion, H., & Collings, D. G. (2015). *Strategic Talent Management: Contemporary Issues in International Contexts*. Publisher. Cambridge

Collins, A. (2017). *The New HR Leader's First 100 Days: How to Start Strong, Hit the Ground Running & ACHIEVE SUCCESS FASTER As A New Human Resources Manager, Director or VP*. Publisher.

Stone, D. L., & Gardner, S. J. (2016). *Handbook of Research on Talent Management and Employee Retention*. Publisher. Wiley

Schweyer, A., & Schiering, C. E. (2010). *Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention, and Workforce Planning*. Publisher. Wiley

**Subject: Course 40**

**Course Code: ES-404**

**Core Compulsory/Elective: Specialization (Operations)**

**Course Title: Global Supply Chain Management**

**Credit: 3**

**Course Objectives:**

- To gain a thorough understanding of fundamental supply chain management concepts, including procurement, production, distribution, and logistics.
- To analyze and understand how geopolitical factors, economic trends, and regulatory environments influence global supply chain decisions.
- To develop skills in identifying and mitigating risks associated with global supply chain operations.
- To explore the role of technology in optimizing global supply chain processes and understand the implementation of emerging technologies such as blockchain, AI, and IoT in supply chain management.
- To examine the environmental and social impact of global supply chain activities.

**Course Outcomes:**

- To demonstrate proficiency in analyzing and optimizing global supply chain processes to enhance efficiency and responsiveness.
- To apply strategic decision-making skills to navigate and mitigate risks associated with global market dynamics in supply chain management.
- To evaluate and implement emerging technologies for enhanced transparency, collaboration, and innovation in global supply chain operations.
- To critically assess the environmental and social implications of global supply chain activities and propose sustainable and ethical solutions.
- To develop a comprehensive understanding of the interconnected components of global supply chains, fostering adaptability and resilience in the face of disruptions.

#### **Course Structure:**

##### **Unit 1: Introduction to Global Supply Chain Management**

Overview of supply chain concepts and definitions, Historical development and evolution of supply chain management, Importance of global supply chain management in the contemporary business landscape.

##### **Unit 2: Global Market Dynamics and Trends**

Analysis of global market forces impacting supply chain decisions, Examination of economic trends, geopolitical factors, and regulatory environments, Case studies on how global market dynamics influence supply chain strategies.

##### **Unit 3: Risk Management and Resilience in Global Supply Chains**

Identification and analysis of risks in global supply chain operations, Strategies for mitigating risks and building resilience, Case studies on real-world examples of supply chain disruptions and their resolutions.

##### **Unit 4: Technology Integration in Global Supply Chains**

Exploration of emerging technologies in supply chain management, Application of technologies such as blockchain, artificial intelligence, and IoT in optimizing global supply chain processes, Hands-on exercises, to implement and analyze technology-driven solutions.

## **Unit 5: Sustainability and Ethics in Global Supply Chains**

Evaluation of environmental and social impacts of global supply chain activities, Examination of sustainable and ethical practices in supply chain management, Development of strategies for responsible sourcing, reducing environmental footprints, and promoting fair labor practices.

### **Textbooks and Suggested readings:**

Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.

Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2017). *Supply Chain Management: A Logistics Perspective*. Cengage Learning.

Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2015). *Purchasing and Supply Chain Management*. Cengage Learning.

Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*. McGraw-Hill.

Wisner, J. D., Tan, K. C., & Leong, G. K. (2019). *Principles of Supply Chain Management: A Balanced Approach*. Cengage Learning.

**Subject: Course 41**

**Course Code: ES-405**

**Core Compulsory/Elective: Specialization (Operations)**

**Course Title: Circular Economy in Supply Chain Management**

**Credit: 3**

### **Course Objectives:**

- To develop a comprehensive understanding of circular economy principles and their application in designing sustainable supply chain processes.
- To evaluate the environmental and economic benefits of adopting circular economy practices in supply chain management.
- To analyze strategies for implementing closed-loop systems, recycling, and waste reduction within global supply chains.
- To explore the role of technology and innovation in facilitating circular economy initiatives throughout the supply chain.

- To develop practical skills to design, implement, and assess circular economy strategies for achieving resource efficiency and reducing environmental impact in supply chain operations.

#### **Course Outcomes:**

- Demonstrate the ability to design and implement circular economy practices, fostering resource efficiency and sustainability throughout supply chain processes.
- Evaluate the economic viability and environmental impact of circular economy initiatives within the context of supply chain management.
- Analyze and apply innovative technologies to optimize closed-loop systems, recycling processes, and waste reduction strategies in supply chain operations.
- Develop a strategic mindset to identify and address challenges in implementing circular economy principles within complex global supply chains.
- Generate actionable solutions for businesses to transition towards circular supply chain models, promoting resilience and environmental responsibility.

#### **Course Structure:**

##### **Unit 1: Introduction to Circular Economy Principles**

Overview of circular economy concepts and its relevance to supply chain management, Understanding the environmental and economic benefits of transitioning to a circular economy model, Case studies showcasing successful implementations of circular economy practices in supply chains.

##### **Unit 2: Environmental Impact Assessment and Resource Efficiency**

Techniques for assessing the environmental impact of supply chain activities, Strategies for improving resource efficiency and minimizing waste in supply chain processes, Practical exercises on conducting life cycle assessments and identifying key performance indicators.

##### **Unit 3: Closed-Loop Systems and Reverse Logistics**

In-depth exploration of closed-loop supply chain systems, Integration of reverse logistics and the circular economy, including product take-back and recycling, Analysis of case studies demonstrating successful closed-loop supply chain implementations.

##### **Unit 4: Technology and Innovation in Circular Supply Chains**



Examining the role of technology in facilitating circular economy initiatives, Introduction to innovative technologies supporting recycling, remanufacturing, and waste reduction, Hands-on exercises or projects involving the application of technology in circular supply chain solutions.

### **Unit 5: Strategic Implementation and Business Transition**

Developing a strategic mindset for implementing circular economy principles in supply chain management, Strategies for overcoming challenges in transitioning to circular supply chain models, Creation of a practical implementation plan for businesses seeking to adopt circular economy practices.

#### **Textbooks and Suggested Readings:**

Bocken, N. M. P., de Pauw, I., Bakker, C., & van der Grinten, B. (2016). *Product design and business model strategies for a circular economy*. Springer.

Ellen MacArthur Foundation. (2013). *Towards the Circular Economy: Economic and Business Rationale for an Accelerated Transition*. Cowes, Isle of Wight, UK: Ellen MacArthur Foundation.

Lacy, P., & Rutqvist, J. (2015). *Waste to Wealth: The Circular Economy Advantage*. Palgrave Macmillan.

Ghisellini, P., Cialani, C., & Ulgiati, S. (2016). *A review on circular economy: the expected transition to a balanced interplay of environmental and economic systems*. *Journal of Cleaner Production*, 114, 11-32.

Pigozzo, D. C. A., & McAloone, T. C. (2017). *Product life extension: a literature review*. *Journal of Cleaner Production*, 140, 491-504.

**Subject: Course 42**

**Course Code: ES-406**

**Core Compulsory/Elective: Specialization (Operations)**

**Course Title: Total Quality Management**

**Credit: 3**

#### **Course Objectives:**

- To develop a comprehensive understanding of Total Quality Management (TQM) principles and their role in enhancing organizational performance.
- To acquire the skills to implement TQM methodologies for continuous improvement in processes, products, and services.
- To analyze the key components of a TQM system, including leadership, customer focus, employee involvement, and data-driven decision-making.

- To explore quality management tools and techniques for problem-solving, statistical analysis, and process optimization.
- To foster a culture of quality excellence within organizations by examining the strategic integration of TQM across various functional areas.

### **Course Outcomes:**

- Demonstrate the ability to apply Total Quality Management (TQM) principles to enhance organizational effectiveness, customer satisfaction, and overall performance.
- Evaluate and implement TQM tools and techniques for process improvement, problem-solving, and statistical analysis.
- Analyze the impact of TQM on organizational culture, employee involvement, and customer-centric practices.
- Develop practical skills in designing and implementing quality management systems that align with international standards.
- Generate actionable strategies for continuous improvement and sustained excellence in quality management within diverse organizational contexts.

### **Course Structure:**

#### **Unit 1: Introduction to Total Quality Management (TQM)**

Definition and historical development of TQM, Principles of TQM, including customer focus, continuous improvement, and employee involvement, Overview of the impact of TQM on organizational performance.

#### **Unit 2: Key Components of TQM**

Leadership and strategic management in TQM, Employee involvement and empowerment, Customer satisfaction and the role of stakeholders in TQM.

#### **Unit 3: TQM Tools and Techniques**

Introduction to quality management tools such as statistical process control (SPC), Six Sigma, and Pareto analysis, Application of tools for problem-solving, process improvement, and data-driven decision-making, Hands-on exercises, or case studies to practice TQM tools.

#### **Unit 4: Quality Management Systems**

Design and implementation of quality management systems (QMS), Overview of international quality standards (e.g., ISO 9001) and their application, Auditing, and continuous improvement within a QMS framework.

#### **Unit 5: Cultivating a Culture of Quality Excellence**

Developing a quality-centric organizational culture, Strategies for fostering employee engagement and commitment to TQM, Integration of TQM across various functional areas and its impact on overall business strategy.

#### **Textbooks and Suggested Readings:**

Crosby, P. B. (1980). *Quality is Free: The Art of Making Quality Certain*. McGraw-Hill.

Deming, W. E. (1986). *Out of the Crisis*. MIT Press.

Juran, J. M., & Gryna, F. M. (1993). *Juran's Quality Planning and Analysis for Enterprise Quality*. McGraw-Hill.

Oakland, J. S. (2003). *Total Quality Management: Text with Cases*. Butterworth-Heinemann.

Dale, B. G., & Plunkett, J. J. (2016). *Introduction to Total Quality: Quality Management for Production, Processing, and Services*. Wiley.