



GU/Acad –PG/BoS -NEP/2026-27/211

Date: 13.07.2026

CIRCULAR

The revised Programme structure and syllabus for Semester I to IV of the **Master of Business Administration (M.B.A.)** Programme, as approved by the Academic Council in its meeting held on 24th April, 12th & 13th May 2026 is attached. The same shall be implemented with effect from the Academic Year 2026-27 onwards.

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

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

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

Copy to:

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

GOA UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

(Effective from the Academic Year 2026-2027)

ABOUT THE PROGRAMME

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

OBJECTIVES OF THE PROGRAMME

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

PROGRAMME SPECIFIC OUTCOMES (PSO)

PSO 1.	Demonstrate the ability to take informed decisions across functional areas.
PSO 2.	Apply ethical principles and sustainability practices in managing and leading organizations.
PSO 3.	Exhibit creativity, innovation, and critical thinking in taking decisions.
PSO 4.	Develop Intrapreneurial/Entrepreneurial potential.

PROGRAMME STRUCTURE
Master of Business Administration
Effective from Academic Year 2026-27

Bridge Courses			
Sr. No.	Course Code	Title of the Course	Credits
1	<u>MGA-1000</u>	Quantitative Techniques for Decision Making	1T
3	<u>MGA-1002</u>	Fundamentals of Accounting	1T
2	<u>MGA-1003</u>	Case Analysis	1T
4	<u>MGA-1004</u>	Team Management	1P

SEMESTER I				
Discipline Specific Core (DSC) Courses (16 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>MGA-5000</u>	Management Process and Organizational Behaviour	2T	400
2	<u>MGA-5001</u>	Micro-Economics	2T	400
3	<u>MGA-5002</u>	Production and Operations Management	2T	400
4	<u>MGA-5003</u>	Computing Tools for Management	2P	400
5	<u>MGA-5004</u>	Communication Skills	2T	400
6	<u>MGA-5016</u>	Management Lessons from the Indian Knowledge System	2T	400
7	<u>MGA-5006</u>	Business Research Methods	2T	400
8	<u>MGA-5007</u>	Legal Aspects of Business	2T	400
Total Credits for DSC Courses in SEMESTER I			16	
Discipline Specific Elective (DSE) Course (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	<u>MGA-5201</u>	Essentials of Business Analytics	2P	400
2	<u>MGA-5202</u>	Sustainable Development	2T	400
3	<u>MGA-5203</u>	Corporate Governance & Ethics	4T	400
Total Credits for DSE Courses in SEMESTER I			4	
Total Credits in SEMESTER I			20	

SEMESTER II				
Discipline Specific Core (DSC) Courses				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-5008	Financial Management	2T	500
2	MGA-5009	Marketing Management	2T	500
3	MGA-5010	Macro-Economics	2T	500
4	MGA-5011	Management Accounting	2T	500
5	MGA-5012	Human Resource Management	2T	500
6	MGA-5013	Leadership	2T	500
7	MGA-5017	Strategic Management	2T	500
8	MGA-5018	AI Fundamentals for Managers	2T	500
Total Credits for DSC Courses in SEMESTER II			16	
Discipline Specific Elective (DSE) Courses (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-5207	Python for Managers	2P	400
2	MGA-5205	Mindfulness at Workplace	2T	400
3	MGA-5208	Design Thinking	2T	400
Total Credits for DSE Courses in SEMESTER II			4	
Total Credits in SEMESTER II			20	

SEMESTER III				
Research Specific Elective (RSE) Courses (12 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
Human Resource Management (Any 6)				
1	MGA-6000	Recruitment and Selection	2T	500
2	MGA-6001	Learning and Development	2T	500
3	MGA-6002	Performance Management	2T	500
4	MGA-6003	Compensation and Benefits Management	2T	500
5	MGA-6004	Organizational Development	2T	500
6	MGA-6005	Labour Laws and Industrial Relations	2T	500
7	MGA-6006	Negotiations and Conflict Management	2T	500
8	MGA-6007	Advanced Human Resource Management	4T	500
Marketing Management (Any 6)				
9	MGA-6008	Brand Management	2T	500
10	MGA-6009	Integrated Marketing Communications	2T	500
11	MGA-6010	Consumer Behaviour	2T	500
12	MGA-6011	Services Marketing	2T	500
13	MGA-6012	Retail Management	2T	500
14	MGA-6013	Marketing Research	2T	500
15	MGA-6014	Sales and Distribution Management	2T	500
16	MGA-6015	Advanced Marketing Management	4T	500
Finance Management (Any 6)				
17	MGA-6016	Corporate Finance	2T	500
18	MGA-6017	Taxation	2T	500
19	MGA-6018	Derivatives and Risk Management	2T	500
21	MGA-6019	Security Analysis and Portfolio Management	2T	500
22	MGA-6020	Behavioural Finance	2T	500
23	MGA-6021	Fin-Tech	2P	500
24	MGA-6022	Working Capital Management	2T	500
25	MGA-6023	Advanced Financial Management	4T	500
Operations Management (Any 6)				
26	MGA-6024	Logistics and Supply Chain Management	2T	500
27	MGA-6025	Lean Manufacturing	2T	500
28	MGA-6026	Total Quality Management	2T	500

29	MGA-6027	Operations Research	2P	500
30	MGA-6028	Six Sigma Management	2P	500
31	MGA-6029	Project Management	2T	500
32	MGA-6030	Operations Analytics	2T	500
33	MGA-6031	Enterprise Systems and Digital Transformation	2T	500
34	MGA-6032	Advanced Operations Management	4T	500
Business Analytics (Any 6)				
35	MGA-6033	Database Management Systems	2T	500
36	MGA-6034	Data Mining	2T	500
37	MGA-6035	Business Intelligence and Data Visualization	2T	500
38	MGA-6036	Artificial Intelligence and Machine Learning	2T	500
39	MGA-6037	Big Data Analytics	2T	500
40	MGA-6038	Social Media Web Analytics	2T	500
41	MGA-6039	R for Business Analysis	2T	500
42	MGA-6040	Advanced Business Analytics & Research	4T	500
43	MGA-6041	Advanced Business Research Methodology	4T	500
Total Credits for RSE Courses in SEMESTER III			12	
Discipline Specific Vocational Elective (DSVE) Courses (8 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-6401	Entrepreneurship	2T+ 2P	500
2	MGA-6402	Human Resource Analytics and Consultancy	2T+ 2P	500
3	MGA-6403	Financial Modelling and Analytics	2T+ 2P	500
4	MGA-6404	Marketing Analytics	2T+ 2P	500
5	MGA-6405	E Commerce	2T+ 2P	500
Total Credits for DSVE Courses in SEMESTER III			8	
Total Credits in SEMESTER III			20	

Discipline Specific Dissertation (DSD) (40 Credit Dissertation)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-6501	Dissertation	40	500

SEMESTER IV				
Generic Elective (GE) Courses (Any 20 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-6201	Finance for Non-Finance	4T	500
2	MGA-6202	Entrepreneurship for MSME	4T	500
3	MGA-6203	Stress Management and Workplace Wellness	4T	500
4	MGA-6204	Digital and Social Media Marketing	4T	500
5	MGA-6205	Soft Skills	4T	500
Total Credits for GE Courses in SEMESTER IV			20	

Discipline Specific Dissertation (DSD) (20 Credit Dissertation)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	MGA-6502	Internship in Organisation	20	500

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

BRIDGE COURSES

Title of the Course:	Quantitative Techniques for Decision Making
Course Code:	MGA-1000
Number of Credits:	1
Theory/ Practical:	Theory
Level:	400
Effective from AY:	2026-27
New Course:	Yes
Bridge Course/ Value added Course:	Yes
Course for advanced learners:	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip students with quantitative tools and techniques to support effective, data-driven decision-making in complex business environments.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Understand quantitative decision-making tools and techniques.	PSO 1		
	CO2. Analyse business problems using appropriate quantitative models.	PSO 1		
	CO3. Apply statistical and mathematical tools to aid decision-making.	PSO 1		
	CO4. Evaluate alternative solutions using quantitative criteria.	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Descriptive Analysis Types of data and scales of measurement, Descriptive statistics: mean, median, mode, variance, standard deviation, Data visualization: histograms, boxplots, scatterplots.	7	CO1, CO2,	K2, K3

	Probability & Decision-Making under Uncertainty Basic probability rules and distributions (Normal, Binomial), Expected value and variance, Decision trees and payoff tables, Sensitivity analysis.			
Module 2:	Forecasting Techniques Time series analysis basics, Moving averages and exponential smoothing, Linear regression for prediction. Optimization Techniques Linear Programming (LP): Formulation and solution, Graphical solution and sensitivity, Transportation and assignment problems.	8	CO3, CO4	K4, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Render Barry, Ralph M. Stair, Michael E. Hanna, T. N. BADRI, Quantitative Analysis for Management, Pearson India, 2016 or Latest Edition.			
References/ Readings:	1. C.P. Kothari, Quantitative Techniques, Vikas Publishing House, 2013 or Latest Edition. 2. David Ray Anderson, Dennis J. Sweeney, Jeffrey D. Camm, Thomas Arthur Williams, Kipp Martin, Quantitative Methods for Business, South-Western, Cengage Learning, 2013 or Latest Edition. 3. S. Jaisankar, Quantitative Techniques for Management, Excel Books, 2009 or Latest Edition. 4. N.D. Vohra, Quantitative Techniques in Management, McGraw Hill Education, 2017 or Latest Edition.			

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Title of the Course	Fundamentals of Accounting
Course Code	MGA-1002
Number of Credits	1
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

Pre-requisites for the Course:	Nil		
Course Objectives:	To equip with fundamental accounting knowledge and skills for recording transactions, preparing financial statements and assists in business decision making.		
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO	
	CO1. Understand the nature of business organization and of the users of accounting information.	PSO 1	
	CO2. Demonstrate the ability to record transactions, post ledger entries, prepare trial balance and correct accounting errors systematically.	PSO 1	
	CO3. Understand the accounting equation and demonstrate how financial statements are prepared and interpreted for business decision making.	PSO 1	
	CO4. Apply basic principles and mechanics of income measurement to account for trading activities and determine business profitability accurately.	PSO 1	
Content:		No. of hours	Mapped to CO
Module 1:	Accounting Basics	7	CO1, CO2
			K2, K3

	Concept, Types, Users of accounting information, Accounting concepts, conventions, Principles and standards. Recording of Transactions Journal entries, Ledger accounts, Posting and balancing of accounts, Trial balance, Errors and rectification.			
Module 2:	Understanding Financial Statements Accounting equation, Balance Sheet, Income Statement, Analysing Financial Statements. Measuring Income Income measurement basics, Principles, mechanics and Accounting for trading activities.	8	CO3, CO4	K2, K3
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Peter J. Eisen, Accounting (Barron's Business Review), Barrons Test Prep, 2024 or Latest Edition.			
References/ Readings:	1. Bhattacharyya, A. K., Financial Accounting for Business Managers, Prentice Hall India, 2017 or Latest Edition. 2. Kimmel, Paul D., Jerry J. Weygandt, Donald E. Kieso, Financial Accounting: Tools for Business Decision Making, John Wiley & Sons, 2020 or Latest Edition. 3. Tycho Press, Accounting for Small Business Owners, Callisto Media, 2015 or Latest Edition. 4. Wayne A. Label, Accounting for Non-accountants: The Fast and Easy Way to Learn the Basics, Sourcebooks Inc, 2006 or Latest Edition.			

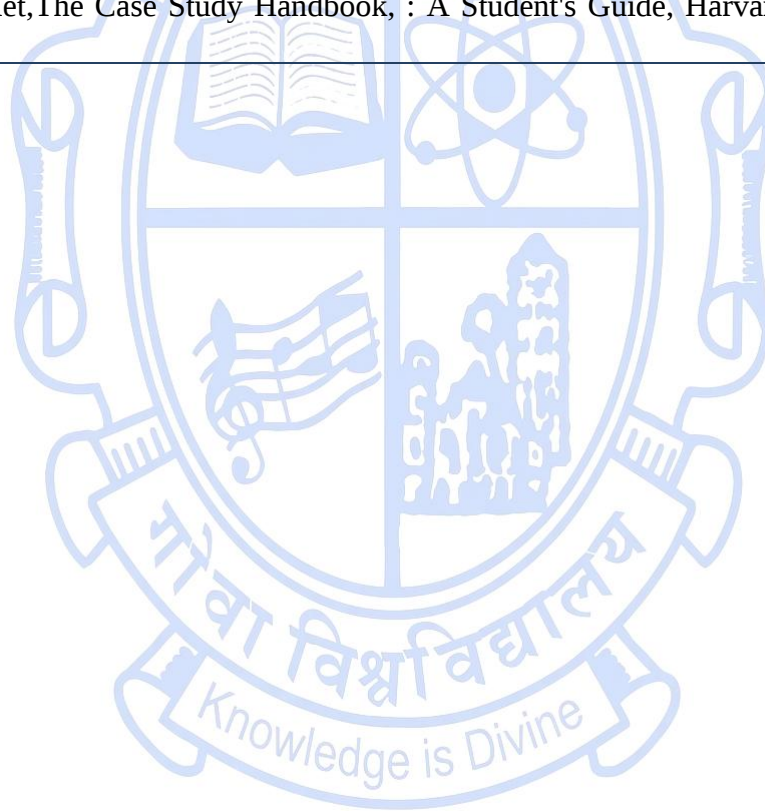
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Title of the Course	Case Analysis
Course Code	MGA-1003
Number of Credits	1
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To develop the competence to analyse managerial situations and arrive at solutions that can be implemented using knowledge and framework integrated from various courses.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Apply key frameworks for analysing cases.	PSO 1		
	CO2. Identify core problems and develop actionable recommendations.	PSO 1		
	CO3. Conduct qualitative and quantitative analyses.	PSO 1		
	CO4. Present case solutions effectively in written and oral formats.	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Identification of problems/decision areas in the case-major and minor problems, Identification of protagonists, Analysis with reference to the long-term and short-term objectives of the organization.	7	CO1, CO2	K2, K3

Module 2:	Identification of theoretical concepts applicable in the given situation, Evaluation of alternative solutions, Selection of optimum solution with justification.	8	CO3, CO4	K4, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Schmidt Marty J, The Business Case Guide, The matrix Solution, 2014 or Latest Edition.			
References/ Readings:	1. Robert Yin, Case Study Research Design and Methods, SAGE, 2003 or Latest Edition. 2. Christopher Williams, Strategic Business Case Analysis, Taylor & Francis, 2023 or Latest Edition. 3. Harvard Business Review, Developing a Business Case, Harvard Business Review Press, 2010 or Latest Edition. 4. William Ellet, The Case Study Handbook, : A Student's Guide, Harvard Business Review Press, 2018 or Latest Edition.			

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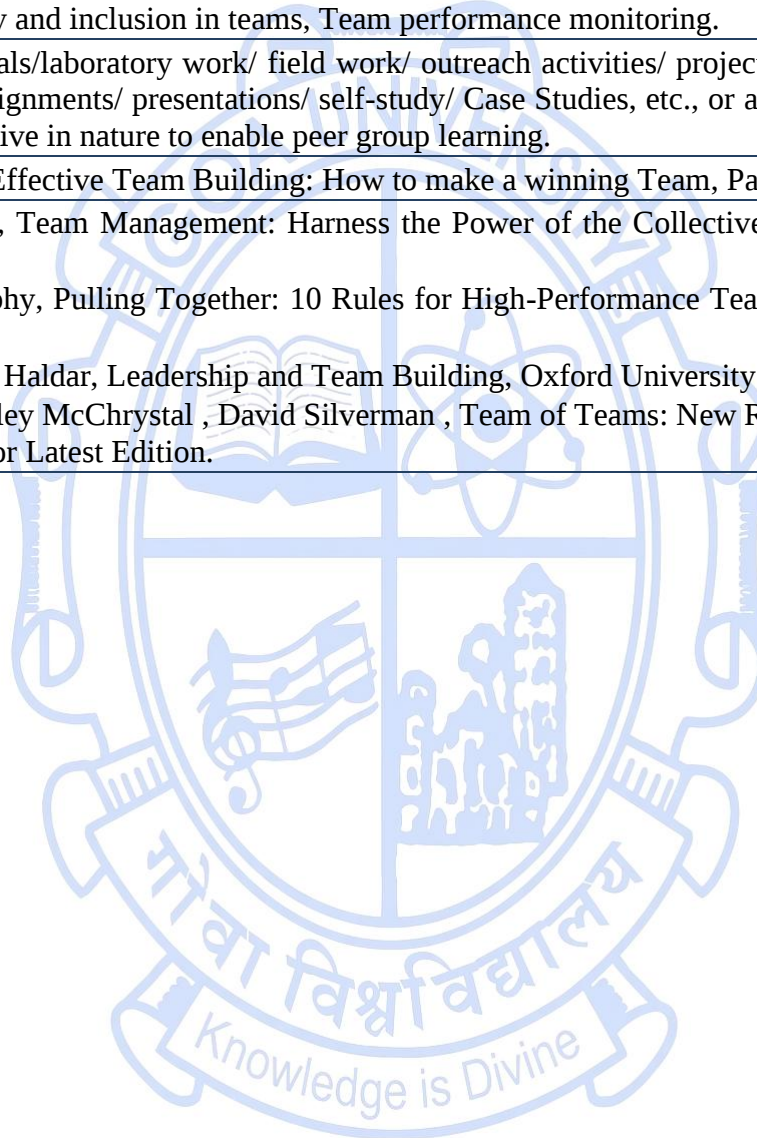


Title of the Course	Team Management
Course Code	MGA-1004
Number of Credits	1
Theory/ Practical	Practical
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To provide foundational knowledge and experiential learning in team formation, dynamics, leadership styles and team roles.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Understand team formation, roles and leadership style.	PSO 1		
	CO2. Apply practical tools for conflict resolution, trust-building and decision-making.	PSO 1		
	CO3. Develop skills to manage diverse, virtual and goal-oriented teams.	PSO 1		
	CO4. Apply interpersonal and communication skills to collaborate effectively and demonstrate leadership in multidisciplinary team settings.	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Foundations of Team Dynamic Introduction to team management, Team roles, Leadership style and influence, Team building, Communication and trust building, Conflict management in teams.	15	CO1, CO2	K2, K4
Module 2:	Working in Teams	15	CO3,	K3, K4

	Goal setting and task allocation, Collaborative decision making, Managing virtual teams, Diversity and inclusion in teams, Team performance monitoring.		CO4	
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	1. John Adair, Effective Team Building: How to make a winning Team, Pan Macmillian , 2002 or Latest Edition.			
References/ Readings:	1. Alan Clifton, Team Management: Harness the Power of the Collective, Rupa Publications India, 2019 or Latest Edition. 2. John J. Murphy, Pulling Together: 10 Rules for High-Performance Teamwork, Simple Truths Llc, 2016 or Latest Edition. 3. Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, 2010 or Latest Edition. 4. General Stanley McChrystal , David Silverman , Team of Teams: New Rules of Engagement for a Complex World, Penguin, 2015 or Latest Edition.			

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SEMESTER I

Discipline Specific Core (DSC) Courses

Title of the Course	Management Process and Organisational Behavior
Course Code	MGA-5000
Number of Credits	2
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To introduce the fundamentals of management processes and understanding people's behaviour in organisations.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Understand the dimensions of managerial decisions.			PSO 1
	CO 2. Apply managerial skills in decision-making.			PSO 1
	CO 3. Understand the underlying causes of people's behaviour.			PSO 1
	CO 4. Analyse intrapersonal, interpersonal, and organizational determinants of people's behaviour at the workplace.			PSO 1
Content:		No. of hours	Mapped to CO	Cognitive Level

Module 1:	Understanding an Organization Introduction to managerial processes of planning and decision making, Basic tools in decision making, Importance of organizing and staffing, Importance of controlling.	8	CO1, CO2	K3
Module 2:	Determinants of People's Behavior at the Workplace The Individual, The Group and The Organisation, Individual determinants of behaviour: The concepts of self, perception, personality, attitudes and learning.	8	CO3	K2
Module 3:	Determinants of Groups and their Impact on People's Behaviour Interpersonal analysis, Group dynamics, Theories and application of leadership, Theories and application of motivation.	8	CO4	K4
Module 4:	Determinants of Organization and their Impact on People's Behaviour Organisation structure, Climate and culture, Role of conflict, Change and development, Power, Politics and negotiation in organization.	6	CO4	K4
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Robbins Stephen P., Essentials of Organizational Behavior, Pearson Education India, 2019 or Latest Edition.			
References/ Readings:	1. Luthans Fred, Organizational Behavior, McGraw–Hill, Inc., 2007 or Latest Edition. 2. Robbins Stephen, Mary Coulter, Fundamentals of Management, Prentice Hall of India Pvt. Ltd. New Delhi, 2016 or Latest Edition. 3. Weihrich Heinz, Harold Koontz, Essentials of Management: An International Perspective, McGraw–Hill, Inc., 2004 or Latest Edition.			

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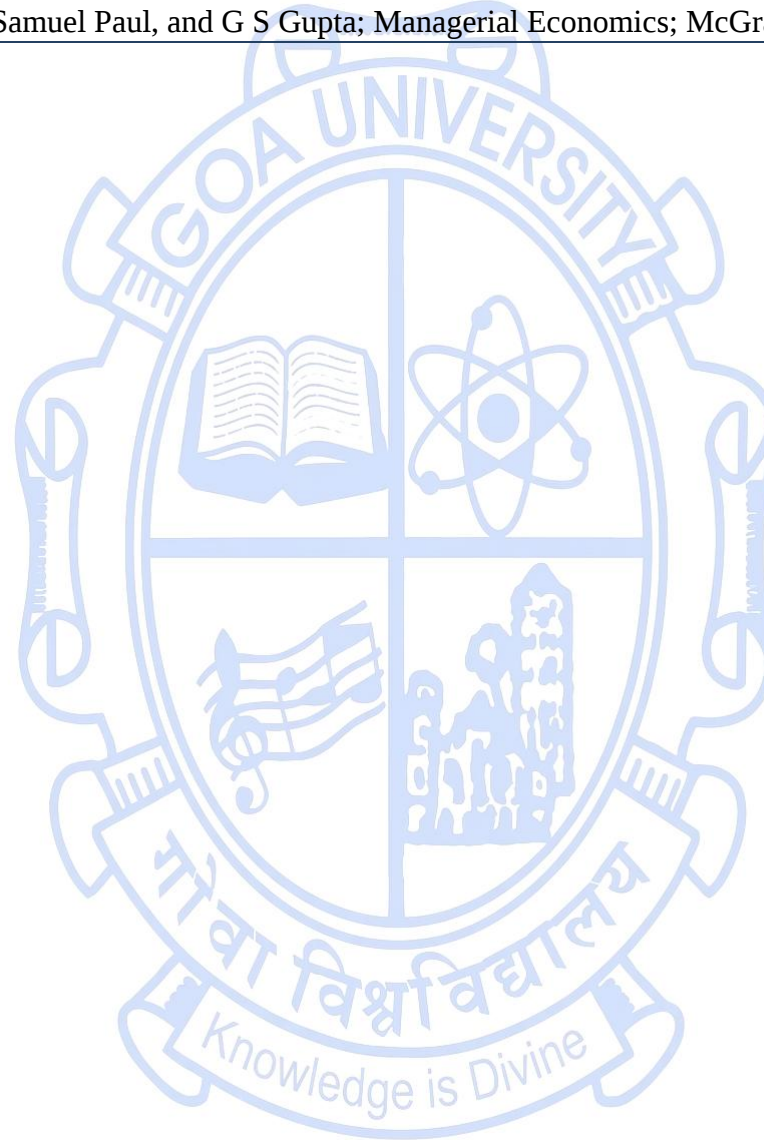
Title of the Course	Micro-Economics
Course Code	MGA-5001
Number of Credits	2
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learner	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To enable the participants of the course to appreciate economic policies and activities and analyse their impact on firms and industries for decision making.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Understand the types of costs, the concepts of demand and supply, and their elasticities.			PSO1
	CO2. Analyse various costs and their impact on the firm's output.			PSO2
	CO3. Make decisions based on firm-specific data.			PSO3
	CO4. Evaluate the decision impact of a firm's economic choices.			PSO3, PSO4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Demand and Supply Fundamentals of economics, Production possibility frontier, Wants and scarcity, Economic activity and the concept of pricing. Decision at the margins and the concept of margins, Demand and supply. Demand schedules and demand curves, Principle of Ceteris Paribus, Change in demand and	4	CO1	K2

	change in quantity demanded. Demand estimation for a firm, Supply schedules and supply curves, Change in supply, Market equilibrium.			
Module 2:	Consumption and Elasticity Theory of consumption, Theory of marginal utility and total utility, Indifference curves, Consumer income and choice, Choice under uncertainties. Utility theory and risk, Risk aversion and demand, Consumer income and Engel curve, Income effect and substitution effect on consumption. Superior and inferior goods, Different elasticity of supply and demand, Effect of elasticity of demand on different types of goods and services.	8	CO1, CO2, CO3, CO4	K4
Module 3:	Market Structures Perfect competition and pricing determination in the short and long run, Price and output under pure monopoly, Price discrimination under monopoly, Price and output determination under monopolistic competition, Role of information asymmetry, product variation and advertising, Price and output determination under oligopoly. Kinked demand curve, Cartelization, Game theory and oligopoly, Nash equilibrium, Market regulations for imperfect competition.	8	CO2, CO4	K5
Module 4:	Cost Behaviour and Economies of Scope Production theory, Input-output analysis, Total, average and marginal product, Returns to scale, innovation and technological progress, Costs of production, Nature of costs, Economies of scope, scale and learning curve, Cost of Production in the short run, medium run and long run. Expansion path and cost curves, Marginal cost and its behaviour, Long and short run average cost curves and the marginal cost curve analysis, Multiple product firms and cost behaviour.	10	CO1, CO2, CO4	K4
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Paul Samuelson, William Nordhaus, Economics, McGraw-Hill India, 2019 or Latest Edition.			
References/ Readings:	1. A. Koutsoyannis, Modern Microeconomics, Bloomsbury Academic India, 2023 or Latest Edition. 2. Dominic Salvatore, Principles of Microeconomics, Oxford, 2009 or Latest Edition. 3. Gregory Mankiw, Principles of Microeconomics, Cengage, 2017 or Latest Edition.			

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| | <p>4. Robert Pindyck, Daniel Rubinfeld, Microeconomics, Pearson, 2017 or Latest Edition.</p> <p>5. V. L. Mote, Samuel Paul, and G S Gupta; Managerial Economics; McGraw-Hill; 2017 or Latest Edition.</p> |
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Title of the Course	Production and Operations Management
Course Code	MGA-5002
Number of Credits	2
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To create an awareness of the functions of Production and Operations Management in the manufacturing and services industry.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Understand the types of plant layouts, the factors affecting plant location, and evaluate plant location using various methods.	PSO 1		
	CO 2. Understand the various tools for improving operational quality.	PSO 1		
	CO 3. Apply work study and time study concepts to improve productivity.	PSO 1		
	CO 4. Apply the forecasting techniques to estimate the demand.	PSO 1		
	CO 5. Apply the concept of Assembly line balancing to ensure an even distribution of tasks across workstations.	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Production & Operations Management	15	CO1, CO2	K4

	Classification of operations, Plant layout: Product layout, Process layout, Fixed position layout, Cellular manufacturing layout and factors affecting the layout. Plant location: Factors affecting location decision, Evaluation of location alternatives: Break Even analysis, Factor rating and centre of Gravity methods. Tools for improving quality: Total quality management (TQM), Quality assurance, Six Sigma, 5S concept, Lean manufacturing, Total productive maintenance (TPM).			
Module 2:	Productivity Improvement Techniques Work study and time study, Demand forecasting techniques: Moving average, Exponential smoothing, Exponential smoothing with trends. Assembly line balancing: Concept of work stations, cycle time, idle time, Assigning tasks to work stations using a single rule or combination of rules: task times, following tasks, positional weight.	15	CO3, CO4, CO5	K3
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	W. J. Stevenson, Operation Management, McGraw Hill, New York; 2022 or Latest Edition.			
References/ Readings:	1. A. P. Verma, Industrial Engineering & Management, S. K. Kataria & Sons, 2023 or Latest Edition. 2. M. Mahajan, Industrial Engineering and Production Management, Dhanpat Rai & Co., 2015 or Latest Edition. 3. Mahadevan B, Operations management: Theory and practice, Pearson Education India, 2015 or Latest Edition. 4. R. Panneerselvam, Production and Operations Management, PHI, 2013 or Latest Edition.			

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Title of the Course	Computing Tools for Management
Course Code	MGA-5003
Number of Credits	2
Theory/ Practical	Practical
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip with practical abilities in using managerial tools, spreadsheets, data analysis and visualization software to manage business activities, communication and decision-making in a digital world.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Apply basic and advanced word processing, spreadsheet and presentation tools to create professional business documents and reports.	PSO 1		
	CO2. Demonstrate use of digital collaboration tools to coordinate and manage business communications.	PSO 1		
	CO3. Analyze business data using advanced spreadsheet functions and tools to make informed decisions.	PSO 1		
	CO4. Create data visualization and survey based reports using computing tools to communicate business information effectively.	PSO 1, PSO 3		
Content:		No. of hours	Mapped to CO	Cognitive Level

Module 1:	Managerial computing tools: Introduction to essential of computing tools for management, File and cloud management: Google Drive and OneDrive for uploading, sharing and collaborating, Word processing for business documentation: Creating formatted business letters and reports in MS Word/Google Docs, inserting tables, SmartArt, headers/footers and references, Spreadsheet fundamentals: Data entry, formatting, using formulas and financial functions, Data visualisation in excel: Creating bar, line and pie charts, Presentation for managers: Creating slide decks for business proposals, Communication and collaboration tools.	30	CO1, CO2	K3
Module 2:	Data analysis, visualization & business application Advanced excel for business analytics: Pivot tables, dashboards and what-if analysis, Data visualisation tools: Canva, Infogram, Power BI and Google Data Studio, Basic statistical tools in excel: Descriptive statistics, correlation and regression, Forms, survey and data collection: Google forms or Microsoft forms for business surveys, collect and analyze responses and present insights, Mini projects and final presentation.	30	CO3, CO4	K4, K6
Pedagogy:	Laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive and Practical in nature to enable peer group learning.			
Texts:	Ashok Arora, Computer Fundamentals and Applications, Vikas Publishing House Pvt. Ltd., 2015 or Latest Edition.			
References/ Readings:	1. Hem Chand Jain, H.N. Tiwari; Basics of Computer Applications in Business, Taxmann Publications Private Ltd., 2022 or Latest Edition. 2. John Limbart, Frye, Microsoft Office 2019 Step by Step, Pearson Education, 2019 or Latest Edition. 3. M. Anandhavalli Muniasamy, Arshi Naim, Anuj Kumar, Data Visualization Tools for Business Applications, IGI Global, 2024 or Latest Edition. 4. Manohar Hansa Lysander, Data Analysis and Business Modelling Using Microsoft Excel, PHI, 2016 or Latest Edition.			

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Title of the Course	Communications Skills
Course Code	MGA-5004
Number of Credits	2
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/Value added Course	No
Course for advanced learners	Yes

Pre-requisites for the Course:	Nil			
Course Objectives:	To introduce the essentials of effective communication in different contexts and to introduce the basics of writing resumes and preparatory skills required to face interviews.			
Course Outcomes:				Mapped to PSO
	CO 1. Apply key business communication concepts in oral and written communication effectively.			PSO 1
	CO 2. Analyze and overcome barriers and gateways in communication for effective interpersonal communication and public speaking.			PSO 1
	CO 3. Understand the fundamental principles, structure and content of various types of Business communications			PSO 1
	CO 4. Evaluate communication styles and apply creativity in negotiation skills using key communication strategies.			PSO 1, PSO 2
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction	7	CO3	K2

	Difference between formal and informal communication, Processes, types and effectiveness in communication, Roles of sender, Receiver, Medium and culture in communication, Importance of non-verbal communication.			
Module 2:	Oral Communication Effective interpersonal and group communication, Public speaking, Understanding noise, barriers and gateways and its prevention in business communication.	8	CO1, CO2	K4
Module 3:	Written Communication Fundamentals of effective writing, Different forms of written communication, Report writing: Structure and content of reports, Creative writing.	8	CO1, CO3	K3
Module 4:	Creativity in Communication Competitive and collaborative communication, Negotiation: Types of negotiations, Barriers in negotiation, Interest vs. position in negotiation.	7	CO4	K4
Pedagogy:	Laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Anjanee Sethi, Bhavna Adhikari, Effective Business Communication, Tata McGraw-Hill Education, 2009 or Latest Edition.			
References/ Readings:	1. Courtland L Bovee, John V Hill, Roshan Lal Raina, Business communication Today, Pearson, 2021 or Latest Edition. 2. Vibrant Publishers, Innovative Interview Questions, Vibrant Publishers, 2020 or Latest Edition. 3. Prasad, Hari Mohan, How to prepare for Group Discussions and Interviews, Tata McGraw-Hill Education, 2005 or Latest Edition. 4. Raymond V Resilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande, Business Communication - Connecting in a Digital World, Tata Mc Graw Hill, 2015 or Latest Edition.			

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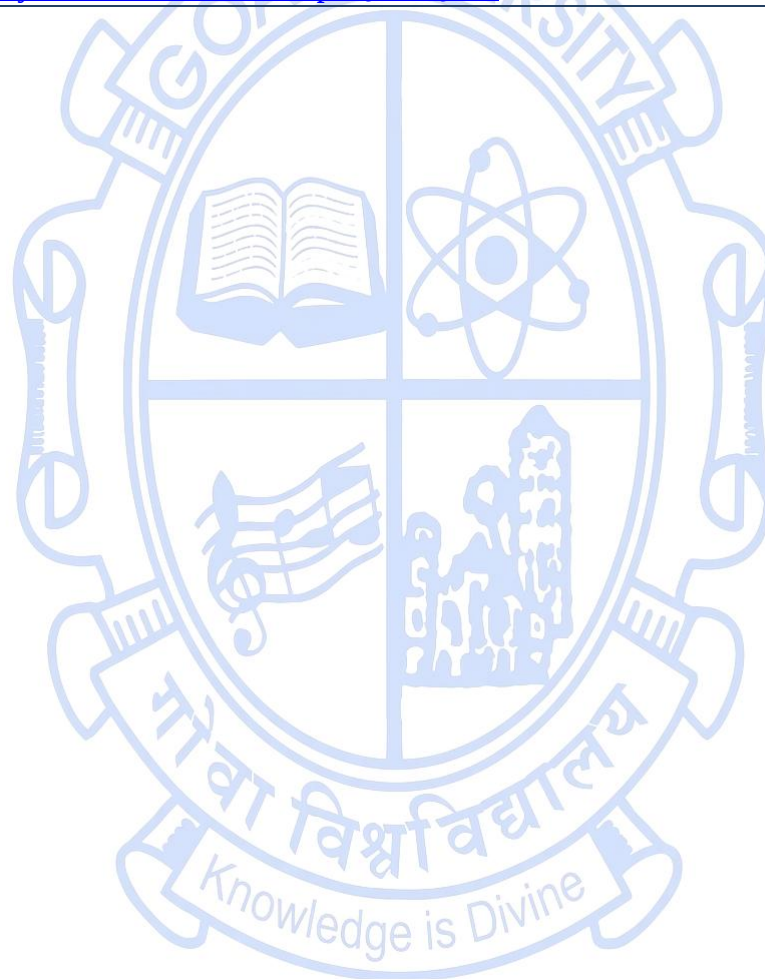
Title of the Course	Management Lessons from the Indian Knowledge System
Course Code	MGA-5016
Number of Credits	2
Theory/Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To introduce the principles of the Indian Knowledge System by deriving ethical, strategic, and governance insights from ancient Indian texts to promote responsible leadership, indigenous entrepreneurship, and sustainable business practices.	
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO
	CO 1. Demonstrate understanding of the fundamental pillars of Indian Knowledge Systems (Dharma, Karma, Purusharthas) and their application in organisational behaviour.	PSO 2
	CO 2. Apply ethical principles derived from the Bhagavad Gita and Thirukkural to resolve modern management dilemmas.	PSO 2
	CO 3. Analyse strategic mandates from Kautilya's Arthashastra to make informed decisions across functional areas.	PSO 1
	CO 4. Exhibit critical thinking by comparing Western paradigms with Indian ethos to create innovative solutions (e.g., Jugaad vs. Frugal Innovation).	PSO 3
	CO 5. Develop an intrapreneurial or entrepreneurial roadmap utilizing indigenous historical trade practices.	PSO 4

Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Foundations of Indian Ethos in Management Overview of IKS: Vedas, Upanishads and Darshanas, The concept of <i>Purusharthas</i> (Dharma, Artha, Kama, Moksha) in business goals, <i>VasudhaivaKutumbakam</i> (World is one family) as a basis for Globalisation and CSR, Comparative study: Indian Ethos vs. Western Management thought.	6	CO1	K1, K2
Module 2:	Strategic Management & Governance (Arthashastra) Kautilya's Saptang Theory (Seven limbs of the state) applied to corporate structure, Rajadharma (Duties of a Leader) and Corporate Governance, Financial prudence and treasury management insights from Arthashastra, Crisis management and strategic alliances (Mandala Theory).	8	CO3	K4
Module 3:	Values-Based Leadership & Decision Making <i>Karma Yoga</i> (Bhagavad Gita): Action without attachment to results (Nishkama Karma) in leadership, Decision making in volatility: Lessons from the Mahabharata, Ethical leadership principles from <i>Thirukkural</i> , Managing stress and mental well-being through Yoga and Mindfulness.	8	CO2	K3
Module 4:	Indigenous Entrepreneurship & Innovation History of Indian Trade and Commerce (Guilds/Shrenis), <i>Jugaad</i> vs. Frugal Innovation: Critical analysis, Building sustainable business models: The <i>Trusteeship</i> model (Gandhian Economics), Developing an intrapreneurial mindset using holistic Indian approaches.	8	CO4, CO5	K4, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	Pattanaik, D., Business Sutra: A Very Indian Approach to Management, Aleph Book Company, 2013 or Latest Edition.			
References/ Readings:	1. Rangarajan, L.N., Kautilya: The Arthashastra. Penguin Books, 1992 or Latest Edition. 2. Das, G., The Difficulty of Being Good: On the Subtle Art of Dharma, Penguin India, 2010 or Latest Edition. 3. Muniapan, B., Kautilya's Arthashastra and Perspectives on Organisational Management, Asian Social Science, 2008 or Latest Edition. 4. Sharma, S., Management in New Age: Western Windows Eastern Doors, New Age International Pvt Ltd., 2024 or			

	Latest Edition.
Web Resources:	1. IKS Division - Ministry of Education, Govt of India 2. https://www.youtube.com/watch?v=S6s32YKvmBY 3. https://www.youtube.com/watch?v=cHyzwMs_jO8 4. https://www.youtube.com/watch?v=p_Q1T2Qtd4I

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Title of the Course	Business Research Methods
Course Code	MGA-5006
Number of Credits	2
Theory/ Practical	Theory
Level	400
Effective from AY	2026- 27
New Course	Yes
Bridge Course/Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To formulate research problems, outline research designs, and conduct empirical business research using appropriate methodologies.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Formulate research problems, objectives and hypotheses relevant to business issues.			PSO 1
	CO 2. Evaluate the relevance and application of statistical tests in business research studies.			PSO 1
	CO 3. Design an appropriate research methodology for various business problems.			PSO 1
	CO 4. Develop well-organized research reports and demonstrate ethical standards in report writing.			PSO 2
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction Nature and scope of business research, Research ethics, Research process, Research design: Qualitative design, Descriptive design, Experimental design, Research problem identification, Framing of research question, Constructs, variables, Formulation of	5	CO1	K6

	hypotheses, Measurement and scaling: Nominal, ordinal, interval and ratio, Validity and reliability in measurement.			
Module 2:	Data Collection, Preparation & Examination Data types, Data sources, Questionnaire designing, Nature of sampling, Steps in sampling, Probability sampling, Non-Probability sampling, Determination of sample size, Testing of hypothesis.	10	CO2, CO3	K5
Module 3:	Data Analysis & Reporting T-Tests, Analysis of Variance (ANOVA), Correlation analysis, Simple and multiple regression, Factor analysis, Cluster analysis (using a statistical package), Research report writing.	15	CO3, CO4	K2, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Cooper D R., Schindler, Business Research Methods, Tata McGraw-Hill, New Delhi, 2017 or Latest Edition.			
References/ Readings:	1. Darren George, Paul Mallery, SPSS for Windows Step by Step, Pearson Education Inc., 2010 or Latest Edition. 2. Deepak Chawla, Neena Sondhi, Research Methodology Concepts and Cases, Vikas Publishing House, 2018 or Latest Edition. 3. Naresh K. Malhotra, Satyabhusan Das, Marketing Research An Applied Orientation, Pearson Education, 2025 or Latest Edition. 4. William G. Zikmund, Barry J. Babin, Jon C Carr, Mitch Griffin; Business Research Methods, Cengage India Private Ltd., 2013 or Latest Edition.			
Web Resources:	1. OnlineSurvey Software and Tools QuestionPro 2. Qualtrics XM: The Leading Experience Management Software 3. https://dataverse.harvard.edu 4. https://www.statista.com 5. https://www.kaggle.com/datasets			

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Title of the Course	Legal Aspects of Business
Course Code	MGA-5007
Number of Credits	2
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learner	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To familiarize students with legal aspects relevant for necessary compliance while making business decisions.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Understand the structure and functioning of the Indian legal system.	PSO 1		
	CO 2. Apply knowledge of company, competition, consumer and property laws in business contexts.	PSO 1		
	CO 3. Analyze and interpret core legal frameworks applicable to businesses in India.	PSO 1		
	CO 4. Evaluate legal cases and business scenarios for compliance and decision making.	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Indian Legal System & Contract Law Indian Legal System: Structure and processes, Basics of the courtroom Legal procedures: Jurisdiction, writs, Civil and criminal courts, Appeals, Power of attorney, Registration of documents.	15	CO1, CO2	K2, K4

	Contract Act: Introduction, Essentials of a valid contract, Consideration, Free consent, Void Agreements, Breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, agency Incorporation, Memorandum and articles of association, Prospectus, Overview of shares and debentures.			
Module 2:	Company, Competition, Consumer & Property Laws Companies Act 2013: Nature and kinds of companies, Formation, Management, Meetings. Competition Act 2002: Anti-competitive agreements, Abuse of dominant position. Consumer Protection Act 2019: Rights of consumer, Forums, Grievance redressal. Transfer of Property Act 1882: Sale, Mortgage, Lease, Rights and liabilities.	15	CO2, CO3, CO4	K3, K4, K5
Pedagogy:	Lectures, case discussions, videos and group work to analyze the legal dimensions of business scenarios. Use of real case laws and judgments to understand the rationale and implications.			
Texts:	Taxmann, Nabhi's Business Law, Jain Book Agency, 2016 or Latest Edition.			
References/ Readings:	1. Singh, Avtar, Company Law, Eastern Book Co., 2009 or Latest Edition. 2. Singh, Avtar, Mercantile Law, Eastern Book Co., 2026 3. Malik, P. L, Labour and Industrial Law, Eastern Book Co, 2026. 4. Kapoor, N. D., Elements of Mercantile Law, Sultan Chand & Sons, 2020 or Latest Edition.			
Web Resources:	1. Indian Kanoon – https://indiankanoon.org 2. Searchable database of Indian court judgments and case laws relevant to business law. 3. Case: Balfour vs. Balfour (Contract Law - Intention to create legal relations). 4. https://indiankanoon.org/doc/875837/. 5. Case: Carlill v. Carbolic Smoke Ball Co. (Offer and Acceptance in Contracts). 6. https://indiankanoon.org/doc/1922457/. 7. Case: Tata Consultancy Services vs. State of Andhra Pradesh (Definition of Goods - Sales Tax) https://indiankanoon.org/doc/1134109/. 8. Case: DLF Ltd. v. Competition Commission of India (Abuse of Dominance). 9. https://indiankanoon.org/doc/587032/. 10. National Consumer Disputes Redressal Commission Cases https://ncdrc.nic.in/.			

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Discipline Specific Elective (DSE) Courses

Title of the Course	Essentials of Business Analytics
Course Code	MGA-5201
Number of Credits	2
Theory/ Practical	Practical
Level	400
Effective from AY	2026-27
New Course:	Yes
Bridge Course/Value added Course:	No
Course for advanced learners:	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To apply the analytical tools and techniques to interpret complex datasets, derive actionable insights, and support strategic business decisions.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Present data insights clearly and persuasively using appropriate visualizations.			PSO 1
	CO 2. Apply probability models to the business solution.			PSO 1
	CO 3. Apply statistical tools and techniques to analyze business data.			PSO 1
	CO 4. Design dashboards, reports, or predictive models using software tools.			PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Descriptive Analytics Visualizing and Exploring Data: Histogram, Bar chart, scatter plot, Coxcomb Chart, tree map. Descriptive statistical measures: Measure of Central Tendency, Measure of	20	CO1, CO2	K2, K3

	Variation, Skewness and Kurtosis, Probability theory: Addition theorem, Conditional probability, Total probability theory, Bayes theorem, Random Variable, Moments, Probability distribution: Binomial, Poisson, Normal, Exponential distributions.			
Module 2:	Testing Hypothesis Sampling Techniques, Confidence Intervals, Testing Hypothesis, Types of Errors, Significance level and rejection region, P-value, Z-test for single proposition, Double proposition, Single mean, Difference of mean, Student's t-test: for single mean, Difference of mean, Paired t-test, Fisher's F-test for variance.	20	CO3, CO4	K3, K6
Module 3:	Predictive Analytics Chi-square test for Goodness of fit, Test for independence, ANOVA (one-way Classification and two-way classification), Sign test, Mann-Whitney U-Test, Kruskal-Wallis H-Test. Regression Analysis: Finding the Best-Fitting Regression line, Validation of the simple linear regression model, Forecasting techniques: Moving Average, Exponential Smoothing Models, Introduction to data mining.	20	CO3, CO4	K3, K6
Pedagogy:	Practical/ project work/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis & Decision Making, South-Western College Publishing, 2014 or Latest Edition.			
References/ Readings:	1. James R. Evans, Business Analytics: Methods, Models, and Decisions, Pearson Education Inc., 2019 or Latest Edition. 2. Walter R. Paczkowski, Business Analytics Data Science for Business Problems, Springer Nature, 2022 or Latest Edition. 3. Richard Vidgen, Sam Kirshner and Felix Tan, Business analytics - A management approach, Bloomsbury Academic, 2019 or Latest Edition. 4. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis Sweeney, Thomas A. Williams, Business Analytics, Cengage Learning India Pvt. Ltd., 2022 or Latest Edition.			
Web Resources:	1. www.statstutorials.com 2. www.analyzemath.com			

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Title of the Course	Sustainable Development
Course Code	MGA-5202
Number of Credits	2
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To provide the fundamental knowledge and skills necessary to incorporate sustainable development principles into business strategies, operations and decision-making in order to create long-term value while addressing environmental and social concerns.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Understand the core principles of sustainable development and ESG frameworks and determine how they apply to business decision-making.	PSO 1		
	CO2. Analyze the impact of regulatory rules and stakeholder expectations on business sustainability practices.	PSO 1		
	CO3. Apply sustainability principles to create business plans for sustainable operations.	PSO 2		
	CO4. Evaluate sustainability reports and business activities to ensure compliance with SDGs and ESG criteria.	PSO 2, PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level

Module 1:	Foundations of Sustainable Development in Business Introduction: Concept, Principles of sustainable development, Sustainable Development Goals (SDGs) and the Environmental, Social and Governance (ESG) framework, Stakeholder Theory and CSR: Identifying and engaging stakeholders, CSR policies and practices in India and globally, Policy and Regulatory framework: Environmental laws, Climate agreement, India's sustainability policies and industry compliances.	15	CO1, CO2	K2, K4
Module 2:	Strategic Integration of Sustainability in Business Sustainable Business strategy: Integrating sustainability with business models, Circular economy and inclusive growth strategy, Sustainable Operation: Life cycle analysis, Green logistics, Sustainable acquisition and waste management, Sustainability measurement and reporting: KPIs for sustainability, Integrated and sustainability reporting tools, Sustainability challenges and innovations across industry.	15	CO3, CO4	K3, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Jeffrey Hollender, Bill Breen, Peter Senge, The Responsibility Revolution: How the Next Generation of Businesses Will Win, Jossey-Bass Inc Pub., 2010 or Latest Edition.			
References/ Readings:	1. Bob Doppelt, Leading Change toward Sustainability A Change-Management Guide for Business, Government and Civil Society, Routledge, 2010 or Latest Edition. 2. Daniel C. Esty, Andrew Winston, Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value and Build Competitive Advantage, Wiley, 2009 or Latest Edition. 3. Holliday, Charles O. , Philip Watts, Stephan Schmidheiny, Walking the Talk: The Business Case for Sustainable Development, Berrett-Koehler Publishers, 2002 or Latest Edition. 4. Information Resources Management Association, Sustainable Development: Concepts, Methodologies, Tools and Applications, GI Global, 2017 or Latest Edition. 5. Jeffrey D. Sachs, Ban Ki-moon, The Age of Sustainable Development, Columbia University Press, 2025 or Latest Edition.			

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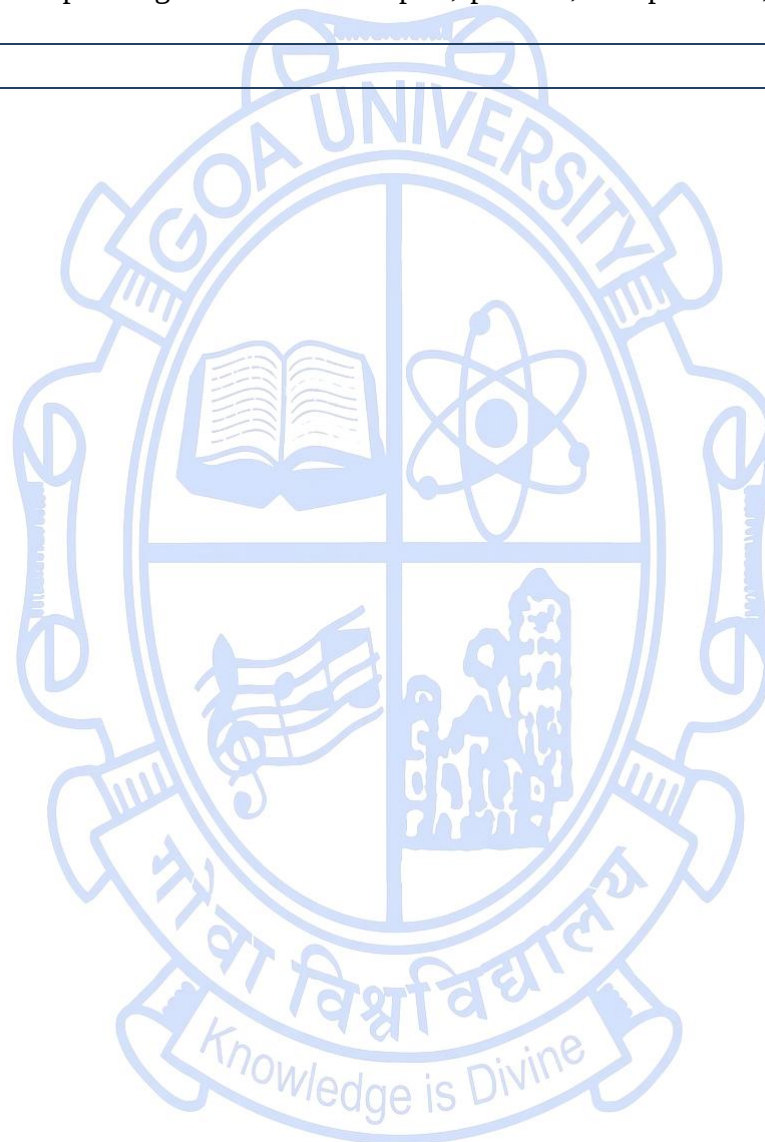
Title of the Course	Corporate Governance and Ethics
Course Code	MGA-5203
Number of Credits	4
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	1. To provide an insight into the concept, issues, practices and legal framework of Corporate Governance in India. 2. To equip students with the knowledge to apply ethical principles in business decision-making.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. To understand and analyze corporate governance structures and conceptual framework structures.	PSO 1, PSO 2		
	CO 2. To evaluate key legal provisions and governance practices across different types of organizations.	PSO 2, PSO 3		
	CO 3. To evaluate the effectiveness of boards through their structure, responsibilities, training, and performance assessment processes.	PSO 2, PSO 3		
	CO 4. To examine the integration of business ethics into organizational structure, design codes of conduct, and evaluate ethical policies and practices.	PSO 3		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Overview of Corporate Governance	15	CO1	K2, K4,

	Concept, Theories of corporate governance, OECD principles, Benefits, Shareholder activism and changing role of institutional investors, Business ethics vs Corporate governance, Issues in corporate governance, Management vs. Ownership, Majority vs Minority.			K5
Module 2:	Legislative Framework of Corporate Governance in India Legislative provisions of corporate governance in Companies Act 2013. Listed companies, Unlisted companies, PSUs, Banks and insurance companies. Corporate policies and disclosures: Various policies and disclosures to be made as per regulatory requirements / voluntarily made as part of good governance. Board of Directors: Types, Composition, Roles, Duties and responsibilities, Training.	15	CO2	K2, K3, K4, K5
Module 3:	Board Effectiveness Composition and structure, Duties and liabilities, Board committee: Types, Constitution, Scope, Terms of reference and accountability and performance appraisals, Directors' Training, Development and familiarization. Performance evaluation of Board and Management: Evaluation of the performance of the Board as a whole, Individual director (including independent directors and Chairperson), Various committees of the Board and of the management.	15	CO3	K2, K3, K4
Module 4:	Ethics & Business Business Ethics, Organization structure and ethics, Code of ethics, Indian ethos, Designing code of conduct, Policies, Fair practices and frameworks.	15	CO4	K2, K4 K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	1. Fernando, A. C. Business ethics and corporate governance. Pearson, 2012 or Latest Edition. 2. Fernando, A. C., Muraleedharan, K. P., Satheesh, E. K., Corporate governance: Principles, policies and practices, Pearson, 2018 or Latest Edition.			
References/ Readings:	1. Khanka, S. S., Business ethics and corporate governance, S. Chand Publishing, 2014 or Latest Edition. 2. Mallin, C. A., Corporate governance, Oxford University Press, 2018 or Latest Edition. 3. Sarkar, J., Sarkar, S., Corporate governance in India, SAGE Publications India Pvt. Ltd., 2012 or Latest Edition. 4. Fernando, A. C. Business ethics and corporate governance. Pearson, 2012 or Latest Edition. 5. Khanka, S. S., Business ethics and corporate governance, S. Chand Publishing, 2014 or Latest Edition.			

	6. Tricker, B., Corporate governance: Principles, policies, and practices, Oxford University Press, 2019 or Latest Edition.
Web Resources:	www.icsi.edu

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SEMESTER II

Discipline Specific Core (DSC) Courses

Title of the Course	Financial Management
Course Code	MGA-5008
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To introduce fundamentals of financial management for basic financial decision making.	
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO
	CO1. Understand company's financial disclosure policies and compliance accounting conventions and standards by assessing the components of its annual reports.	PSO 1
	CO2. Analyze company's financial statements and use financial ratios to evaluate organizational performance.	PSO 1
	CO3. Understand the fundamental principles of financial management such as time value of money, cost of capital and capital structure theories.	PSO 1
	CO4. Apply capital budgeting techniques to evaluate long term investment decisions.	PSO 1

	CO 5. Evaluate strategies for managing working capital components such as cash, inventory, and receivables to maintain liquidity and profitability of the company.		PSO 1	
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Elementary Analysis of Annual Reports Concepts and conventions of accounting, Basic Accounting Standards, Reading of annual report, Balance Sheet, Profit and loss account, Cash flow statements, Directors' report, Auditor's report, Notes to accounts.	5	CO1	K2
Module 2:	Analysis of Financial Statements Comparative statement analysis, Common size statement analysis, Ratio analysis: Liquidity, efficiency, profitability, solvency and market ratios.	10	CO1, CO2	K4, K5
Module 3:	Capital Budgeting Decisions Scope of financial management, Creating shareholder value, Agency issues, Time value of money, Forecasting cash flows, Estimation of project cost, Techniques of capital budgeting: Net Present Value, Internal rate of return, Discounted payback, Profitability index, Cost of Capital: Meaning and concept, Calculation of weighted average cost of capital, Capital structure and leverage: Concept.	15	CO3, CO4	K2, K3
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Stanley Block, Geoffrey Hirt, Bartley Danielsen, Foundation of Financial Management, McGraw Hill, 2016 or Latest Edition.			
References/ Readings:	1. Chandra, Prasanna, Financial Management: Theory and Practice, Tata McGraw-Hill, 2022 or Latest Edition. 2. Higgins, Analysis for Financial Management, McGraw-Hill Higher Education, 2017 or Latest Edition. 3. N. Ramchandran, Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw-Hill Pvt Ltd., 2017 or Latest Edition. 4. Pandey, I.M., Financial Management, Vikas Publishing House Pvt. Ltd., 2015 or Latest Edition.			

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Title of the Course	Marketing Management
Course Code	MGA-5009
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To familiarize students with marketing concepts, frameworks and theories.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Understand various marketing mix elements for an organization's effective functioning			PSO 1
	CO 2. Analyse the organizational marketing environment.			PSO 1
	CO 3. Evaluate market segmentation, targeting and positioning			PSO 1
	CO 4. Apply the impact of the consumer buying process on marketing decisions.			PSO 1
	CO 5. Evaluate marketing decisions of organizations with an understanding of the consumer and competition.			PSO 1
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Marketing Marketing mix, Marketing Environment: Internal and external environment, Creating and delivering Customer value, Competition: strategies adopted by leaders, Followers, Challengers and niches.	5	CO1, CO2	K2, K4

Module 2:	Consumers Behaviour Concept of market segmentation, Basis for segmenting consumer markets, Consumer behaviour, Buying process and decision-making process. Types of buying behaviour, Organisational buying behaviour.	10	CO3, CO4	K5, K3
Module 3:	Marketing Decisions Product portfolio decisions, Product Life Cycle (PLC), Determinants and methods of pricing, Channels of distribution, Promotional tools, Integrated marketing communication.	15	CO4, CO5	K4, K5
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Kotler, Philip, Keller Kevin, Koshy Abraham, Jha Mithileshwar; Marketing Management: A South Asian Perspective, Pearson Education India, 2009 or Latest Edition.			
References/ Readings:	1. Baines, Paul, Chris, Fill, Kelly, Page Sinha, Piyush Kumar, Marketing Management; Oxford Press, India, 2013 or Latest Edition. 2. Blythe, J., Essentials of Marketing, Prentice Hall, 2001 or Latest Edition. 3. Majarao, Simon, The Essence of Marketing; Prentice Hall of India Limited, New Delhi, 1993 or Latest Edition. 4. Ramaswami, Namkumari, Marketing Management Global Perspective, McMillan India Ltd., New Delhi, 2009 or Latest Edition.			

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Title of the Course	Macro-Economics
Course Code	MGA-5010
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/Value added Course	No
Course for advanced learners:	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To understand and apply macroeconomic concepts to business decision-making.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Understand the economic performance and its impact on business decisions.			PSO 1
	CO 2. Evaluate the causes and consequences of economic fluctuations and long-term growth.			PSO 1
	CO 3. Evaluate the impact of fiscal and monetary policies on overall economic and business activities.			PSO 1
	CO 4. Analyze real-world economic data and news to make informed decisions.			PSO 1
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	National Income, Theory of Income & Employment National income concepts, Models of national income determination, Usefulness of national income accounting, Circular flow of national income, Economic indicators, Say's Law of market, Classical theory of employment, Keynesian theory of income and	15	CO1, CO2, CO4	K4, K5

	employment, Principle of effective demand, Income determination for Open economy, IS-LM analysis and their policy implication for monetary and fiscal policies.			
Module 2:	Economic Planning & Growth Evolution of planned development in India, Economic reforms: Industrial policy, Sectoral reforms, Disinvestment in public enterprises, Factors determining economic growth, Overview of theories of economic growth, Monetary and Fiscal policy for economic growth, Open economy: Balance of payments, Capital mobility, Exchange rates.	15	CO2, CO3, CO4	K4, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	N. Gregory Mankiw, Mark P. Taylor, Macroeconomics, Cengage Learning India Pvt. Ltd., 2017 or Latest Edition.			
References/ Readings:	1. Frederic S. Mishkin, Macroeconomics: Policy & Practice, Pearson Education and Prentice Hall of India, 2016 or Latest Edition. 2. Nellis, Joseph G. and David Parker, The Essence of Business Economics; Prentice–Hall of India Pvt. Ltd., New Delhi, 1997 or Latest Edition. 3. R.T. Froyen, Macroeconomics: Theories and Policies, Pearson Education and Prentice Hall of India, 2014 or Latest Edition. 4. Samuelson, Paul A. and William D. Nordhaus, Economics, Tata McGraw–Hill, 2019 or Latest Edition.			
Web Resources:	1. https://worldbank.org 2. https://rbi.org.in 3. https://mospi.gov.in 4. https://imf.org 5. https://fred.stlouisfed.org			

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Title of the Course	Management Accounting
Course Code	MGA-5011
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To understand and apply the concepts, techniques, and practices of management accounting for business decision making.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Understand various management accounting techniques and their relevance to contemporary business environments.	PSO 1		
	CO2. Apply the management accounting concepts in different business scenarios.	PSO 1		
	CO3. Analyze various types of costs and demonstrate how cost affects managerial decisions.	PSO 1		
	CO4. Apply appropriate costing techniques to determine product or service costs.	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction Meaning and objectives of cost accounting, Concepts of costs, Classifications and elements of cost, Methods and techniques of costing, Meaning and objectives of	10	CO1, CO2	K2, K3

	management accounting, Tools and techniques of management accounting, Preparation of cost sheet.			
Module 2:	Marginal Costing Meaning of marginal costing, Breakeven analysis, Cost-Volume Profit analysis, Profit-Volume ratio, Margin of safety, Difference between marginal costing and absorption costing, Applications of marginal costing in short-term decision making: Pricing decision, Make or buy decisions, Accept or reject an order, Limiting factor analysis, Replacement decision, Evaluation of alternative choices, Subcontracting, Expansion of business, Shutdown or continue decision.	10	CO1, CO3, CO4	K2, K3, K4
/Module 3:	Activity Based Costing (ABC) & Variance Analysis Meaning and significance of ABC, Steps in ABC system, ABC vs traditional costing, Cost pools and cost drivers, Materials, labour, Fixed overhead and variable overhead variance. Budgeting & Budgetary Control Fixed and flexible budgets, Types of budgets, Zero-based budgeting.	10	CO1, CO3, CO4	K2, K3, K4
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Colin Drury, Cost and Management Accounting, Cengage Learning; 2007 or Latest Edition.			
References/ Readings:	1. William Lanen, Shannon Anderson, Michael Maher, Fundamentals of Cost Accounting, Tata McGraw Hill Publication, 2022 or Latest Edition. 2. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar, Management Accounting, Pearson Education Publication, 2011 or Latest Edition. 3. Khan M., Jain P., Management Accounting, McGraw-Hill Education, 2017 or Latest Edition. 4. Hansen Don, Mowen Maryanne, Management Accounting, South-Western/Thomson Learning, 2007 or Latest Edition.			
Web Resources:	1. https://www.cimaglobal.com 2. https://www.imanet.org 3. https://www.accountingcoach.com 4. https://www.corporatefinanceinstitute.com			

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Title of the Course	Human Resource Management
Course Code	MGA-5012
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To understand the practice HR activities of an organisation.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Understand the fundamental concepts, objectives, and challenges of Human Resource Management.			PSO 1
	CO 2. Apply key HR functions in real-world HR situations.			PSO 1
	CO 3. Evaluate the strategic importance of HR functions.			PSO 1
	CO 4. Analyse the role and impact of employee relations, trade unions, and industrial relations in organizational settings.			PSO 1, PSO 2
	CO 5. Evaluate the significance of employee welfare, health orientation, and workplace well-being in promoting organizational effectiveness.			PSO 1, PSO 2
Content:		No. of hours	Mapped to CO	Cognitive Level

Module 1:	Fundamentals of HR Management Concepts and perspectives, Corporate objectives and challenges of HR, Job analysis: Job description and Job specifications, Human resource planning.	10	CO1, CO3	K2, K5
Module 2:	Human Resource Functions Recruitment and selection, Compensation and reward management: Job evaluation, Performance management, Competency assessment and development, Training and development.	10	CO2, CO3	K3, K5
Module 3:	Employee Relations & Trade Unions Trade Unions, Negotiations, Grievance redressal and conflict management, Employee empowerment, Employee health orientation and managing sickness/absenteeism.	10	CO4, CO 5	K4, K5
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Dessler, Gary, A Framework for Human Resource Management, Pearson Education India, 2012 or Latest Edition.			
References/ Readings:	1. Armstrong M, Taylor S., Armstrong's Handbook of Human Resource Management Practice, Kogan Page, 2020 or Latest Edition. 2. John Ivancevich, Human Resource Management, Tata McGraw Hill, 2016 or Latest Edition. 3. Noe R A, Hollenbeck JR, Gerhart B and Wright P M., Human Resource Management: Gaining a competitive advantage, McGraw Hill, 2022 or Latest Edition. 4. P. Jyothi, D.N. Venkatesh, Human Resource Management, Oxford 18 University Press, 2012 or Latest Edition.			

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Title of the Course	Leadership
Course Code	MGA-5013
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To introduce the concepts of leadership and developing leaders at work-place			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Understand dimensions of leadership.	PSO 1		
	CO 2. Analyse impact of organizational factors on leaders.	PSO 1		
	CO 3. Assess people on their leadership potential.	PSO 1		
	CO 4. Analyse different contexts of leadership.	PSO 2		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Leadership Leadership and person, Personality, cultural values and ability, Leadership that gets results, Playing to your strengths, Emotional intelligence, Models of leadership, Leadership and followership, Leadership theories: Traits, situational and functional leadership, Leadership and power, Leadership and influence: Interpersonal conflict and negotiation, Leadership in groups and teams.	5	CO1	K2

Module 2:	Leadership & Organisation Organizations as complex systems: Strategy, structure and environment, Organizational culture, Leading organizations, Leading teams: Design and structure, Leadership and communication, Leadership in organizations, Leading change.	10	CO2	K2
Module 3:	Leadership Development Identifying potential leaders, Leader development Vs leadership development in organisation, Process of leadership development, Developmental readiness of employees, Tools and interventions for developing leadership.	10	CO3	K3, K4
Module 4:	Special Leadership dimensions Identifying potential dark / negative leadership, Corrective measures, Public leadership, Education leadership, Spiritual leadership, Transformational leadership, Leadership in different types of organisations: Small businesses, Family business, multinational, etc.	5	CO4	K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	RL Hughes, RC Ginnett, GJ Curphy, Leadership: Enhancing the Lessons of Experience, Tata McGraw Hill, 2014 or Latest Edition.			
References/ Readings:	1. J. Owen, The Leadership Skills Handbook, Kogan Page Publishing, 2020 or Latest Edition. 2. James Kouzes, Barry Posner, The Leadership Challenge, Jossey-Bass, 2022 or Latest Edition. 3. WG Rowe, L. Guerrero, Cases in Leadership, Sage Publications, 2010 or Latest Edition. 4. JH Zenger, JR Folkman, The New Extra ordinary Leader, Tata McGraw Hill, 2019 or Latest Edition.			

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Title of the Course	Strategic Management
Course Code	MGA-5017
Number of Credits	2
Theory/ Practical	Theory
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To create an awareness of strategic tools used for industry and firm-level analyses.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Understand core strategy concepts.	PSO 1		
	CO 2. Analyse internal/external environments using strategy tools.	PSO 1		
	CO 3. Analyse the firm's internal capabilities.	PSO 1		
	CO 4. Apply strategies to attain a sustainable competitive advantage	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Strategy Strategy meaning and importance, Elements of strategy, Strategic Intent: Vision, Mission, Goals and objectives of the company, Evolution of strategic management, Build and sustain competitive advantage, Strategic management process, Levels of strategy, Approaches to strategic decision making.	10	CO1	K2

Module 2:	Scanning the Environment Company's external environment (Porter's 5 Forces Analysis, Political Economic Social Technological Environmental Legal (PESTEL) Analysis), Company's internal environment: Resource capability, Value chain analysis, Strength, Weakness, Opportunity, Challenges (SWOC) analysis, BCG Matrix, GE- Cell Matrix.	10	CO2, CO3	K4
Module 3:	Strategy Formulation Generic strategies: Low cost, Broad differentiation, Focused differentiation, Focused low cost, Best cost strategy, Strategies of growth, stability and renewal, Types of growth strategies, Value and diversification, Corporate strategy.	10	CO4	K3
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III, Arun K. Jain, Crafting and Executing Strategy, McGraw-Hill Education, 2022 or Latest Edition.			
References/ Readings:	1. Bowman, Cliff, The Essence of Strategic Management, Prentice Hall of India Private Ltd., New Delhi, 1995 or Latest Edition. 2. Charles Hill, Gareth Jones, Essentials of Strategic Management, South Western, 2012 or Latest Edition. 3. Faulkner, David, Cliff Bowman, The Essence of Competitive Strategy, Prentice Hall of India Private Ltd., New Delhi, 1995 or Latest Edition. 4. Thomas Wheelen, David Hunger, Strategic Management and Business Policy, Pearson Education Inc., 2012 or Latest Edition.			

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Title of the Course	AI Fundamentals for Managers
Course Code	MGA-5018
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/Value added Course	No
Course for advanced learners	No

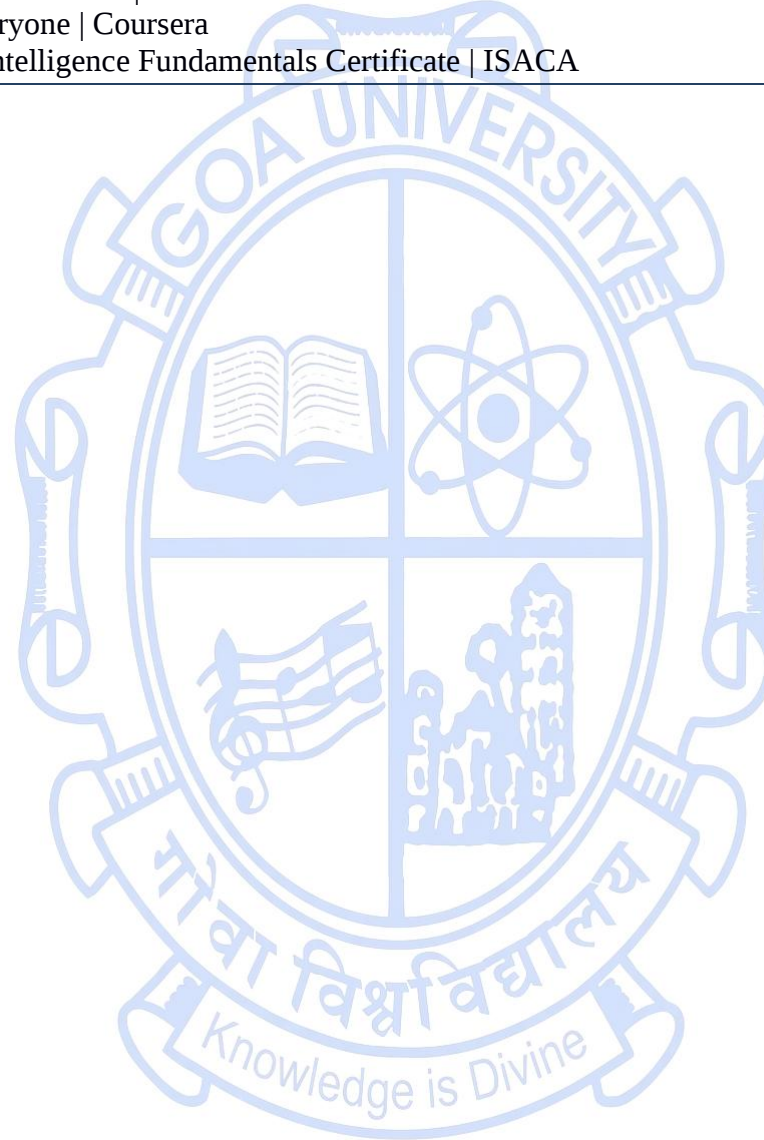
Pre-requisites for the Course:	Nil			
Course Objectives:	To understand the techniques to solve domain-specific problems in marketing, human resources and financial decision-making.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Understand the core concepts of Artificial Intelligence (AI)	PSO 1		
	CO 2. Identify practical applications of AI across various business domains.	PSO 1		
	CO 3. Evaluate AI tools and solutions in terms of their capabilities, limitations, and relevance to specific business problems.	PSO 1		
	CO 4. Analyze real-world business scenarios to determine where and how AI can add value.	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Fundamentals of AI	10	CO1	K2

	Nature and abilities of AI, Types of learning, Overview of generative AI, Machine learning and deep learning, Fields of application of AI: Processing of natural language, Image processing, Expert systems, Robotics, Emotional AI, Ethics and fairness of AI, Drivers of AI, Legal framework for the use of AI, Challenges in the use of AI, Red flags in handling AI.			
Module 2:	Marketing Applications of AI Customer service: Chatbots, Virtual Agents, Digital assistants, Social Bots, Social media listening. Voice Marketing: Voice branding, Voice engine optimization, Voice commerce, Voice integration. Customer acquisition and advertising design: AI-Supported customer acquisition, AI-Supported analysis of advertising messages, AI-Supported advertising planning, Dynamic pricing, Optimization of product development and customer experience.	10	CO2, CO3, CO4	K3, K4, K5
Module 3:	HR and Finance Applications of AI Human resource management: Strategic HR planning, AI-Supported recruitment, Capture and analysis of resumes, Matching of candidates and job requirements, Onboarding of new employees, Talent management, Performance management, Incentivization, Employee retention management. Financial services: Wealth management, High frequency trading, Fraud detection, Fraud prevention.	10	CO2, CO3, CO4	K3, K4, K5
Pedagogy:	Laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Ralf T. Kreutzer, Understanding Artificial Intelligence Fundamentals, Use Cases and Methods for a Corporate AI Journey, Springer, 2024 or Latest Edition.			
References/ Readings:	1. Doug Rose, Artificial Intelligence for Business, Pearson Education, 2020 or Latest Edition. 2. Osondu Oguike, A First Course in Artificial Intelligence, Bentham Science Publishers, 2021 or Latest Edition. 3. Sandeep Kumar Panda, Vaibhav Mishra, R. Balamurali, Ahmed A. Elngar, Artificial Intelligence and Machine Learning in Business Management - Concepts, Challenges, and Case Studies, CRC Press, Taylor & Francis, 2022 or Latest Edition. 4. Sudhi Sinha, Khaled Al Huraimel, Reimagining Businesses with AI, Wiley, 2020 or Latest Edition.			

Web Resources:

1. Google AI Essentials | Coursera
2. AI For Everyone | Coursera
3. Artificial Intelligence Fundamentals Certificate | ISACA

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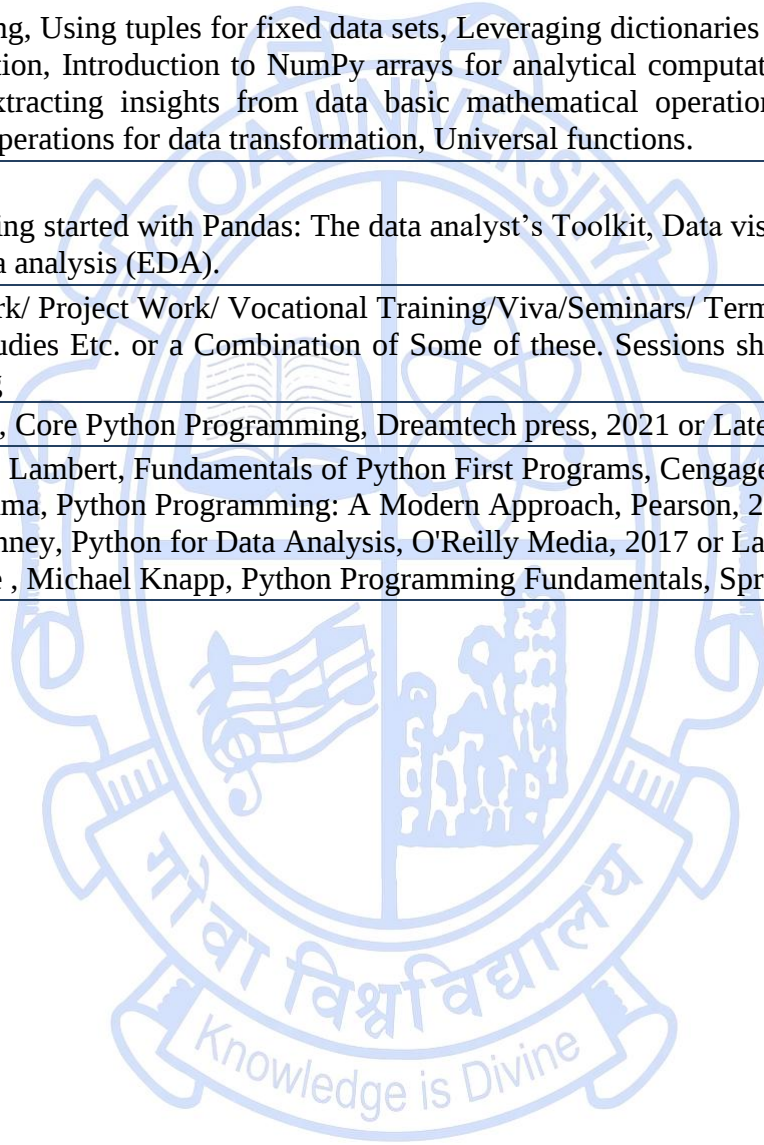
Discipline Specific Elective (DSE) Courses

Title of the Course	Python for Managers
Course Code	MGA-5207
Number of Credits	2
Theory/ Practical	Practical
Level	400
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To make students use the Python programming language to work with data.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Apply the basics of programming in the Python language.	PSO 1		
	CO 2. Demonstrate coding tasks related to various concepts of data analytics.	PSO 1		
	CO 3. Analyze the coding tasks related to the fundamental techniques to solve real world problems of business analytics	PSO 1		
	CO 4. Examine Python syntax and semantics and be fluent in the use of Python flow control, core data structures and data visualization libraries.	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Python Python data types and variables, Operators in python input, Output and control flow.	20	CO1	K2

Module 2:	Working with Lists For data handling, Using tuples for fixed data sets, Leveraging dictionaries for key-value data representation, Introduction to NumPy arrays for analytical computation, Indexing and slicing: Extracting insights from data basic mathematical operations on arrays: Element-wise operations for data transformation, Universal functions.	20	CO1, CO2, CO3	K4
Module 3:	File Handling In Python, Getting started with Pandas: The data analyst's Toolkit, Data visualization for exploratory data analysis (EDA).	20	CO2, CO3, CO4	K5
Pedagogy:	Laboratory Work/ Project Work/ Vocational Training/Viva/Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning			
Texts:	Nageswara Rao, Core Python Programming, Dreamtech press, 2021 or Latest Edition.			
References/ Readings:	1. Kenneth. A. Lambert, Fundamentals of Python First Programs, Cengage, 2024 or Latest Edition. 2. Vamsi Kurama, Python Programming: A Modern Approach, Pearson, 2018 or Latest Edition. 3. Wes Mc Kinney, Python for Data Analysis, O'Reilly Media, 2017 or Latest Edition. 4. Kent D. Lee , Michael Knapp, Python Programming Fundamentals, Springer, 2015 or Latest Edition.			

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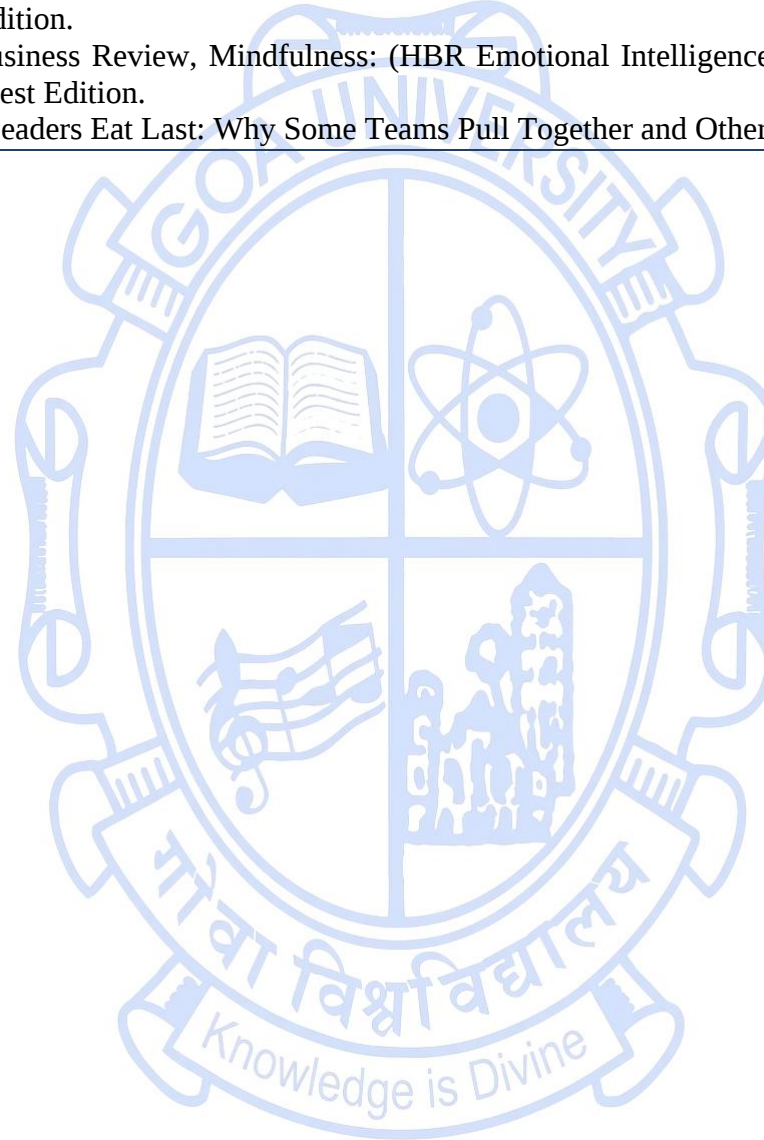
Title of the Course	Mindfulness at Workplace
Course Code	MGA-5205
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To enable students to take mindful decisions at the workplace.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Analyze the scientific basis and core principles of mindfulness in relation to prevalent workplace challenges such as stress, burnout and attention deficits.	PSO 1		
	CO 2. Apply evidence-based mindfulness techniques to enhance personal well-being, emotional regulation and focused attention in professional settings.	PSO 1		
	CO 3. Evaluate the impact of mindful leadership on team dynamics, organizational culture and strategic decision-making.	PSO 1		
	CO 4. Design a preliminary mindfulness intervention or strategy to address a specific management challenge within an organizational context.	PSO 2		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Mindfulness	6	CO1	K1

	And its Business Case: Defining mindfulness, Understanding modern workplace pressures, The Neuroscience and psychology of mindful attention, Neural basis of attention, emotion regulation and executive function, The stress response cycle, Psychological constructs: Cognitive defusion, decentering, self-awareness.			
Module 2:	Mindful Communication Four steps to mindful communication. How mindful speaking and listening affects personal and work relationships. Practical techniques for focusing attention during communication. 7 minutes of Meditation 10 March 15 Practical Strategies for Mindful Communication Mindful speaking techniques, The value of mindful speech cultivating individual mindful capacity for managers: Mindful stress reduction and emotional regulation, Identifying personal and team stressors, Mindful approaches to stress reduction: Breath, pausing, acceptance, Emotional intelligence and mindful emotion regulation strategies.	8	CO2	K2
Module 3:	Mindful Decision-Making Enhancing Focus, Productivity, and Decision-making, Mindful attention training for increased focus and concentration, Combating multitasking and digital distractions, Mindful decision-making: Pausing before reacting, considering multiple perspectives.	8	CO3	K3, K4
Module 4:	Mindful Leadership and Team Dynamics The Mindful Leader: Presence, empathy and compassion, Leading with compassion and authenticity, Building trust and psychology, Mindful communication and conflict resolution, Navigating difficult conversations, Integrating mindfulness into organizational strategy and culture: The role of HR and senior leadership in championing mindfulness.	8	CO4	K3
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Chaskalson, M., Holt, C., The Mindful Workplace: Developing Resilient Individuals and Resonant Organisations, John Wiley & Sons, 2016 or Latest Edition.			
References/ Readings:	1. Goleman, D., Altered Traits: Science Reveals How Meditation Transforms Your Mind, Brain, and Body, Avery, 2017 or Latest Edition.			

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| | <ol style="list-style-type: none">2. Joseph Goldstein, Mindfulness: A Practical Guide to Awakening, Sounds True, Group of Wisdom Publishers, 2013 or Latest Edition.3. Harvard Business Review, Mindfulness: (HBR Emotional Intelligence Series), Harvard Business Review Press; 2017 or Latest Edition.4. Sinek, S., Leaders Eat Last: Why Some Teams Pull Together and Others Don't, Portfolio, 2017 or Latest Edition. |
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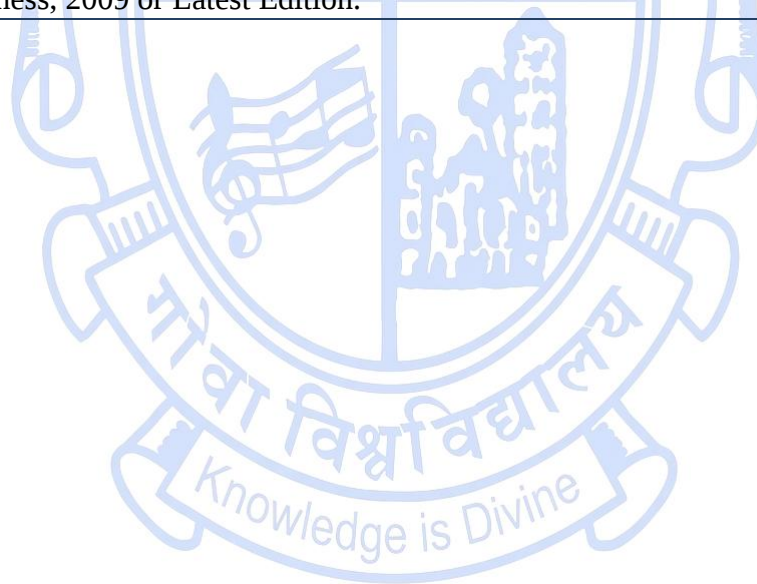


Title of the Course	Design Thinking
Course Code	MGA-5208
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To help learners develop creative thinking skills and apply design-based approaches/tools.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. To understand the design-based thinking approach to solving problems.			PSO 1
	CO 2. To analyse unstructured information into well-framed, solvable problems.			PSO 1
	CO 3. To apply templates of ideation.			PSO 3
	CO 4. To use design thinking to enhance customer experience.			PSO 1
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Basics of Design Thinking Concept of design thinking and its significance in business, Creative thinking process and problem-solving approaches, Design Thinking approach and its objective, The four stages of Design Thinking Process: Empathize, Define, Ideate, Prototype, Implement, Design Thinking and customer centrality.	15	CO1, CO4	K2, K6
Module 2:	Ideation & Creative Problem Solving	15	CO2,	K4, K3

	Observing and assimilating information, Templates of ideation like brainstorming, Systems thinking, Mapping customer experience for ideation, User-focused design, Solving problems through innovative design concepts and Creative solutions.		CO3	
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	E. Balaguruswamy, Developing Thinking Skills (The way to Success), Khanna Book Publishing Company, 2025 or Latest Edition.			
References/ Readings:	1. Jeanne Liedtka, Tim Ogilvie, Designing for Growth: A Design Thinking Tool Kit for Managers, Columbia Business School Publishing, 2023, or Latest Edition. 2. Michael Lewrick, Patrick Link, Larry Leifer, The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems, Wiley, 2023 or Latest Edition. 3. Tenny Pinheiro, The Service Startup: Design Thinking Gets Lean, CreateSpace Independent Publishing, 2022 or Latest Edition. 4. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperBusiness, 2009 or Latest Edition.			

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SEMESTER III

Research Specific Elective (RSE) Courses

Human Resource Management

Title of the Course	Recruitment and Selection
Course Code	MGA-6000
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip participants with tools and techniques for manpower planning, recruitment and selection.	
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO
	CO1. Analyse and use hiring forecasting techniques.	PSO 1, PSO 3
	CO2. Apply effective hiring tools and hiring techniques to source, appraise, and recruit potential employees from both internal and external sources.	PSO 1, PSO 2, PSO 3, PSO 4
	CO3. Design ethical recruiting practices leveraging technology and organizational culture to ensure person-job fit and overall organizational success.	PSO 1, PSO 2, PSO 3

	CO4. Evaluate job analyses and develop competency-based manpower plans that take into account both internal and external organizational aspects		PSO 1, PSO 3, PSO 4	
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Manpower Planning: Forecasting Methods, Factors affecting and Designing a Manpower Plan; Job Analysis: Methods and Sources, Defining Competencies, Role in Recruitment and Selection, External and Internal factors	10	CO1 CO4	K4
Module 2:	Effective Recruitment Tools: Identification of Talent, Sources of Talent – Internal & External, Criteria for recruitment, Screening, Validity and Reliability of Selection Instruments, Conducting Tests (including psychometric), Selection Methods including interviews, assessment centres. Modern hiring tools and data-driven techniques - AI-based screening and digital assessment methods	10	CO2	K3 and K5
Module 3:	Culture and on-boarding: Organisation Culture & Person-Job Fit, Challenges, Ethics, Impact on Individual, Team, and Organizational Effectiveness Induction, On-boarding, Mentoring.	10	CO3	K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	D Arthur; Recruiting, Interviewing, Selecting & Orienting New employees; Prentice Hall India; 2013 or Latest Edition			
References/ Readings:	1. R Edenborough; Assessment Methods in Recruitment, Selection & Performance; Kogan Page; 2007 or Latest Edition 2. Carrie A Picardi; Recruitment and Selection: Strategies for Workforce Planning & Assessment; Sage Texts; 2020 or Latest Edition 3. Dipak Kumar; Recruitment and Selection – Theory and Practices; Cengage Learning; 2016 or Latest Edition 4. Gerard V McMohan; Recruitment and Selection – How to get it Right; Prentice Hall India; 2006 or Latest Edition			

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Title of the Course	Learning and Development
Course Code	MGA-6001
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To enable the participants to design and deliver Learning & Development programs.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Analyse Training Needs	PSO 1		
	CO 2. Design L&D initiatives.	PSO 1, PSO 3, PSO 4		
	CO 3. Deliver L&D initiatives.	PSO 3, PSO 4		
	CO 4. Evaluate L&D effectiveness.	PSO 1, PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Aligning L&D strategy with Business Strategy and organisational goals. Discussing the role of L&D in talent management, engagement, and succession planning; Applying Adult Learning Principles, Social Learning Theory (Bandura), and Experiential Learning (Kolb). Exploring the 70:20:10 Model and the concept of Continuous Learning	10	CO1	K3, K4

Module 2:	Frameworks and Tools: ADDIE model (Analysis, Design, Development, Implementation, Evaluation). Developing Learning Objectives using Bloom's Taxonomy; Microlearning, Gamification, and Storytelling in L&D; TNA: Organisation, Task, and Person Analysis. Identifying the gap between current and required performance, Using L&D Technology & Tools: Learning Management Systems (LMS), Virtual Reality (VR)/Augmented Reality (AR); Blended learning methods	10	CO1, CO2	K3, K4, K5
Module 3:	Strategies for Successful Program Delivery: Instructional Techniques, L&D Organisation and Trainers' Roles, Learning Orientation, Overcoming resistance; Kirkpatrick's Four Levels of Evaluation, Calculating Return on Investment (ROI) for L&D programs. Designing effective evaluation instruments.	10	CO3, CO4	K5, K6
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Devendra Agochiya; Every Trainer's Handbook; Sage Publications; 2009 or Latest Edition			
References/ Readings:	1. P.N. Blanchard; J W Thacker; V A Anand Ram; Effective Training; Pearson; 2015 or Latest Edition 2. Raymond Noe; Employee Training and Development; Mc.Graw-Hill Education; 2019 or Latest Edition 3. Dipak Kumar Bhattacharya; Training and Development – Theories and Applications; Sage Textbooks; 2015 or Latest Edition 4. Rolf P Lynton; Training for Development; Sage India; 2015 or Latest Edition			

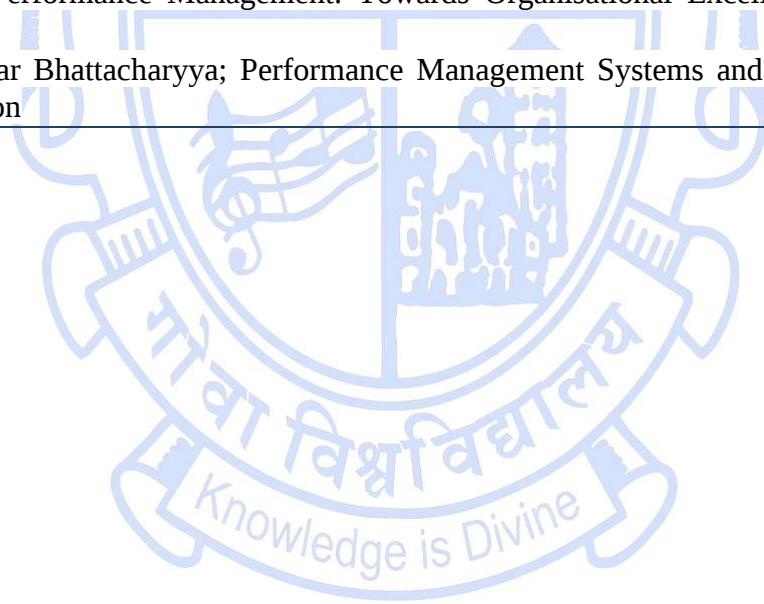
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Title of the Course	Performance Management
Course Code	MGA-6002
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners:	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To design and implement a performance management system in various organisational contexts.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Design effective performance management systems.			PSO 1, PSO 2, PSO 3, PSO 4
	CO2. Set SMART objectives for employees			PSO 1, PSO 2
	CO3. Analyse and select appraisal methods			PSO 1, PSO 3
	CO4. Conduct performance reviews and provide feedback			PSO 1, PSO 2, PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Relationship between Strategy and Business Performance, Purpose of Performance Management Systems, Effective Performance Management Systems, Interpersonal Dynamics in Performance Management, Cultural Factors in	15	CO1	K6

	Performance Management, Mapping Competencies for Effective Performance, Performance Management Process.			
Module 2:	Performance appraisal, feedback and employee development Setting SMART objectives, Understanding and Designing Performance Appraisal Systems, Performance Appraisal Methods, Documentation, Role of Appraisers, Performance Feedback and Coaching, Conducting Performance Review meetings, performance & reward systems, Legal and Ethical Considerations, Auditing Performance Management Process.	15	CO2, CO3, CO4	K3, K4, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Michael Armstrong; Armstrong's Handbook of Performance Management; Kogan Page; 2022 or Latest Edition			
References/ Readings:	1. Herman Aguinis; Performance Management; Pearson Education; 2013 or Latest Edition 2. A.S. Kohli; T. Deb; Performance Management, Oxford Higher education Press; 2009 or Latest Edition 3. T.V. Rao; Performance Management: Towards Organisational Excellence; Sage Publications; 2015 or Latest Edition 4. Dipak Kumar Bhattacharyya; Performance Management Systems and Strategies, Pearson Publication; 2011 or Latest Edition			

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Title of the Course	Compensation and Benefits Management
Course Code	MGA-6003
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participants with the necessary skills and techniques for designing effective compensation and benefit systems.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Demonstrate understanding of ethical and sustainable compensation practices for organisational long-term growth			PSO 3
	CO2. Evaluate and select compensation systems based on pay structures, equity analysis and budgeting to ensure fair, competitive and performance-driven pay.			PSO 1, PSO 2
	CO3. Create equitable compensation systems using job evaluation techniques, wage regulations and regulatory frameworks, ensuring strategic remuneration practices.			PSO 1, PSO 2, PSO 3, PSO 4
	CO4. Design benefit, perquisite and reward systems to improve employee motivation, engagement and retention in a variety of business environments.			PSO 1, PSO 2, PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level

Module 1:	Compensation fundamentals: Job Evaluation and Strategic Compensation, Methods of Job Evaluation, Principles of Compensation, Compensation Structures, Labour Market Concept; National Wage Policy: Objectives, Concepts, Wage Law, Implications in Income Tax, Professional Tax, PF, ESIC, Bonus and other labour acts, Compensation Management in MSMEs	10	CO1	K4, K6
Module 2:	Compensation design: Compensation Determination, Pay Grades, Economic Principles; External Equity: Salary Surveys, Salary Components; Compa-Ratio, Cost-to-Company Structure, Fixed remuneration, Variable Pay, Rationale and Design in Executive/ Workmen Compensation, Take Home Pay, Designing an Increment Cycle, Budgeting	12	CO1, CO3	K3, K5
Module 3:	Benefits and Perquisites: Benefits and Perquisites: Rationale, Key Concepts, Principles of Designing a Benefits/Perquisites Program, Types of Benefits and Perquisites, Reward and Recognition Systems	08	CO1, CO3	K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	GT Milkovich; JM Newman; CSV Ratnam; Compensation; Mc Graw Hill; 2017 or Latest Edition.			
References/ Readings:	1. DK Bhattacharya; Compensation Management, Oxford Higher Education; 2009 or Latest Edition 2. RL Henderson; Compensation Management in a knowledge-based world; Pearson Publishing; 2005 or Latest Edition. 3. Joseph J Martocchio; Strategic Compensation; Pearson Education; 2020 or Latest Edition. 4. Jerry M. Newman; Barry Gerhart; et al Compensation; McGraw Hill; 2020 or Latest Edition.			

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Title of the Course	Organizational Development
Course Code	MGA-6004
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To equip participants with tools and techniques for organisational change and development initiatives, for transforming organisations			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Demonstrate understanding of organisational analysis frameworks.			PSO 1
	CO 2. Diagnose Organisations for effectiveness.			PSO 1, PSO 3, PSO 4
	CO 3. Design change management interventions.			PSO 1, PSO 2, PSO 3, PSO 4
	CO 4. Assess Consultancy as a career option			PSO 1, PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Strategic Foundations and Diagnosis: Continuous Transformation & Business Agility. Systems Thinking; OD's role in the VUCA/BANI (Volatile, Uncertain, Complex, Ambiguous / Brittle, Anxious, Non-linear, Incomprehensible) world.	10	CO1	K2, K3

	Aligning OD with Digital Strategy and Strategic Workforce Planning; Entry, Contracting, and Ethical OD.			
Module 2:	Diagnosis Methods: Data-Driven & Systemic Diagnosis. Organisational Network Analysis (ONA), sentiment analysis, and predictive analytics. Diagnosing the Shadow Organization; Diagnosing systemic inequities and bias; Feedback and OD, OD Interventions: Individual and Interpersonal Interventions, Team / Group Interventions, Inter-group Interventions, Comprehensive Interventions, Success and Failure of OD, Future of OD & New Perspectives.	10	CO2, CO3	K3, K4, K5
Module 3:	Agile OD Interventions and Digital Transformation: Individual and Interpersonal Interventions: Coaching for Resilience; feedback models for high-performance; Agile Team and Group Interventions-Interventions for Hybrid Work, Virtual teams; Large -Scale Systemic Transformation; OD for Cultural Transformation; Modern Management Consulting & OD.	10	CO2, CO3	K3, K4, K5
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	French, Bell, Organisational Development; Sage Publishing; 2008 or Latest Edition.			
References/ Readings:	1. S Allcorn; Organisational Dynamics and Intervention – Tools for changing workplace; Prentice Hall India; 2015 or Latest Edition 2. Simon A Bertonshaw-Gunn; Essential Tools for Management Consulting; Wiley & Sons; 2010 or Latest Edition 3. Richard Newton; The Management Consultant; Pearson; 2010 or Latest Edition 4. Dipak Kumar Bhattacharya; Organisational Change and Development; Oxford University Press; 2011 or Latest Edition			

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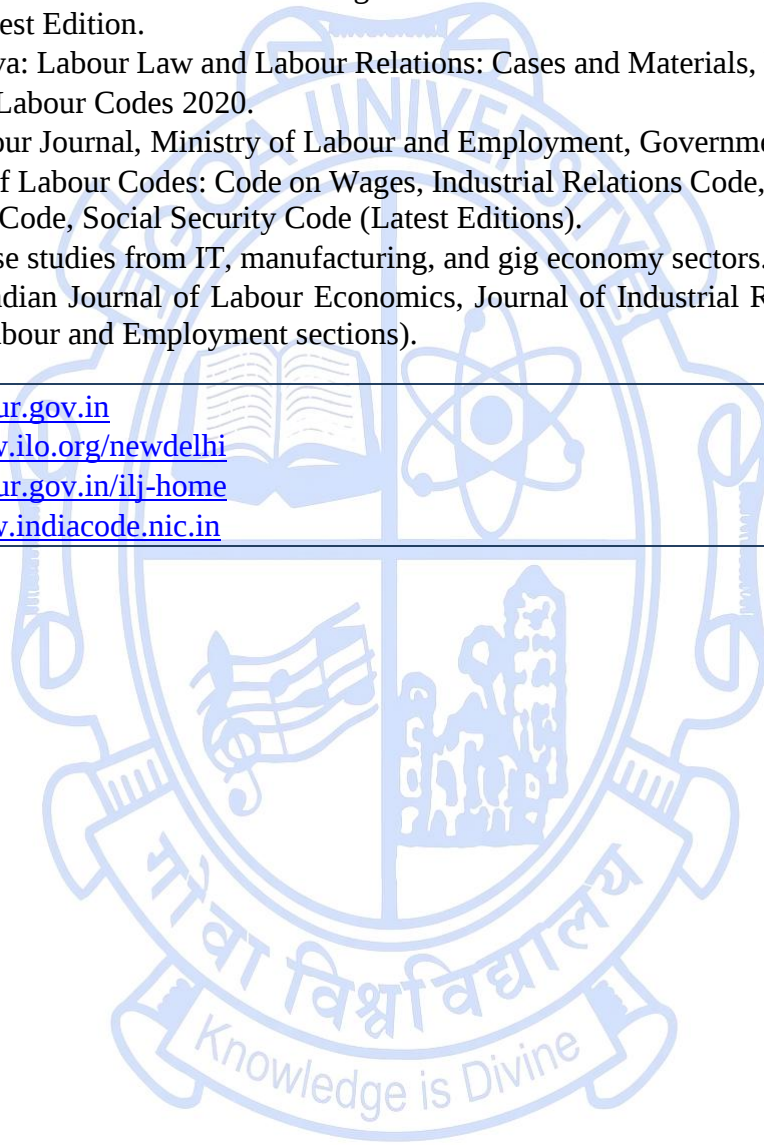
Title of the Course	Labour Laws and Industrial Relations
Course Code	MGA-6005
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026 – 2027
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	Yes

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participants with skills to apply the legal framework related to industrial relations and labour laws to HR decisions			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1: Understand the core concepts, frameworks, and current statutory provisions in labour laws and industrial relations.			PSO 1
	CO2: Analyse causes and consequences of industrial disputes and apply dispute resolution methods in a workplace situation.			PSO 1, PSO 3
	CO3: Identify the role of trade unions, collective bargaining, workers' participation and grievance redressal mechanisms in industry.			PSO 1, PSO 3
	CO4: Apply knowledge of labour codes and compliance to manage employee relations.			PSO 1, PSO 3, PSO 4
	CO5: Evaluate recent trends, including the gig economy, technological change, and policy reforms affecting labour rights and industrial relations.			PSO 1, PSO 2, PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level

Module 1:	Foundations of Labour Laws and Reforms: Evolution and objectives of Indian labour laws: Historical context and rationale. Key Legislation: The Industrial Disputes Act (1947), Factories Act (1948), Minimum Wages Act (1948), and Maternity Benefits Act (1961), Overview of consolidated labour codes: Code on Wages (2019), Industrial Relations Code (2020), Occupational Safety, Health and Working Conditions Code (2020), and Social Security Code (2020). Legal definitions: 'Industry', 'Workman', and 'Employer' under the new codes. The shift from multiple statutes to unified codes and its impact on compliance, worker rights, and business operations. Employment Relationships and Social Security Nature and scope of employment relations: regular, contract, and gig workers. Universal minimum wage, fixed work hours, overtime, and special provisions for gig/platform workers. Social security provisions, gratuity, provident fund, and insurance for all categories of workers.	15	CO1	K1, K2
Module 2:	Industrial Relations in the Modern Economy: Industrial Dispute Prevention and Resolution Mechanisms for dispute resolution: Conciliation, Arbitration, Adjudication, and Tribunal processes under the Industrial Relations Code. Standing Orders, disciplinary processes, and domestic enquiries: Best practices and compliance. Strikes, lockouts, layoffs, retrenchment, closure: Legal procedures, rights, and protections. Unfair labour practices and remedies under current legislation. The role and challenges of trade unions in contemporary industrial relations. Collective bargaining: Strategies, legal frameworks, and current trends in digital/remote workplaces. Technological changes, gig economy, diversity policies, and AI-driven HR practices impacting industrial relations.	15	CO2, CO3, CO4, CO5	K3, K4, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	B. Pai, Labour Law in India, Lexis Nexis, 2001 or Latest Edition.			

References/ Readings:	1. L. Malik, K.D. Srivastava: Law Relating to Trade Unions and Unfair Labour Practices in India, Eastern Book Co., 2002 or Latest Edition. 2. C. Srivastava: Labour Law and Labour Relations: Cases and Materials, Vikash Publishing, 2020 or Latest Edition. 3. Bare Acts: Labour Codes 2020. 4. Indian Labour Journal, Ministry of Labour and Employment, Government of India (monthly publication). 5. Bare Acts of Labour Codes: Code on Wages, Industrial Relations Code, Occupational Safety, Health and Working Conditions Code, Social Security Code (Latest Editions). 6. Industry case studies from IT, manufacturing, and gig economy sectors. 7. Journals: Indian Journal of Labour Economics, Journal of Industrial Relations (SAGE), Economic and Political Weekly (Labour and Employment sections).
Web Resources:	1. https://labour.gov.in 2. https://www.ilo.org/newdelhi 3. https://labour.gov.in/ilj-home 4. https://www.indiacode.nic.in

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Title of the Course	Negotiations and Conflict Management
Course Code	MGA-6006
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participants with techniques of negotiation, collective bargaining and conflict management at workplace			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Demonstrate understanding of the negotiation process, plan an approach to negotiation and apply principles of negotiation	PSO 1, PSO 3, PSO 4		
	CO2. Apply collective bargaining principles	PSO 1, PSO 2, PSO 3, PSO 4		
	CO3. Identify origins of conflict and apply conflict management approaches	PSO 1, PSO 2, PSO 3		
	CO4. Formulate conflict-resolution and grievance-redressal systems.	PSO 1, PSO 3, PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Contracts & Negotiation Issues for Negotiation: Charter of Demands Contract Pre-negotiation- Preparing the scope of negotiation Costing of Labour Contracts, The Negotiation Process - Preparing for Negotiation Communication Style Breaking	10	CO1	K1, K2, K5

	Deadlock Negotiation Strategy and Tactics Dealing with tough tactics Closing Successfully Negotiating Integrative Agreements Review of Negotiation			
Module 2:	Collective Bargaining: Characteristics Critical Issues in Collective Bargaining Collective Bargaining – Approaches Role of Government in Collective Bargaining, Levels of Bargaining Managerial Prerogatives Challenges Approaches, Phases and Administration of the Agreement	10	CO2	K2, K3
Module 3:	Conflict and Grievance Management: Conflict Dynamics and Conflict Management Role of Communication Origins of Conflict Dispute Prevention Assessment of Conflict Conciliation & Mediation Causes/Sources of Grievances, Legislative Aspects of a Grievance Procedure, Grievance Resolution	10	CO3	K1, K2, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Malhotra, D., M. Bazerman; Negotiation Genius; NY: Bantam Dell; 2008 or Latest Edition.			
References/ Readings:	1. Stone; Patton; Heen, Difficult Conversations; NY: Viking Press; 2010 or Latest Edition 2. John Mattock; J Ehrenborg; How to be a better Negotiator; Kogan Page Publishing; 2012 or Latest Edition 3. Deborah Kolb; Jessica Porter; Negotiating at Work: Turning Small Wins into Big Gains; Jossey-Bass; 2015 or Latest Edition 4. Johnson C; Keddy J; Managing Conflict at Work; Kogan Page; 2010 or Latest Edition 5. Roger Fisher, William L. Ury, Bruce Patton, Getting to Yes, Deckle Edge, 3 May 2011;			
Web Resources:	1. https://ebooks.inflibnet.ac.in/mgmt01/chapter/collective-bargaining/ 2. https://kredily.com/a-guide-for-hr-professionals-for-conflict-resolution-in-workplace/			

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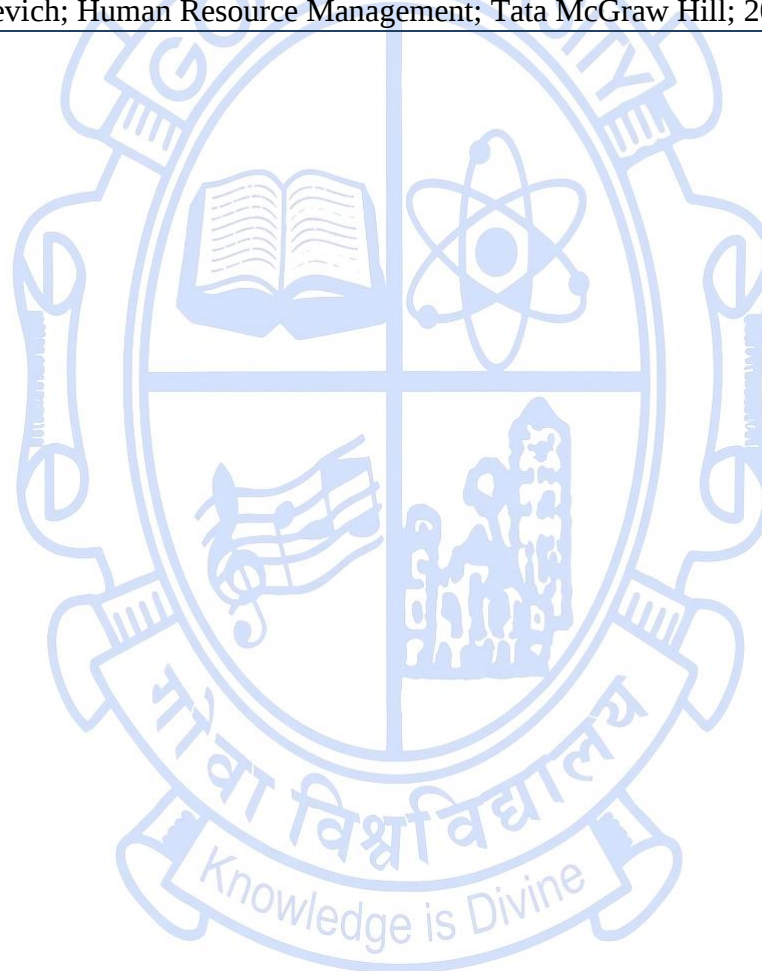
Title of the Course	Advanced Human Resource Management
Course Code	MGA-6007
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	Yes

Pre-requisites for the Course:	NIL			
Course Objectives:	To practice HR activities of an organisation with reference to Recruitment, Performance Appraisal mechanisms, Compensation Strategies, HR issues in multinational organisations			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Design recruitment and selection strategy	PSO 1		
	CO 2. Plan training interventions and performance appraisal mechanisms	PSO 3		
	CO 3. Design compensation strategies in different organisational settings	PSO 3		
	CO 4. Design organisational development interventions	PSO 4		
	CO 5. Evaluate the role of global issues in HR in international organisations	PSO 1		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Recruitment & Selection: Manpower Planning, Job Analysis, Job Description and Job Specification, Understanding the various ways of Recruitment and Selection, Recruitment and Selection Strategies adopted by companies, Effectiveness of	15	CO1	K1, K2,

	Recruitment and Selection methods, Hiring the best fit, Audit. selection methods, conduct of selection tests & interviews; Evaluate Jobs; Design Compensation plan and Reward strategies			
Module 2:	Learning, Development and Managing Performance: Training Need Analysis, Methods of Training, Training Design, Transfer of Training Program, Assessing Effectiveness of Training. Overview of performance appraisal, Impact of culture and systems, Performance Planning, Performance Management process, designing a performance appraisal form, Employee Participation, Managing subordinate performance, Feedback	15	CO2	K3, K4
Module 3:	Employee Compensation: Job Evaluation and Job worth – methods and importance, application of motivational theories while designing compensation, Compensation Surveys, Development of salary structures, Budgeting Process, Alignment with business strategies, Understanding the various components of a compensation package, Non-monetary benefits, Secrecy of salaries, Linkage with Performance Management, Wages in an IR scenario, Taxation. Competency assessment; Design and delivery of training programs;	10	CO3	K4, K5
Module 4	Organization Development: History of OD, Foundations of OD, Action Research, Structural Interventions, Team Interventions, Comprehensive Interventions, Training Interventions, OD Strategies implemented by other companies, Change Development, Change Models, Future of Organizational Development Employee wellness and Grievance Redressal: Designing mechanisms for grievance redressal, Dispute Resolution and Conflict Management	10	CO4	K4
Module 5	International HRM: Differentiation of companies in terms of location, work force and policies, Expatriate Compensation, Understanding the various cultural factors that affect International HRM, Understanding the various functions of HRM and its implementation in international context, International HRM strategies adopted by various MNCs.	10	CO 5	K4
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Dessler, Gary; A Framework for Human Resource Management; Pearson Education India; 2012 or Latest Edition.			

References/ Readings:	1. Noe R A, Hollenbeck JR, Gerhart B and Wright P M; Human Resource Management: Gaining a competitive advantage; McGraw Hill;2022 or Latest Edition. 2. Armstrong M, Taylor S; Armstrong’s Handbook of Human Resource Management Practice; Kogan Page, 2020 or Latest Edition. 3. P. Jyothi, D.N. Venkatesh; Human Resource Management; Oxford 18 University Press; 2012 or Latest Edition. 4. John Ivancevich; Human Resource Management; Tata McGraw Hill; 2016 or Latest Edition.
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Marketing Management

Title of the Course	Brand Management
Course Code	MGA-6008
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil		
Course Objectives:	To equip participantss with skills to appreciate the Brand Management System in Organisations and use it to manage an organisations' Brand portfolio		
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO	
	CO 1. Demonstrate understanding of aspects of Brand Management, Brand Architecture and Brand Mantra	PSO 1, PSO 4	
	CO 2. Ability to analyse data from Brand Audit and consumer behaviour to make specific Branding decisions	PSO 1, PSO 2, PSO 4	
	CO 3. Ability to make decisions based on firm-specific data on the 4 Ps impacting Brand Equity	PSO 1, PSO 2, PSO 3, PSO 4	
	CO 4. Ability to evaluate the decision impact of a firm's marketing decisions on Brand Building	PSO 1, PSO 2, PSO 3, PSO 4	
Content:		No. of	Mapped Cognitive

		hours	to CO	Level
Module 1:	Introduction to Brands: The rationale for Building Brands, Branding Challenges and Opportunities, Brand Equity – Concepts, Measures and Elements, Brand Design, Brand Management Process, Customer-based Brand Equity, Crafting Brand Positioning, Brand Building and Brand Value Chain.	10	CO1	K1, K2, K3
Module 2:	Brand Strategy: Brand Equity Building, Product Strategy, Pricing Strategy Channel Strategy, Communication Strategy, Brand Leveraging, Brand Audits, Brand Equity Management System, Measuring Brand Outcomes and Market Performance.	10	CO1, CO2, CO3, CO4, CO5	K2, K3, K4, K5, K6
Module 3:	Managing Brands: Brand reinforcement, revitalising brands, Brand Portfolio Management, Brand Extension, E-Branding, Umbrella Branding, Brand architecture strategy, Brand Hierarchies, Corporate Branding, and Global Brand Strategy.	10	CO2, CO4	K2, K4, K5
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Kevin Keller, Vanitha Swaminathan Ambi Parameswaran; Strategic Brand Management: Building, Measuring, and Managing Brand; Pearson; 2020 or Latest Edition.			
References/ Readings:	1. Kirti Dutta; Brand Management, Principles, and Practices; Oxford University Press; 2022 or Latest Edition. 2. Tapan Panda; Product and Brand Management; Oxford University Press; 2016 or Latest Edition. 3. Jean-Noël Kapferer; The New Strategic Brand Management; Kogan Page; 2012 or Latest Edition. 4. Johny Johansson, Kurt Carlson; Contemporary Brand Management; SAGE Publications; 2014 or Latest Edition.			

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Title of the Course	Integrated Marketing Communications
Course Code	MGA-6009
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To equip the participants with skills to design and implement Integrated Marketing Communication (IMC) strategies that align with organizational goals and enhance brand equity.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Apply the concepts used in integrated marketing communications to real-life situations.	PSO 1, PSO 2, PSO 3, PSO 4		
	CO 2. Analyse the structure, functions, and services of different types of advertising agencies and their contribution to IMC.	PSO 1, PSO 4		
	CO 3. Evaluate and select media for the IMC campaign plan.	PSO 1, PSO 2, PSO 3, PSO 4		
	CO 4. Develop an IMC campaign plan and assess its effectiveness.	PSO 1, PSO 2, PSO 3, PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Role of IMC - Promotional Mix, Type of advertising agencies, services offered by various agencies, Criteria for selecting the agencies and	10	CO1, CO2	K3

	evaluation, Client agency relationship, Role of Client in IMC, Target Marketing Process.			
Module 2:	Communication Models and Ad Design: Models of Communication, Response Process, Involvement and Cognitive Processing of Communication, Source, Message and Channel Factors, Creativity Strategy and Process in Advertising, Appeals and Execution Style, Ad Design and Copywriting.	10	CO2	K3, K4
Module 3:	Media Buying, Planning, and Evaluation: Determining Promotional Objectives, DAGMAR Approach, Budgeting Methods and Approaches, Media Buying, Developing the Media Plan, Evaluation and Follow-up of Media, and Emerging Media Trends. Measuring Advertising Effectiveness, Advertising Testing Process.	10	CO3, CO4	K5, K6
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	George Belch, Michael Belch & Keyoor Purani; Advertising & Promotion- An Integrated Marketing Communications Perspective; TATA McGraw Hill; 2021 or Latest Edition			
References/ Readings:	1. Sandra Moriarty, William Wells, Nancy Mitchell; Advertising & IMC: Principles and Practice; Pearson; 2021 or Latest Edition 2. Kenneth Clow; Integrated Advertising, Promotion and Marketing Communications; Tata McGraw-Hill; 2014 or Latest Edition 3. Jaishri Jethwaney & Shruti Jain; Advertising Management; Oxford University Press; 2012 or Latest Edition 5. Ritu Narang; Advertising, Selling & Promotion; Pearson; 2020 or Latest Edition 4. Clow, K. E., & Baack, D., Integrated advertising, promotion, and marketing communications (9th ed.). Pearson 2023 or Latest Edition.			

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Title of the Course	Consumer Behaviour
Course Code	MGA-6010
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To equip the participants with skills to analyse consumer behaviour and its impact on marketing decision-making and strategy formulation.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Compare and contrast various models of consumer decision-making.			PSO 1
	CO 2. Analyse the impact of the consumer decision-making process on formulating marketing strategies.			PSO 1,2
	CO 3. Evaluate internal and external factors that influence consumer decision-making.			PSO 1,3
	CO 4. Formulate marketing strategies based on the understanding of consumer dynamics.			PSO 1,2,3,4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Market Segmentation, Consumption, Consumer Decisions and Outcomes, Models of Consumer Behaviour: Economic model, Psychological model, Pavlovian model, Input, Process, Output model, Sociological model, Howrath Sheth	10	CO1, CO2	K2, K3

	model, Engel-Blackwell- Kollat model, Model of family decision making, Nicosia model, A model of Industrial buying behaviour, Diffusion of Innovation and the Adoption Process.			
Module 2:	External and Internal Influences: Culture, Sub-Culture, Cross-Culture, Cultural Values, Demographics and Social Class, Family Decision Making and Household Life Cycle, Consumer Socialisation, Group Influences, Consumer Perception, Consumer Learning, Consumer Memory, Consumer Involvement, Motivation, Personality, Emotion, Consumer Attitudes, Self-Concept, and Lifestyles.	10	CO3	K4
Module 3:	Decision-making process: Situational Influences, Types of Consumer Decisions, Problem Recognition Process, Information Search Process, Alternative Evaluation and Selection, Outlet Selection and Purchase, Post-Purchase Processes: Dissonance, Disposition, Satisfaction, Dissatisfaction, Repeat Purchases, Customer Commitment. Differences between Organisational and Individual Buying Behaviour.	10	CO2 CO4	K5, K6
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Leon Schiffman, Leslie Kanuk and Joseph Wisenblit; Consumer Behavior; Pearson; 2019 or Latest Edition.			
References/ Readings:	1. David Mothersbaugh, Del Hawkin and Susan Kleiser and Amit Mookerjee; Consumer Behavior: building marketing strategy; Tata McGraw-Hill; 2022 or Latest Edition 2. Sangeeta Sahney; Consumer Behaviour; Oxford University Press; 2017 or Latest Edition. 3. Michael Solomon; Consumer Behaviour; Pearson; 2020 or Latest Edition. 4. S. Ramesh Kumar, Leon Schiffman, Leslie Lazar Kanuk; Consumer Behaviour; Pearson; 2019 or Latest Edition			

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Title of the Course	Service Marketing
Course Code	MGA-6011
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip the participants with skills to design, deliver, communicate, evaluate, and manage service experiences.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Analyse customer expectations, perceptions, and satisfaction	PSO 1, PSO 3		
	CO2. Design service processes using service blueprinting and standards	PSO 1, PSO 3, PSO 4		
	CO3. Formulate service recovery, guarantee, and communication strategies	PSO 1, PSO 2, PSO 3		
	CO4. Evaluate service pricing strategies and performance control mechanisms	PSO 1, PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Characteristics of services, service marketing mix, GAPS Model, Service Expectations, Customer Perceptions, Customer satisfaction, Service Quality, Service Encounters, Servicescape	10	CO1	K4
Module 2:	Service Design and Delivery: Service innovations, Service blueprinting, Setting Service Standards, Customer-defined service standards and development, Service culture, the role of service employees, customer-oriented service delivery, roles of	10	CO2	K6

	customers, capacity constraints, demand patterns, matching capacity and demand strategies, yield management, waiting line strategies.			
Module 3:	Service Promises and Recovery: Service failure and recovery strategies, Service Guarantees, Service communication challenges, strategies to match service promises with delivery, customer's perception towards service pricing, approaches to pricing services, service evaluation and control.	10	CO3, CO4	K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; Services Marketing: Integrating customer focus across the firm; Tata McGraw-Hill; 2018 or Latest Edition.			
References/ Readings:	1. Vinnie Jauhari, Kirti Dutta; Services Marketing; Oxford University Press; 2017 or Latest Edition. 2. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee; Services Marketing: People, technology and strategy; World Scientific, 2021 or Latest Edition. 3. K. Douglas Hoffman, John E. G. Bateson; Services Marketing Concepts, Strategies,& Cases; South-Western College Publishing; 2016 or Latest Edition. 4. Jochen Wirtz, Christopher Lovelock, Jayanta Chatterjee, Gopal Das; Essentials of Services Marketing; Pearson; 2019 or Latest Edition.			

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Title of the Course	Retail Management
Course Code	MGA-6012
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participants with skills to manage modern retail formats in a competitive environment.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Analyse retail structures, formats, and methods of customer interaction			PSO 1
	CO2. Evaluate retail location decisions and design store layouts and visual merchandising plans			PSO 1, PSO 2, PSO 3
	CO3. Apply CRM and merchandise management systems			PSO 1, PSO 3
	CO4. Develop pricing, promotion, and retail communication strategies			PSO 1, PSO 2, PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Retailing: Retailing – Role, Relevance, functions and trends, Retail organization structure, Merchandise mix, Retail formats, methods of customer interaction, Retail in India and Global, Retail customer, Retail market segmentation, Evaluating retail performance.	10	CO1	K4

Module 2:	Store Location and Layout: Retail Location Strategies and Decisions, Types of Retail Locations, Site Selection Analysis, Estimate of Store Sales, Retail Location Theories, Location Assessment Procedures, Store Design and Layout, Visual Merchandising, Retail Space Management.	10	CO2	K5
Module 3:	CRM and Merchandising Planning, Buying, and Procurement: CRM in retailing, reviews and feedback mechanism, Merchandise – objectives, acquisition, control, handling, systems, Retail pricing – objectives, approaches and strategies, Promotion in Retailing: Advertising, Sales promotion, Store operations, new retail formats.	10	CO3, CO4	K3, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Michael Levy, Barton Weitz, Dhruv Grewal; Retailing Management; Tata McGraw Hill; 2021 or Latest Edition.			
References/ Readings:	1. Bajaj, Tuli and Srivastava; Retail Management; Oxford University Press; 2016 or Latest Edition. 2. David Gilbert; Retail Marketing Management; Pearson; 2006 or Latest Edition. 3. Swapna Pradhan; Retail Management: Text and Cases; Tata McGraw Hill; 2020 or Latest Edition 4. Barry Berman, Joel R. Evans, Patrali Chatterjee, and Ritu Srivastava; Retail Management: The strategic approach; Pearson; 2017 or Latest Edition			

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Title of the Course	Marketing Research
Course Code	MGA-6013
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To develop the ability to formulate market research questions and objectives, design appropriate research methodologies, collect and analyze consumer/market data, and derive actionable managerial insights to support effective decision-making.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Identify the marketing problems, gaps, needs, importance, relevance and significance for market research.			PSO 1
	CO 2. Develop an effective marketing research design tailored to various business contexts.			PSO 1
	CO 3. Design structured or semi-structured questionnaires aligned with research objectives.			PSO 1
	CO 4. Analyse qualitative and quantitative data using relevant tests and techniques in appropriate statistical software.			PSO 1
	CO 5. Interpret research findings from both qualitative and quantitative analysis and recommend actionable marketing decisions.			PSO 1
Content:		No. of hours	Mapped to CO	Cognitive Level

Module 1:	Introduction: Defining the marketing research problem, gap analysis, establishing the needs, importance, relevance and significance for market research, formulating research questions, research objectives and hypotheses and proposing a conceptual model with independent, dependent variables, mediators and moderators if applicable.	10	CO1	K2
Module 2:	Research Designs: Types of marketing research design (qualitative design, quantitative design, mixed methods), scales of measurement, content validity, inter-rater reliability, developing new scales, scaling techniques, scale evaluation, questionnaire design, sampling design process, sampling techniques, sample size determination.	10	CO2, CO3	K6
Module 3:	Data collection methods: Focus Groups, in-depth interviews, surveys, observation, netnography, data coding, cleaning, and adjustment for statistical analysis, data analysis using appropriate tests and statistical software, and marketing decisions based on the research findings.	10	CO4, CO5	K4, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	Satyabhushan Dash Naresh K Malhotra, Marketing Research An Applied Orientation, Pearson Education, 2025 or Latest Edition.			
References/ Readings:	1. Cooper D R., Schindler, Business Research Methods, Tata McGraw-Hill, New Delhi, 2017 or Latest Edition. 2. GC Beri, Arun Kumar Kaushik, Zillur Rahman, Marketing Research, Tata McGraw Hill, 2020 or Latest Edition. 3. Martin Eisend, Alfred Kuss, Research Methodology in Marketing: Theory Development, Empirical Approaches and Philosophy of Science Considerations, Springer Nature Switzerland AG, 2019 or Latest Edition. 4. Sunanda Easwaran, Sharmila Singh, Marketing Research Concepts, Practices and Cases, Oxford Press, 2006 or Latest Edition			

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Title of the Course	Sales and Distribution Management
Course Code	MGA-6014
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To equip the participants with skills to manage sales operations and distribution channels effectively and make informed sales-related decisions.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO 1. Apply the theories of selling to real-life situations	PSO 1, PSO 4		
	CO 2. Analyse sales force requirements, along with organising and controlling the sales force.	PSO 1		
	CO 3. Evaluate and examine various distribution channels.	PSO 1, PSO 3, PSO 4		
	CO 4. Design a personal selling process and develop a corresponding sales pitch.	PSO 1, PSO 2, PSO 3, PSO 4		
	CO 5. Develop a sales plan to optimise sales force efficiency and productivity	PSO 1, PSO 2, PSO 3, PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Sales Management Objectives, Sales Executives as Coordinators, Personal Selling, Buyer-Seller Dyads, Theories of Selling: AIDAS Theory, Right set	10	CO1, CO4	K3, K6

	of circumstances Theory, Buying Formula Theory, and Behavioural Equation Theory, Types of Personal Selling Objectives, Market and Sales Potential, Sales-related Marketing Policies, Personal-Selling Strategy, Impact of Industry and Size of the firm on the distribution network.			
Module 2:	Sales Force Organisation: Effective Sales Executives, Sales Organisational Structures, Sales Personnel – Staffing, Training, Motivation, Compensation, Evaluation and Control of the Sales Force, Sales Forecasting Methods, Sales Budget and Targets, Sales Territory Management, Setting Quotas, Sales Control and Cost Management.	10	CO2 CO5	K4, K6
Module 3:	Channel Management Systems: Customer-Oriented Marketing Channel, Functions of Channel Partners, Selecting Channel Partners, Channel intensity, Managing Channel Partners, Supply Chain and Logistics, Channel Relationships Management, Managing the Channel Conflict, Channels Information System, Evaluation of Channel Performance, Differences 15 hours between consumer sales management and institutional sales management, Role of E-commerce in distribution sales.	10	CO3	K5
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Richard Still, Edward Cundiff, Norman Govoni and Sandeep Puri; Sales and Distribution Management: Decisions, Strategies & Cases; Pearson; 2017 or Latest Edition.			
References/ Readings:	1. K Krishna Havaladar and M V Cavale; Sales and Distribution Management: Text and Cases; Tata McGraw Hill; 2017 or Latest Edition. 2. David Jobber, Geoffrey Lancaster; Selling and Sales Management; Pearson; 2018 or Latest Edition. 3. William Cron and Thomas DeCarlo; Sales Management: Concepts and Cases; Wiley; 2010 or Latest Edition 4. Tapan Panda, Sunil Sahadev; Sales and Distribution Management; Oxford University Press; 2019 or Latest Edition			

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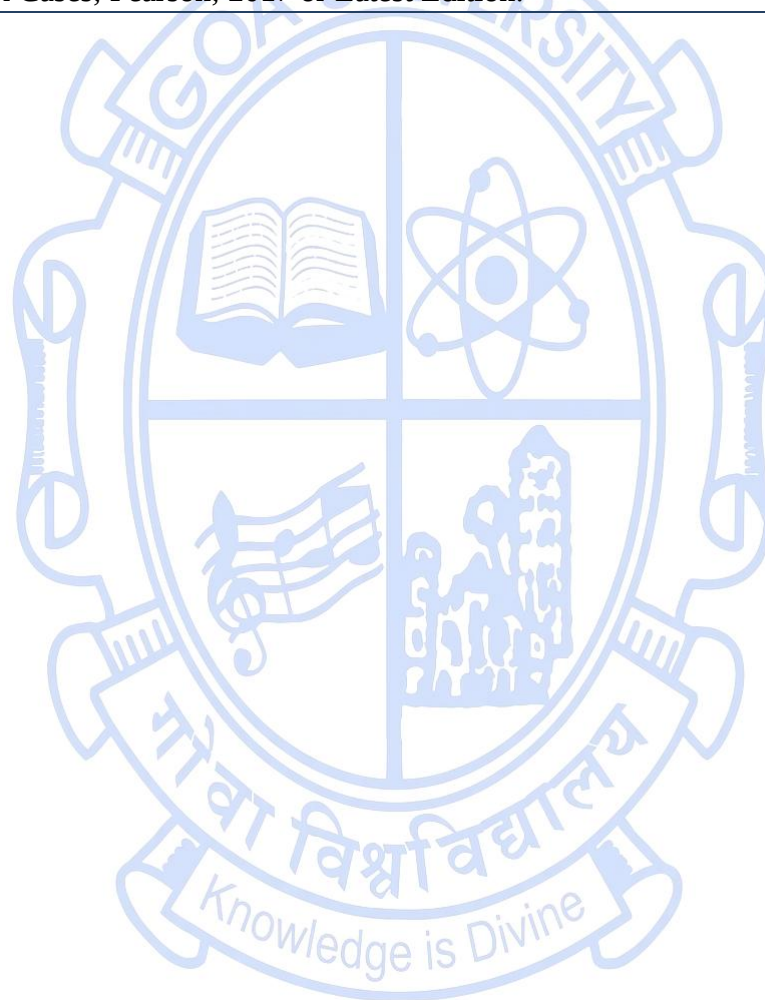
Title of the Course	Advanced Marketing Management
Course Code	MGA-6015
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participantss with the ability to understand and apply consumer behavior insights to develop effective marketing strategies, including managing product portfolios, building strong brands, designing integrated marketing communications, and making informed channel and distribution decisions.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Analyse the impact of the consumer decision-making process on the formulation of marketing strategies.			PSO 1
	CO 2. Evaluate the decision impact of a firm's marketing decisions on product performance.			PSO 3, PSO 4
	CO 3. Evaluate the decision impact of a firm's marketing decisions on brand building and creating brand equity			PSO 3, PSO 4
	CO 4. Develop an IMC campaign plan and assess its effectiveness.			PSO 1
	CO 5. Develop a sales plan to optimise sales force efficiency and productivity.			PSO 1
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	External and Internal influences and Consumer Decision-making: Group	15	CO1	K1, K2

	Influences, Situational Influences, Personal Influences, Types of Consumer Decisions, Problem Recognition Process, Information Search Process, Alternative Evaluation and Selection, Outlet Selection and Purchase, Post-Purchase Processes: Dissonance, Disposition, Satisfaction, Dissatisfaction, Repeat Purchases, Customer Commitment.			
Module 2:	Product Strategy and Competition: Product Strategy and Planning, Product Positioning, Product Differentiation Strategies, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, Product Eliminations.	10	CO2	K5
Module 3:	Brand Building and Creating Brand Equity: The rationale for Building Brands, Branding Challenges and Opportunities, Brand Equity – Concepts, Measures and Elements, Brand Design, Brand Management Process, Customer-based Brand Equity, Crafting Brand Positioning, Brand Building and Brand Value Chain.	10	CO3	K5
Module 4:	Unit 4: Ad Designing and Media Buying, Planning, and Evaluation: Creativity Strategy and Process in Advertising; Ad objectives; Ad Appeals; Ad Execution Style; Ad Design and Copywriting; Determining Promotional Objectives; DAGMAR Approach; Budgeting Methods and Approaches; Media Buying; Developing the Media Plan; Evaluation and Follow-up of Media; and Emerging Media Trends. Measuring Advertising Effectiveness, Digital Marketing content.	15	CO4	K3
Module 5:	Unit 5: Sales Force Organisation: Effective Sales Executives, Sales Organisational Structures, Sales Personnel – Staffing, Training, Motivation, Compensation, Evaluation and Control of the Sales Force, Sales Forecasting Methods, Sales Budget and Targets, Sales Territory Management, Setting Quotas, Sales Control and Cost Management.	10	CO5	K4, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	Kotler, P., Keller, K. L., Chernev, A., Sheth, J. N., & Shainesh, G., Marketing management (17th ed.). Pearson 2025 or Latest Edition			
References/ Readings:	1. Leon Schiffman, Leslie Kanuk and Joseph Wisenblit; Consumer Behavior; Pearson; 2019 or Latest Edition. 2. Majumdar R; Product Management in India; Prentice Hall India; 2007 or Latest Edition 3. Kevin Keller, Vanitha Swaminathan Ambi Parameswaran; Strategic Brand Management: Building, Measuring, and			

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| | <p>Managing Brand; Pearson; 2020 or Latest Edition.</p> <p>4. George Belch, Michael Belch & Keyoor Purani; Advertising & Promotion- An Integrated Marketing Communications Perspective; TATA McGraw Hill; 2021 or Latest Edition</p> <p>5. Richard Still, Edward Cundiff, Norman Govoni and Sandeep Puri; Sales and Distribution Management: Decisions, Strategies & Cases; Pearson; 2017 or Latest Edition.</p> |
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Finance Management

Title of the Course	Corporate Finance
Course Code	MGA-6016
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participantss with skills to evaluate investment opportunities, assess risk, and determine an optimal capital structure for maximising shareholder value.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Apply capital budgeting techniques to evaluate investment proposals			PSO 1, PSO 4
	CO2. Compute and interpret the components of the cost of capital, and calculate the Weighted Average Cost of Capital.			PSO 1, PSO 4
	CO3. Evaluate risk in capital budgeting decisions using utility theory, sensitivity analysis, and decision trees.			PSO 1, PSO 2
	CO4. Evaluate financing theories and implications in financing decisions			PSO 1, PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Capital Budgeting Decision:	10	CO1	K3

	Types of Investment Decisions – Expansion & Diversification; Replacement and Modernisation; Mutually Exclusive Investments; Contingent Investments; Investment Decisions Under Inflation and Complex Investment Decisions. Investment Evaluation Criteria – Cash Flow Investment Analysis; NPV, IRR, PI, Discounted Payback, ARR and MIRR; Investment under Capital Rationing.			
Module 2:	Cost of Capital: Introduction - Significance of The Cost of Capital; Designing Debt Policy; Opportunity Cost of Capital. Determining components of cost of capital - Cost of Debt (Issued at Par, Premium and Discount; Tax Adjustment and Cost of Existing Debt); Cost of Preference Capital; Cost of Equity (Internal & External Equity Dividend Growth Model; CAPM); Risky Debt and CAPM; WACC. Risk analysis in Capital Budgeting - Theories of Capital Budgeting (Utility theory); Risk and Uncertainty; Expected NPV; Risk Adjusted Discounting; Sensitivity Analysis; Decision Tree.	10	CO2, CO3	K3, K5
Module 3:	Financing Theories and Decision: Financial and Operating Leverage – Shareholders’ return, Combining Financial and Operating Leverage and Leverage and Shareholders’ Risk. Theories of Financing (Net Income, MM Hypothesis, Trade-off, Agency Cost, Pecking Order Theory).	10	CO4	K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Pandey I. M.; Financial Management; Pearson, India; 2022 or Latest Edition.			
References/ Readings:	1. Chandra, Prasanna; Financial Management: Theory and Practice; Tata McGraw-Hill; 2019 or Latest Edition. 2. Brealey, Myers, Allen and Mohanty; Principles of Corporate Finance; Tata McGraw-Hill; 2018 or Latest Edition. 3. Khan M.Y & Jain P.K.; Financial Management; McGraw Hill; 2018 or Latest Edition. 4. A Damodaran; Corporate Finance - Theory and Practice; John Wiley & Sons Inc; 2003 or Latest Edition.			

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Title of the Course	Taxation
Course Code	MGA-6017
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To equip the participants with skills to compute taxable income of individuals, calculate the income tax payable by Individuals and file income tax returns.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Demonstrate understanding of basic concepts in Indian Income Tax			PSO 1, PSO 4
	CO 2. Compute taxable Income under different Heads of Income for an Individual and Gross Total Income			PSO 1, PSO 3, PSO 4
	CO 3. Learn Computation of Net Taxable Income and Tax thereon for an Individual			PSO 1, PSO 3, PSO 4
	CO 4. Learn to file an Income Tax Return			PSO 2, PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Computation of Total Income: Definitions- Income, agricultural income, Person, Assessee, Company, Previous year and Assessment Year, Residential Status and the scope of total Income, Incomes exempt from Tax, Heads of Income– Income from	20	CO1, CO2	K1 to K6

	Salary, Income from House Property, Profits & Gains from Business & Profession, Capital Gains and Income from Other Sources – Definitions, Basis of Charge, Deductions specific to these heads, Taxable Income under each head, Gross Total Income, Special Provision sec. 5A			
Module 2:	Computation of Taxable Income: under old and new tax regime, Income Tax and Filing of Return: Computation of Taxable Income- Deductions under Chapter VI-A- 80C, 80D, 80E, 80G, 80 GG, under old Tax regime. Computation of Tax; Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source.	10	CO3CO4	K1 to K6
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Singhania, V. K., and Singhania M.; Participants Guide To Income Tax including GST; Taxmann Publications (P) Ltd.; Latest Edition.			
References/ Readings:	1. Manoharan T. N. & Hari G. R.; Participants' Handbook on Taxation; Snow White Publications Pvt. Ltd; 2025 or Latest Edition. 2. Singhania Vinod and Singhania Kapil; Direct Taxes Law and Practice with special reference to Tax Planning; Taxmann Publications (P) Ltd.; 2025 or Latest Edition. 3. CA (Dr.) Girish Ahuja and CA (Adv) Rahul Agarwal; Income Tax Act 2025; Taxscan Edutech Pvt. Ltd. Kozhikode, 2025 or Latest Edition 4. Taxmann's Editorial Board, Income Tax Act 2025, Taxmann, 2025 or Latest Edition.			
Web Resources:	www.incometaxindia.gov.in			

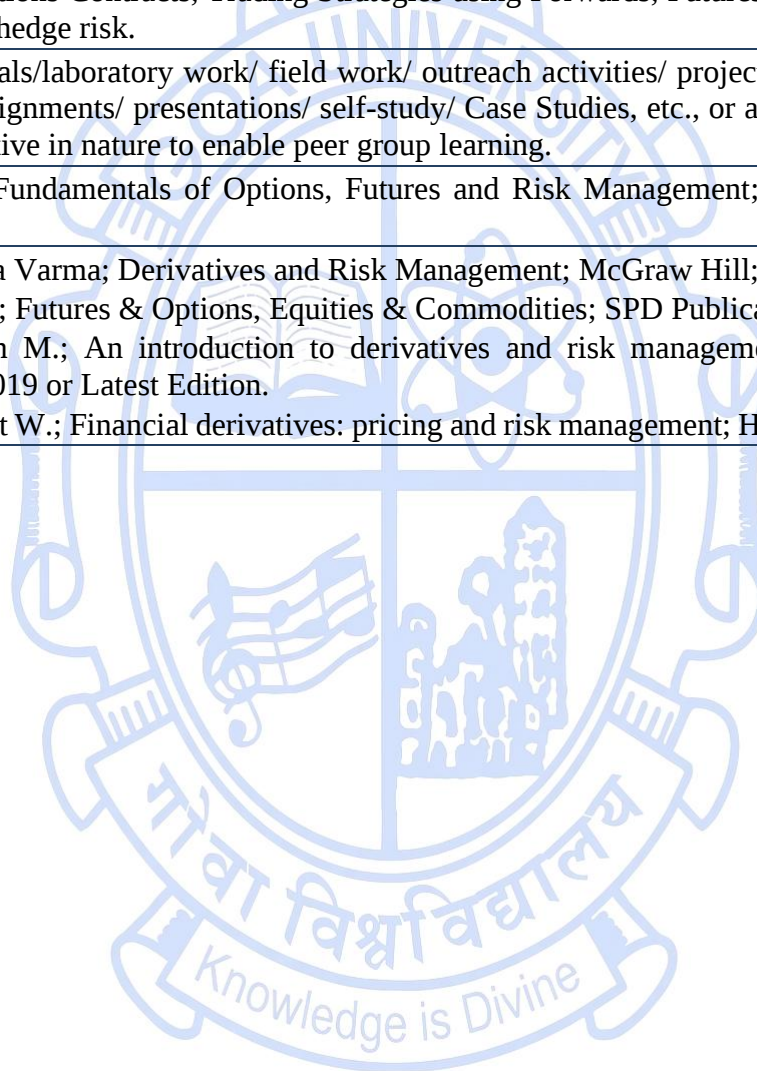
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Title of the Course	Derivatives and Risk Management
Course Code	MGA-6018
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip the participants with the skills to formulate and implement derivative trading strategies for hedging.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Describe the structure, participantss, and mechanics of derivative markets	PSO 1		
	CO2. Differentiate between derivative types and their applications	PSO 1		
	CO3. Apply pricing models based on arbitrage, replication, and cost of carry	PSO 1, PSO 3, PSO 4		
	CO4. Formulate trading and hedging strategies using derivatives	PSO 1, PSO 2, PSO 3, PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Derivative Features and Underlying Derivative Markets, Purposes of Derivatives, Derivative Types: Forwards, Futures, Options and Swaps, Market Mechanics: Settlement, Trading, Margins.	10	CO1, CO2	K3, K4

Module 2:	Derivative Pricing and Trading Strategies: Arbitrage, Replication, and the Cost of Carry in Pricing Derivatives, Pricing and Valuation of Forward, Futures and Options Contracts, Trading Strategies using Forwards, Futures, and Options to hedge risk.	20	CO3, CO4	K3, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	John C. Hull; Fundamentals of Options, Futures and Risk Management; Pearson Education India; 2018 or Latest Edition.			
References/ Readings:	1. Jayant Rama Varma; Derivatives and Risk Management; McGraw Hill; 2019 or Latest Edition. 2. A.N.Sridhar; Futures & Options, Equities & Commodities; SPD Publications; 2008 or Latest Edition. 3. Chance Don M.; An introduction to derivatives and risk management; Australia: South - Western Cengage Learning; 2019 or Latest Edition. 4. Kolb, Robert W.; Financial derivatives: pricing and risk management; Hoboken, NJ: Wiley; 2019 or Latest Edition.			

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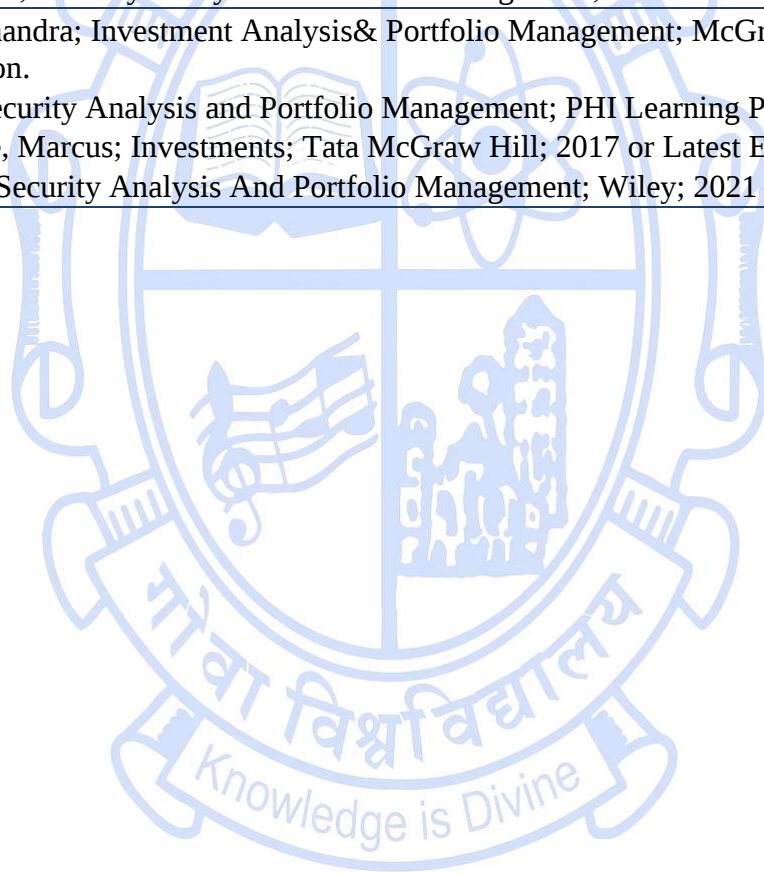


Title of the Course	Security Analysis and Portfolio Management
Course Code	MGA-6019
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participantss with skills to evaluate securities, construct portfolios, and apply portfolio theories to maximise investment returns while managing risk.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Analyse risk and return characteristics across different investment avenues.			PSO 1, PSO 3, PSO 4
	CO2. Evaluate investment opportunities using fundamental and technical analysis frameworks.			PSO 1, PSO 3, PSO 4
	CO3. Evaluate the relevance of EMH in real market conditions			PSO 1, PSO 3, PSO 4
	CO4. Design and manage portfolios.			PSO 1, PSO 2, PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Security Analysis: Working (Market Mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various Investment Avenues, Valuation of Shares and Fixed Income Securities, Fundamental Analysis and Technical Analysis.	15	CO1, CO2	K4, K5

Module 2:	Portfolio Management: Portfolio creation, Theories of Portfolio Management – Active and Passive, Markowitz Theory, Portfolio Return and Risk, Efficient Market Hypotheses-Strong, Semi-Strong & Weak form - Leveraged Portfolio - Corner Portfolio, Portfolio-Evaluation Measures.	15	CO3, CO4	K5, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Jordan & Fischer; Security Analysis & Portfolio Management; Prentice Hall India; 2018 or Latest Edition.			
References/ Readings:	1. Prasanna Chandra; Investment Analysis& Portfolio Management; McGraw Hill Education India Pvt. Ltd., 2021 or Latest Edition. 2. S. Kevin; Security Analysis and Portfolio Management; PHI Learning Pvt. Ltd; 2017 or Latest Edition. 3. Bodie, Kane, Marcus; Investments; Tata McGraw Hill; 2017 or Latest Edition. 4. A.K.Dash.; Security Analysis And Portfolio Management; Wiley; 2021 or Latest Edition.			

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Title of the Course	Behavioural Finance
Course Code	MGA-6020
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participantss with skills to make financial decisions by evaluating biases and the behaviour of individual investors, fund managers and corporate managers.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Demonstrate understanding of psychological variables that influence financial decisions and how biases differ from rational models.	PSO 1		
	CO2. Analyse how cognitive and emotional biases influence investment decisions and market efficiency.	PSO 1		
	CO3. Apply and evaluate behavioural finance principles in corporate finance, personal investing and financial advice.	PSO 1		
	CO4. Creating plans by considering biases and behaviour to take financial decisions.			
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Overview of Behavioural Finance: Overview of behavioural finance - Biases in individual Investors and Professional Investors, Heuristics, Disposition effect, Risk	10	CO1	K2

	perceptions, Portfolio Management - Herding and Social Interaction, Familiarity and representativeness, Prospect Theory.			
Module 2:	Behavioural Finance and Decision Making: Decision Frames, Emotions and Investment Decisions. Behavioural biases and Corporate Decision-making-Valuation, Capital Budgeting, Capital Structure, Dividend Policy and Mergers & Acquisitions.	10	CO2	K4
Module 3:	Behavioural Finance and Risk Management: Behavioural risk management, Nudging, and investor education; impact of social media, finfluencers, and peer influence. Behavioural insight for financial planning and advisory.	10	CO3	K3, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Ackert, L. and Deaves, R.; Behavioral Finance: Psychology, Decision Making, and Markets; South-Western; 2012 or Latest Edition			
References/ Readings:	1. Forbes, W.; Behavioural Finance; John Wiley; 2009 or Latest Edition. 2. Hersh Shefrin; Behavioral Risk Management; Springer; 2015 or Latest Edition. 3. Satish, D. and Kishore, P. Krishna; Behavioral Finance; The ICFAI University Press; 2006 or Latest Edition. 4. Nofsinger, J.; The Psychology of Investing; Pearson; 2017 or Latest Edition. 5. Shefrin, H.; Behavioral Corporate Finance; McGraw-Hill; 2005 or Latest Edition.			

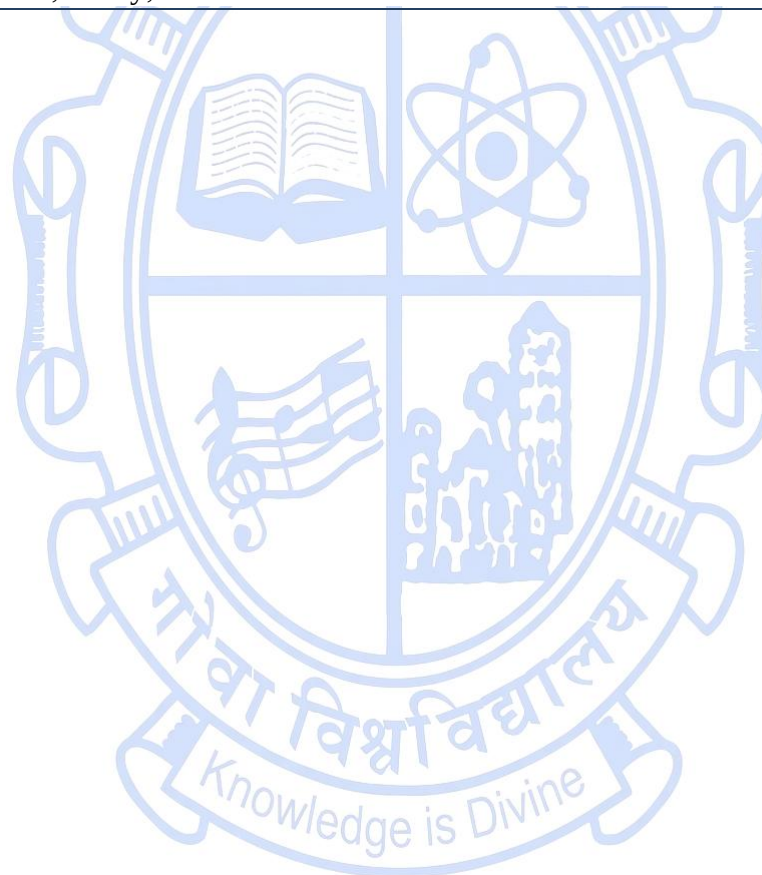
Title of the Course	Fin-Tech
Course Code	MGA-6021
Number of Credits	2
Theory/Practical	Practical
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To enable participantss to apprehend the application of FinTech in finance and strategically think for designing sustainable and data-driven FinTech solutions.			
Course Outcomes:		Mapped to PSO		
	CO 1. Understand the technological transformation and the role of innovation in modern finance.	PSO3		
	CO2. Evaluate the uses of digital assets and identify strategic applications for financial innovation.	PSO3		
	CO3. Apply the FinTech applications in the various financial domains considering the legal, regulatory and ethical dimensions.	PSO2		
	CO4. Identify FinTech strategies, analyze creative business plans and evaluate how long-term modern financial solutions will sustain.	PSO3		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	FinTech Overview and Digital Finance	15	CO1	K2

	Evolution of FinTech – Drivers, types innovation, emerging sectors, key technologies, FinTech ecosystem – start-ups, incumbents, regulators. Digital Finance – Digital payment ecosystem, e-payment, Mobile wallets, UPI, QR-based system, neo-banking apps, Payment gateway, Transaction data analysis using excel, cyber space and security. Digital inclusion and FinTech adoption in India			
Module 2:	Digital Assets Evolution of traditional payment systems, transformation to digital currency - Digital cash, Blockchains, Cryptography in blockchains – Cryptocurrencies, Crypto wallets, transactions and tokens, CryptoETFs, Crypto exchanges, blockchain security, Central bank digital currency and Indian regulatory mechanisms. Use cases for digital assets.	15	CO2	K5
Module 3:	Applications in Finance, risk and regulations Data-driven finance, Applications of Blockchains in Finance – Smart Contract, BNPL, NFT – Big data and AI – introduction, uses in FinTech, AI Tools, Future trends Regulatory framework for FinTech, regulatory sandboxes, Ethical concerns, cybersecurity, digital identity, and authentication technologies, Operational and systematic risk in digital finance	15	CO3	K3
Module 4:	FinTech Strategy and Innovation Generative AI in FinTech, FinTech and Entrepreneurial landscape, InsurTech, WealthTech, Cloud computing and API ecosystem in FinTech infrastructure Designing FinTech business models: B2B, B2C, P2P, FinTech valuation and funding models (VCs, IPOs), FinTech for sustainability and green finance, Global FinTech trends and future of money	15	CO4	K4, K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	Chandrahauns Chavan; Introduction to Fintech; Pearson Education; 2024 or Latest Edition.			

References/ Readings:	1. Jaspal Singh; Financial Technology (FinTech) and Digital Banking in India; New Century Publications; 2022 or Latest Edition. 2. Henri A. and Fabrice S.; The Future of Finance: The Impact of FinTech, AI, and Crypto on Financial Services; Springer Nature; 2019 or Latest Edition. 3. Sanjay Phadke; Fintech Future: The Digital DNA of Finance; Atlantic Publishers and Distributors; 2025 or Latest Edition. 4. Susanne C. and Janos B; The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries; Wiley; 2016 or Latest Edition.
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Title of the Course	Working Capital Management
Course Code	MGA-6022
Number of Credits	2
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To equip the participants with skills to plan, finance and manage working capital in a cost-effective way to ensure efficient functioning of the firm			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Demonstrate understanding of basic concepts for the estimation of the operating cycle and working capital required by the firm			PSO 1
	CO 2. Evaluate different policies of working capital management suitable for different types of firms			PSO 2,3
	CO 3. Plan for appropriate financing sources by evaluating sources of short-term finance for financing of working capital.			PSO 2,3,4
	CO 4. Design suitable policies to manage Cash, Debtors and Stock.			PSO 2,3,4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Working Capital and Cash Management: Sources, Types, Policies, Estimation of Working Capital, Factors affecting Working	15	CO1, CO2,	K1, K5

	Capital requirement, Operating Cycle. Management of Cash - Facets, Motives for Holding Cash, Cash Forecasting and Budgeting, Managing Cash Collections and Disbursement.		CO3	
Module 2:	Inventory and Receivables Management: EOQ, Reorder Level, Safety Stock, Inventory Control Techniques, Investment in Debtors, Credit Management Decisions Concerning Risk-Return Trade-Off, Credit Policy - Credit Standards, Collection Period, Discounts, Economic Credit Policy, Credit Monitoring Tools.	15	CO3, CO4	K5, K6
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	1. I.M.Pandey; Financial management; Perason India; 2021or Latest Edition.			
References/ Readings:	1. Prasanna Chandra; Financial Management: Theory and Practice; McGraw-Hill Education; 2022 or Latest Edition. 2. S N Maheshwari; Financial Management: Principles & Practice; Sultan Chand & Sons; 2019 or Latest Edition. 3. Rustagi, R. P.; Working capital management; Taxmann Publications (p) Ltd; 2021 or Latest Edition. 4. Hrishikesh Bhattacharya; Working Capital Management: Strategies and Techniques; PHI Learning; 2021 or Latest Edition.			

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Title of the Course	Advance Financial Management
Course Code	MGA-6023
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participants with the knowledge and skills to make corporate financial decisions, apply valuation techniques for mergers and acquisitions, and analyse the impact of human psychology on financial decision-making.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Apply advanced capital budgeting and working capital techniques to optimise firm value.			PSO2
	CO 2. Evaluate corporate restructuring strategies and calculate firm value using DCF/Relative models.			PSO2
	CO 3. Analyse investment risks and design hedging strategies using financial derivatives.			PSO1
	CO 4. Identify cognitive biases in financial decision-making and apply behavioural finance principles.			PSO3
	CO 5. Create integrated financial models to support strategic decisions			PSO3
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Strategic Financial Decisions: Advanced Capital Budgeting: Risk analysis in investment (Certainty Equivalence, Sensitivity Analysis, Real Options). Capital	15	CO1, CO2	K1, K2, K3

	Structure: Designing optimal structure; Indifference Point Analysis. Dividend Policy: Walter's & Gordon's Model; Dividend Signalling Theory.			
Module 2:	Working Capital & Corporate Restructuring: Working Capital Management: Cash conversion cycle; Receivables & Inventory management techniques. Corporate Valuation: Approaches to Valuation (DCF, Comparable Company Analysis, Precedent Transactions). Mergers & Acquisitions (M&A): Types of M&A; Synergy calculation; Financing an acquisition (LBOs). Distress Analysis: Predicting bankruptcy using the Altman Z-Score.	15	CO1, CO2, CO3	K5, K6
Module 3:	Investment Analysis & Portfolio Management: Investment Environment: Asset classes; Risk-Return trade-off; Efficient Market Hypothesis (EMH). Security Analysis: Fundamental Analysis (EIC Framework) vs. Technical Analysis. Portfolio Theory: Markowitz Model; Capital Asset Pricing Model (CAPM); Beta calculation, Performance Evaluation: Sharpe, Treynor, and Jensen's Alpha indices.	15	CO3, CO4	K4, K5
Module 4:	Derivatives & Behavioural Finance: Derivatives Market: Forward Contracts vs. Futures; Marking-to-Market. Options & Swaps: Call/Put Options; Option Pricing (Black-Scholes basics); Interest Rate Swaps. Foundations of Behavioural Finance: Standard Finance vs. Behavioural Finance; Prospect Theory. Heuristics & Biases: Anchoring, Loss Aversion, Overconfidence, Herd Behaviour in markets.	15	CO3, CO4	K4, K5, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	Stanley Block, Geoffrey Hirt & Bartley Danielsen; Foundation of Financial Management; McGraw Hill; 2016 or Latest Edition.			
References/ Readings:	1. Chandra, Prasanna; Financial Management: Theory and Practice; Tata McGraw-Hill; 2022 or Latest Edition. 2. Higgins; Analysis for Financial Management; McGraw-Hill Higher Education; 2017 or Latest Edition. 3. Emile Woolf International; ACCA Advanced Financial Management (AFM) Study Text; Emile Woolf International; 2025 or Latest Edition. 4. Patrice Poncet and Roland Portait; Capital Market Finance: An Introduction to Primitive Assets, Derivatives, Portfolio Management and Risk; Springer Nature; 2022 or Latest Edition			

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Operations Management

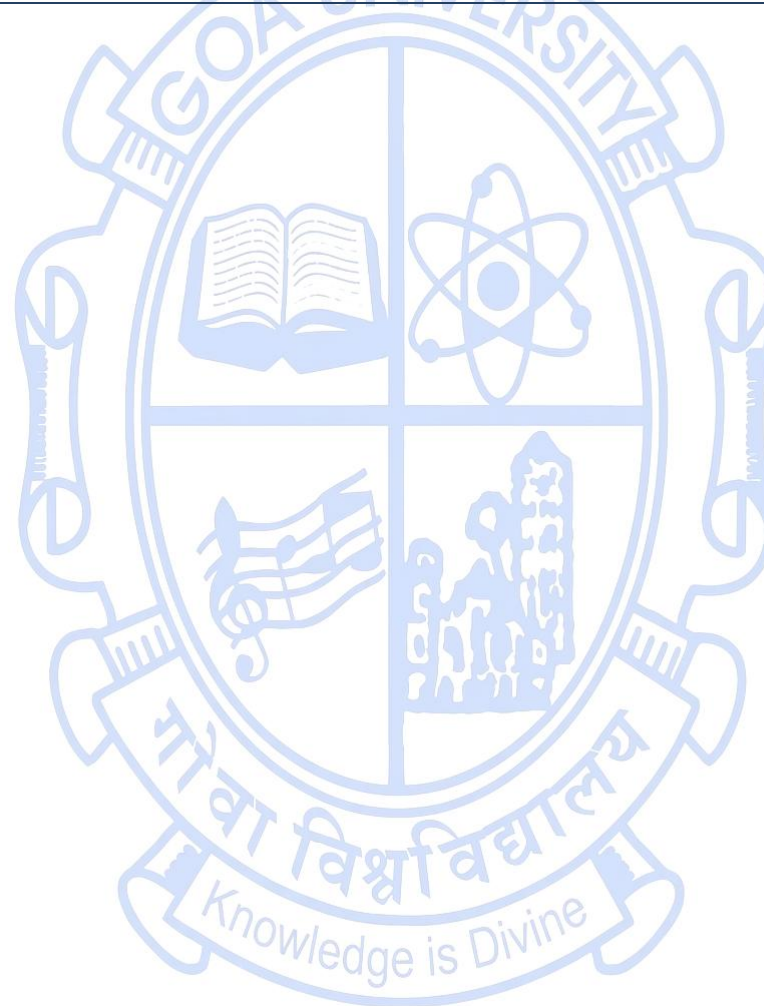
Title of the Course	Logistics and Supply Chain Management
Course Code	MGA-6024
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To understand and apply the concepts of logistics, supply chain management and its emerging technologies to enhance business performance.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Understand the concepts, stakeholders, and profitability drivers in a supply chain.			PSO 1
	CO2. Apply logistics and distribution network design principles in various industries.			PSO 1
	CO3. Analyse supply chain innovations, sustainability, and restructuring strategies.			PSO 2, PSO 3
	CO4. Evaluate the impact of AI, analytics, and digital technologies in supply chain transformation.			PSO 1, PSO 3
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Supply Chain Management:	7	CO1	K2

	Definition, scope, and objectives of supply chain management, Phases and flows in supply chain – material, information, and financial. Key stakeholders and their roles, Supply chain drivers and profitability, Strategic and operational decisions in SCM, Supply chain performance metrics and customer value.			
Module 2:	Logistics Management: Transportation – role, modes, and their characteristics, Infrastructure and transport documentation, Design options and trade-offs in transportation design, Intermodal transportation and global logistics. Logistics outsourcing – catalysts, benefits, and value proposition (3PL, 4PL, 5PL, 6PL), International logistics – objectives, importance in global economy, and characteristics of global supply chains.	8	CO2	K3
Module 3:	Supply Chain Network Design and Integration: Role and influencing factors of network design, Distribution network design and strategies – online, offline, hybrid, Impact of uncertainty on network design. Supply chain integration and process restructuring, IT in supply chain and collaboration systems, New trends and innovations in supply chain, Case studies of integrated and agile supply chains.	7	CO 2 CO 3	K4
Module 4:	Technology and AI in Supply Chain Transformation: Supply chain technology trends: Artificial Intelligence, Machine Learning, IoT, Blockchain, RPA, and Cloud Computing, AI-driven forecasting, routing, inventory, and demand planning. Predictive maintenance and autonomous logistics systems, Supply Chain Control Towers and real-time visibility, Sustainable, circular, and green supply chains, Emerging technologies and future-ready supply chain professionals.	8	CO 3 CO 4	K5
Pedagogy:	Lectures/ Field Work/ Project Work/ Presentations/ Case Studies/ Seminars/ Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	1. Sunil Chopra, Peter Meindl, Dharam Vir Kalra, Supply Chain Management: Strategy, Planning and Operation, Pearson Education, 2019 or Latest Edition.			
References/ Readings:	1. Ballou, Ronald H., Business Logistics and Supply Chain Management, Pearson Education, 2007 or Latest Edition. 2. Janat Shah, Supply Chain Management: Text and Cases, Pearson Education, 2016 or Latest Edition.			

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| | <ol style="list-style-type: none">3. Pierre David, International Logistics, Biztantra, Cicero Press, 2013 or Latest Edition.4. Simchi-Levi, David; Kaminsky, Philip; Simchi-Levi, Edith, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2022 or Latest Edition.5. Relevant industry whitepapers on AI and Digital Supply Chain from McKinsey, PwC, and Gartner. |
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Title of the Course	Lean Manufacturing
Course Code	MGA-6025
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To apply Lean manufacturing principles and explore the role of emerging technologies in enhancing Lean systems.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Identify and eliminate various lean wastes and establish process flow.			PSO 1, PSO 2
	CO2. Apply lean tools for improving efficiency and responsiveness.			PSO 1
	CO3. Implement changeover, poka-yoke, and standardization techniques to improve quality.			PSO 1
	CO4. Integrate Artificial Intelligence and data analytics into Lean systems for continuous improvement.			PSO 3, PSO 4
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction and Elimination of Waste: History of Lean and Toyota Production System, Production Management and Just-in-Time (JIT), Relationship with profit and approach to production as a whole, Total	7	CO1	K2

	elimination of waste, types of waste, discovering and removing waste, Introduction to AI-driven waste identification and visual factory systems.			
Module 2:	Lean Tools and Changeover: 5S approach, red tags, visual controls, orderliness, Flow production and inventory management, Multi-process operations – horizontal vs. vertical, Changeover improvement – procedures and seven rules, Quality assurance and Poka-Yoke systems, AI-enabled quality inspection and predictive defect detection.	8	CO2	K3
Module 3:	Standard Operations and Jidoka: Establishing standard operations, combination charts, and standard operation charts, Jidoka principles: automation with a human touch. Maintenance and safety – preventing breakdowns, strategies for zero injuries and accidents, AI-based predictive maintenance and intelligent Jidoka systems.	8	CO3	K3
Module 4:	Digital Lean and AI Integration: Lean 4.0 and digital transformation in manufacturing, AI and IoT for real-time process monitoring, Data analytics for continuous improvement and waste tracking, Digital twins and simulation for lean optimization, Integration of Lean, Six Sigma, and AI for smart manufacturing, AI-assisted lean implementations in Indian and global industries.	7	CO4	K4
Pedagogy:	Lectures/ Field Work/ Project Work/ Presentations/ Case Studies/ Seminars/ Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Steve Borris, Strategic Lean Mapping, McGraw Hill, 2012 or Latest Edition			
References/ Readings:	1. George, M. L, Lean Six Sigma for Service, McGraw Hill. 2023 or Latest Edition. 2. Lonnie Wilson, How to Implement Lean Manufacturing, McGraw-Hill Professional. 2023 or Latest Edition. 3. McKinsey, Deloitte, and PwC whitepapers on AI in Lean and Smart Manufacturing. 4. Pascal Dennis, Lean Production Simplified, Productivity Press. 2022 or Latest Edition. 5. Yasuhiro Monden, Toyota Production System: An Integrated Approach to Just-in-Time, CRC Press. 2019 or Latest Edition.			

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Title of the Course	Total Quality Management
Course Code	MGA-6026
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To apply the various principles and practices of quality management for business processes.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Understand statistical process control to enhance quality.			PSO 1
	CO2. Apply quality tools to enhance organization's quality performance.			PSO 1
	CO3. Analyse quality management systems in any given industry.			PSO 1, PSO 2
	CO4. Empower the employees with respect to implementation of quality management systems.			PSO 2, PSO 4
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Statistical Process Control Statistical Process Control (SPC) – Meaning, Significance. construction of control charts for variables and attributes. Process capability – meaning, significance and measurement. Six sigma- concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve.	10	CO1	K2

	Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.			
Module 2:	Quality Tools and Techniques Quality Tools - The seven traditional tools of quality, New management tools. Six-sigma, Benchmarking, Failure Mode Effect Analysis (FMEA) – reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) – Benefits, house of quality. Taguchi - quality loss function, parameter and tolerance design, signal to noise ratio.	10	CO2	K3
Module 3:	Quality Management Systems Introduction Quality management systems – IS/ISO 9004:2000 – Quality System – Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 –Concepts. TQM -culture, framework, benefits, awareness and obstacles. Employee involvement –Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating.	10	CO3 CO 4	K4
Pedagogy:	Lectures/ Field Work/ Project Work/ Presentations/ Case Studies/ Seminars/ Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield -Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management (TQM), Pearson Education, 2018 or Latest Edition.			
References/ Readings:	1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, Wiley India Pvt Limited, 2019 or Latest Edition. 2. Indian standard – quality management systems – Guidelines for performance improvement, Bureau of Indian standards, New Delhi. IS 15700, 2018 or Latest Edition. 3. Poornima M.Charantimath, Total Quality Management, Pearson Education, 2022 or Latest Edition. 4. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, 2017 or Latest Edition			

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Title of the Course	Operations Research
Course Code	MGA-6027
Number of Credits	2
Theory/Practical	Practical
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To apply mathematical tools for managerial decision-making and optimising resources.			
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO		
	CO1. Formulate linear programming, transportation, and assignment problems and solve them using mathematical software.	PSO 1, PSO 3		
	CO2. Construct PERT and CPM network models to estimate project completion time and critical paths using computer software.	PSO 1, PSO 3		
	CO3. Analyse deterministic and stochastic inventory systems by developing computational models to optimise stock levels.	PSO 1, PSO 4		
	CO4. Examine complex decision-making scenarios by building decision tree models to determine optimal strategic paths.	PSO 1, PSO 3		
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Linear Programming Models Linear Programming Models – Formulation, Solving using Graphical method,	20	CO 1	K3

	Transportation problem - Northwest corner rule, Least cost method. Assignment Problem - Hungarian method of solving assignment problem. Exercise: Linear programming, Transportation and Assignment modelling using Excel Solver.			
Module 2:	Network Models PERT/CPM networks – Introduction, Terminology, critical path calculation, Crashing of Projects. Exercise: Creation of PERT and CPM Network Models using a suitable Project management software or Jupyter Lab.	16	CO 2	K3
Module 3:	Job Sequencing and Inventory Management Inventory Management - Deterministic and Stochastic Models. Decision Analysis -Basic Concepts, Decision Trees Terminology and Decision Tree Analysis. Exercise: Solving Deterministic and Stochastic inventory model problems using Excel Solver or Jupyter Lab or Python. Solving Decision Tree problems using Excel or Jupyter Lab or Python software.	24	CO 3 CO 4	K4
Pedagogy:	Lectures/Laboratory Work/ Field Work/ Project Work/ Presentations/ Case Studies/ Seminars. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Wayne L. Winston and S. Christian Albright. Practical Management Science, 2024 or Latest Edition, South-Western College Publications.			
References/ Readings:	- Hamdy Taha, Operations Research, Prentice Hall India, 2019 or Latest Edition. - Kanti Swarup, P.K. Gupta & Manmohan, Operations Research, Sultan Chand & Sons, 2021 or Latest Edition. - V.K. Kapoor, Operations Research: Quantitative Techniques for Management, Sultan Chand & Sons, 2014 or Latest Edition.			
Web Resources:	https://www.exceldeemy.com/ https://www.excelif.com https://www.github.com			

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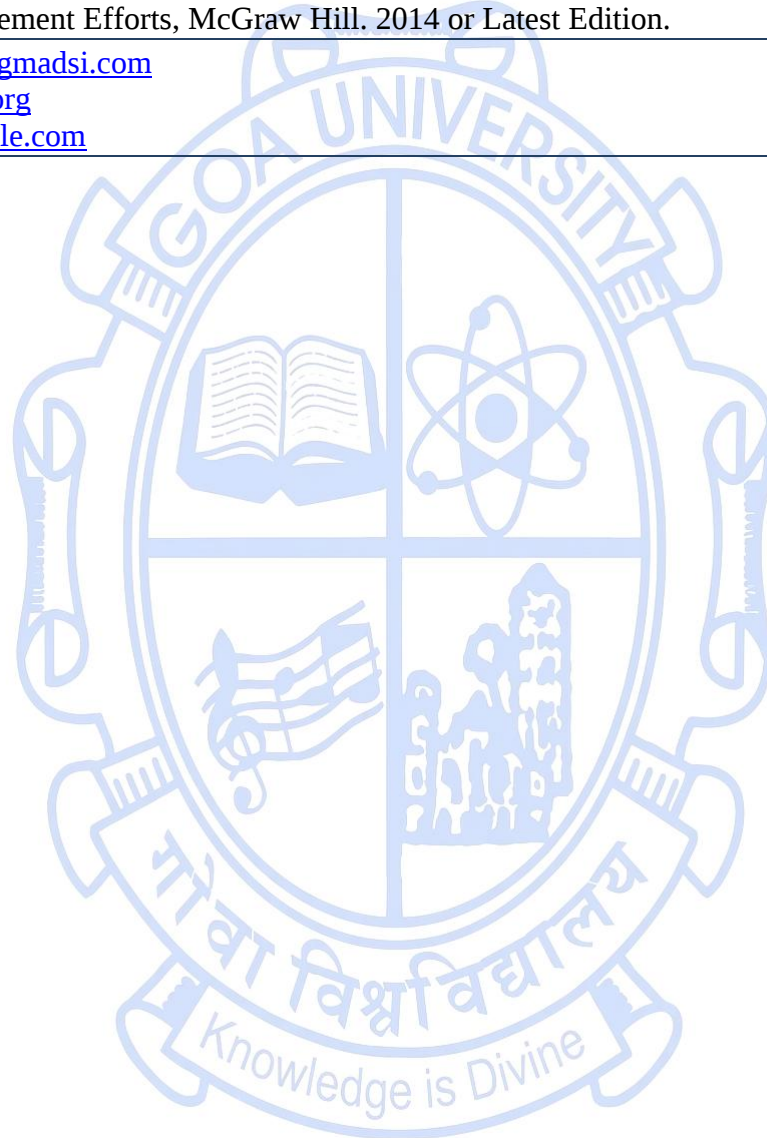
Title of the Course	Six Sigma Management
Course Code	MGA-6028
Number of Credits	2
Theory/Practical	Practical
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To understand the philosophy and principles of Six Sigma as a business improvement methodology.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Identify organizational processes and analyze Critical-to-Quality (CTQ) parameters			PSO 1
	CO2. Construct project charters, SIPOC diagrams, and process maps to define and measure business process performance.			PSO 1, PSO 3
	CO3. Analyze process data using root cause analysis tools and statistical charts to diagnose process variations.			PSO 1
	CO4. Evaluate process stability and formulate a mini Six Sigma improvement project using hypothesis testing and Lean tools.			PSO 3, PSO 4
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Six Sigma: Evolution of quality management and Six Sigma philosophy, Voice of the customer and critical-to-quality (CTQ) characteristics, Sigma levels, DPMO, Six Sigma roles and	14	CO1	K2

	organizational structure Exercise: Identification of customer requirements and CTQ parameters from real-life products/services.			
Module 2:	DMAIC Methodology – Define and Measure: Define phase: project charter, problem statement, SIPOC. Measure phase: process mapping, data collection, baseline performance. Exercise: Development of SIPOC diagrams, stakeholder mapping and project charters.	14	CO2	K3
Module 3:	DMAIC Methodology – Analyze and Improve: Root cause analysis, Pareto analysis, Brainstorming improvement solutions, Lean tools - 5S, Kaizen, Value Stream Mapping. Exercise: Root cause analysis using Fishbone diagrams, preparation of control charts and Pareto charts.	16	CO3	K4
Module 4:	Control Phase and Six Sigma Deployment: Control charts for process stability, Capability indices (Cp, Cpk), Control plans, Six Sigma implementation in global organizations. Exercise: Application of hypothesis testing, Lean tools audit and Mini Six Sigma improvement project.	16	CO3 CO4	K5
Pedagogy:	Lectures/Laboratory Work/ Field Work/ Project Work/ Presentations/ Case Studies/ Seminars. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	1. Breyfogle, F. W., Implementing Six Sigma: Smarter Solutions Using Statistical Methods, John Wiley & Sons, 2003 or Latest Edition.			
References/ Readings:	1. George, M. L., Lean Six Sigma for Service, McGraw Hill, 2023 or Latest Edition. 2. Harry, M. & Schroeder, R., Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations, Doubleday, Currency Publications, 2006 or Latest Edition. 3. Juran, J. M., Quality Control Handbook, McGraw Hill, 2016 or Latest Edition. 4. Montgomery, D., Introduction to Statistical Quality Control, Wiley Publications, 2019 or Latest Edition.			

	5. Pande, P. S., Neuman, R. P., & Cavanagh, R. R., The Six Sigma Way: How to Maximize the Impact of Your change and Improvement Efforts, McGraw Hill. 2014 or Latest Edition.
Web Resources:	1. https://sixsigmadsi.com 2. https://asq.org 3. https://kaggle.com

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Title of the Course	Project Management
Course Code	MGA-6029
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To develop an understanding of the principles and processes of project management and integrate AI tools in project decision-making.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Explain project management fundamentals, life cycle, and organisational structure.			PSO 1
	CO2. Apply planning and scheduling techniques using traditional and digital tools.			PSO 1
	CO3. Evaluate the use of Artificial Intelligence and analytics in project optimization and decision support.			PSO 3, PSO 4
	CO4. Analyze risks, resources, and performance parameters in complex projects.			PSO 1, PSO 3
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Project Management: Definition, characteristics, and classification of projects, Project life cycle and project organization, Project selection and feasibility analysis, Role of project manager and	7	CO1	K2

	stakeholder management, Overview of AI applications in project initiation and feasibility assessment.			
Module 2:	Project Planning and Scheduling: Work Breakdown Structure (WBS) and project scope definition, Project scheduling techniques: Gantt charts, CPM, PERT, Resource allocation, leveling, and budgeting, Project time-cost trade-offs and crashing, AI-driven project scheduling and predictive resource management.	8	CO2	K3
Module 3:	Project Execution, Monitoring, and Control: Project execution planning and performance tracking, Earned Value Management (EVM) and performance indices, Project risk identification and mitigation strategies, AI and Machine Learning for risk forecasting, issue detection, and progress tracking, Project dashboards and automated status reporting.	8	CO 4	K4
Module 4:	Project Leadership, Quality, and Digital Transformation: Leadership, communication, and stakeholder collaboration; project quality management and Lean Six Sigma tools; Agile and hybrid project methodologies; AI-enabled decision support; natural language analysis of reports; automated project learning; and AI-assisted project management tools (Clickup, MS Project, Asana, Jira, Primavera, Wrike).	7	CO 3	K5
Pedagogy:	Lectures/ Field Work/ Project Work/ Presentations/ Case Studies/Seminars. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Harold Kerzner – Project Management: A Systems Approach to Planning, Scheduling and Controlling, Wiley. 2022 or Latest Edition.			
References/ Readings:	1. Gartner Reports on AI-driven Project and Portfolio Management Tools. 2. Gray, Larson, & Desai, Project Management: The Managerial Process, McGraw-Hill. 2017 or Latest Edition. 3. K. Nagarajan, Project Management, New Age International. 2017 or Latest Edition. 4. Pinto, Jeffrey, Project Management: Achieving Competitive Advantage, Pearson. 2020 or Latest Edition.			

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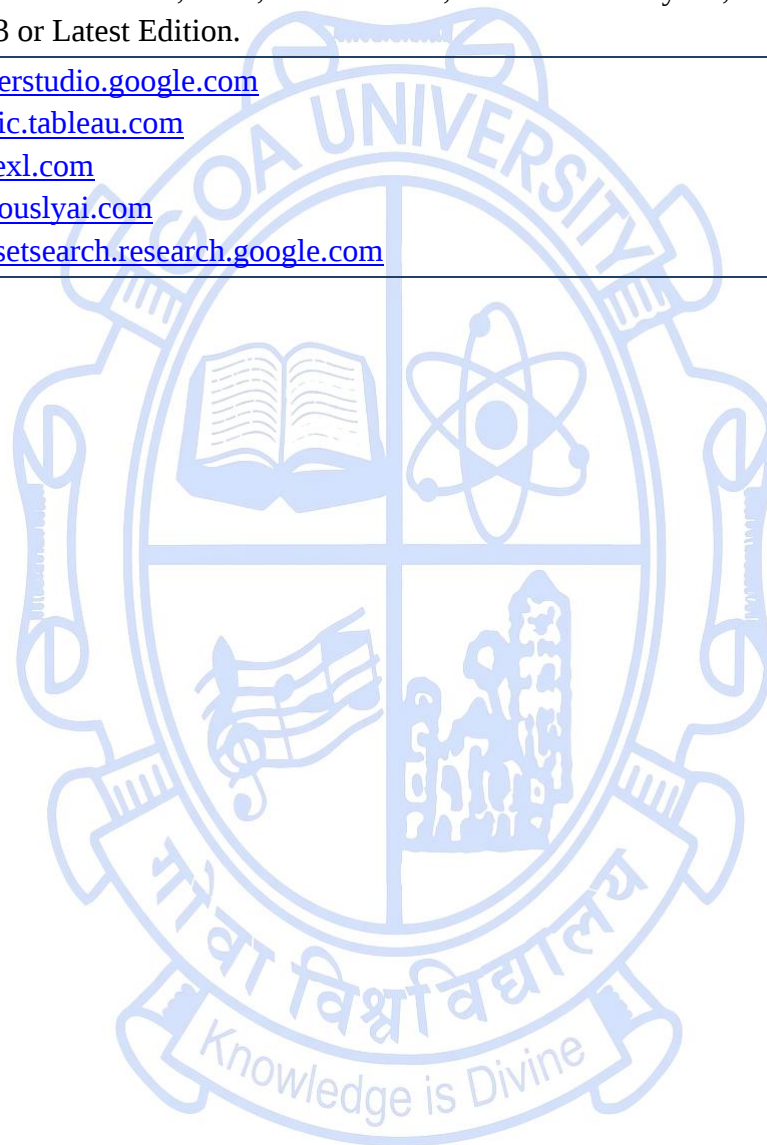
Title of the Course	Operations Analytics
Course Code	MGA-6030
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To provide a unified understanding of how analytics enhances operational decision-making across all domains.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Explain the purpose, classification, and frameworks of analytics in operations.			PSO 1
	CO2. Apply analytics in supply chain, production, inventory, warehouse, quality, and distribution functions.			PSO 1
	CO3. Evaluate how AI, ML and predictive models are transforming operations analytics.			PSO 3, PSO 4
	CO4. Design dashboards and interpret control tower outputs for operational decision-making.			PSO 1, PSO 4
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Operations Analytics: Definition, scope, and importance, Descriptive, Diagnostic, Predictive, and Prescriptive analytics, Key metrics and Key Performance Indicators (KPIs) in operations, Role of data quality, sources, and governance, Global and Indian analytics implementations.	6	CO1	K2

Module 2:	Analytics in Core Operations Areas: Manufacturing Analytics: production efficiency, downtime analysis, throughput optimization, Inventory Analytics: demand forecasting, EOQ models, and stock-out prediction, Warehouse Analytics: space utilization, order picking accuracy, replenishment planning, Quality Analytics: Statistical Process Control (SPC), Six Sigma dashboards, root cause analytics, Distribution Analytics: transport route optimization and delivery performance.	8	CO2	K3
Module 3:	Supply Chain Analytics and Control Towers: Concept of Supply Chain Control Tower – architecture, data flow, and visualization, Analytics in procurement, supplier performance, and logistics tracking, Network optimization and what-if simulation modelling, Demand-supply synchronization using predictive analytics, Real-time monitoring and decision support through dashboards, Control tower deployments in global and Indian organizations.	9	CO 4	K5
Module 4:	Advanced Analytics and AI in Operations: Predictive maintenance using AI and IoT data, Application of Machine Learning and Deep Learning in operations, Prescriptive analytics for scheduling and capacity planning, Visualization and BI tools: Power BI, Tableau, Qlik Sense, Integration with ERP (SAP Analytics Cloud) and emerging trends, Ethical and governance aspects in AI-driven analytics.	7	CO 3	K6
Pedagogy:	Lectures/Laboratory Work/ Field Work/ Project Work/ Presentations/ Case Studies/ Seminars. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	1. Chopra, S. & Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, Pearson. 2024 or Latest Edition.			
References/ Readings:	1. Evans, J. R., Business Analytics: Methods, Models, and Decisions, Pearson. 2019 or Latest Edition. 2. Montgomery, D., Introduction to Statistical Quality Control, John Wiley & Sons, 2019 or Latest Edition. 3. McKinsey, PwC, Deloitte whitepapers on AI and Analytics in Operations. 4. SAP and Power BI documentation for control towers and operational dashboards. 5. Turban, E., Ramesh Sharda, Dursun Delen, Decision Support and Business Intelligence Systems, Pearson, 2013 or Latest Edition.			

	6. Waller, M. A. & Fawcett, S. E., Data Science, Predictive Analytics, and Big Data in Supply Chain Management, Wiley, 2013 or Latest Edition.
Web Resources:	1. https://lookerstudio.google.com 2. https://public.tableau.com 3. https://routexl.com 4. https://obviouslyai.com 5. https://datasetsearch.research.google.com

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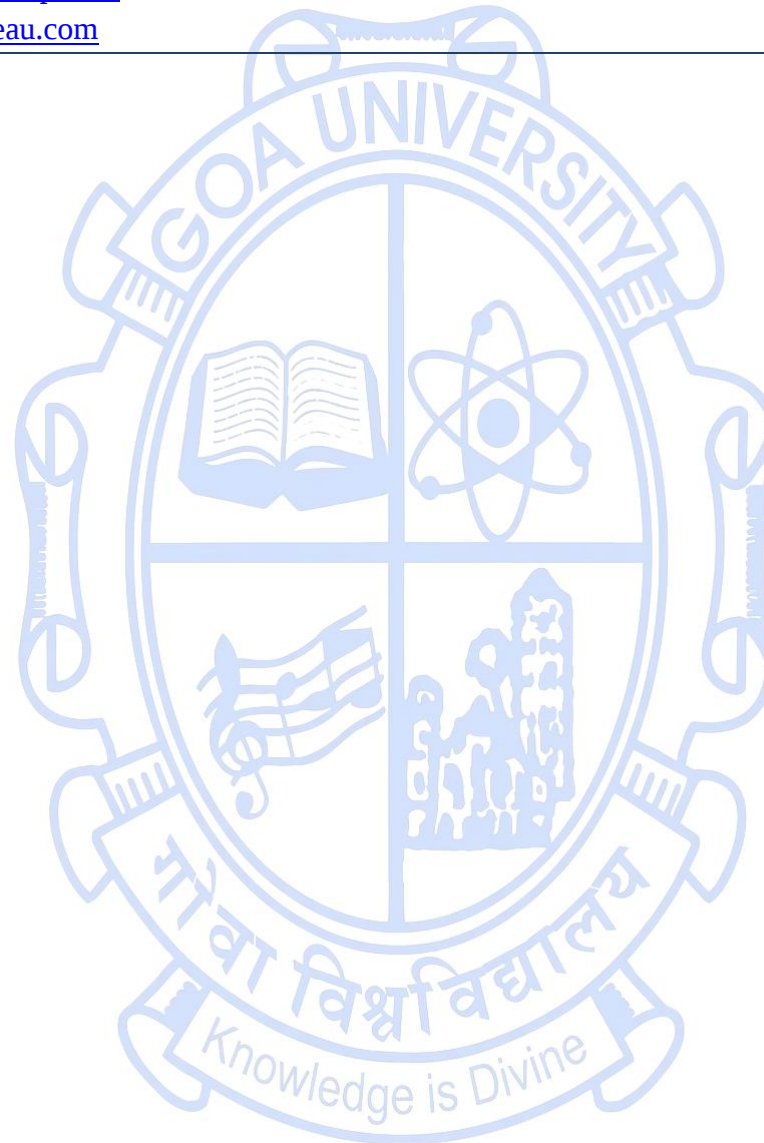
Title of the Course	Enterprise Systems and Digital Transformation
Course Code	MGA-6031
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To develop a working understanding of enterprise systems architecture and digital transformation through conceptual foundations, hands-on interaction with cloud-based enterprise tools, process simulation and structured industry exposure without requiring programming expertise.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Explain ERP fundamentals and integration across business functions.			PSO 1
	CO2. Demonstrate understanding of SAP ecosystem and its modules.			PSO 1
	CO3. Analyze future trends and digital ethics in enterprise systems.			PSO 2, PSO 3
	CO4. Evaluate digital transformation technologies in business.			PSO 3, PSO 4
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	ERP and Business Process Integration: Evolution from Material Requirement Planning (MRP I) and Manufacturing Resource Planning (MRP II) to ERP and extended enterprise systems, Core ERP modules –	7	CO1	K2

	Production, Materials, Procurement, Finance, HR, CRM, Business process mapping and cross-functional integration, ERP architecture, database, and workflow management, Comparative overview: SAP, Oracle, ODOO, Microsoft Dynamics.			
Module 2:	SAP Ecosystem and Applications: Evolution: SAP R/2, R/3, ECC, S/4HANA, On-Premise, Cloud, and RISE with SAP, Key SAP modules: MM, PP, SD, FI, CO, HCM, PM, QM, SAP process chains, PTP, OTC, RTR, SNOP, SAP Fiori, SAP HANA architecture, integration with AI and IoT, SAP implementation lifecycle and success factors.	8	CO2	K3
Module 3:	Digital Transformation Technologies: Concept, scope, and business value of digital transformation, Artificial Intelligence: Machine Learning, Deep Learning, Generative AI, Agentic AI., Robotic Process Automation (RPA): Workflow automation and process bots, Internet of Things (IoT): Smart factories, predictive maintenance, connected assets, Blockchain: Transparency, provenance, and smart contracts, AR/VR, Cloud Computing, Social Media Analytics, and Decision Systems.	9	CO 4	K4
Module 4:	Industry Applications and Future Trends: Integration of ERP and digital technologies in manufacturing and services, Case studies of digital transformation. Global as well as Indian, Low-code/no-code enterprise platforms, Cloud-native ERP and AI-driven models, Digital ethics, cybersecurity, and data privacy, Future roles and career pathways in digital operations.	6	CO 3	K5
Pedagogy:	Lectures/ Laboratory Work/ Field Work/ Project Work/ Presentations/ Case Studies/ Seminars. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Monk, E. & Wagner, B., Concepts in Enterprise Resource Planning, Cengage Learning, 2013 or Latest Edition.			
References/ Readings:	1. Davenport, T. H., Process Innovation: Reengineering Work through Information Technology, Harvard Business Press, 1993 or Latest Edition. 2. Deloitte, McKinsey, and PwC White Papers on Digital Transformation. 3. Magal, S. R. & Word, J., Integrated Business Processes with ERP Systems, Wiley, 2011 or Latest Edition. 4. SAP Learning Hub and openSAP online courses.			
Web Resources:	1. https://learninghub.sap.com			

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Title of the Course	Advanced Operations Management
Course Code	MGA-6032
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Nil			
Course Objectives:	To make the students understand and apply the core concepts of operations management in business processes.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Understand supply chains, distribution network design, and lean manufacturing principles across various industries.			PSO 1
	CO2. Apply quality tools and operations research techniques to improve efficiency and responsiveness across various industries.			PSO 1, PSO 2, PSO 4
	CO3. Apply the six-sigma methodology and project management concepts for process improvement.			PSO 1, PSO 3
	CO4. Analyse the operations using analytics techniques in supply chain, production, inventory, warehouse, quality, and distribution for improvisation of the operations.			PSO 1, PSO 3
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Supply Chain Management and Network Design:	15	CO1	K2

	Phases and flows in supply chain – material, information, and financial. Key stakeholders and their roles, Supply chain drivers and profitability, Distribution network design and strategies – online, offline, hybrid, Impact of uncertainty on network design. Lean Manufacturing: Total elimination of waste, types of waste, discovering and removing waste, 5S approach, Poka-Yoke systems, Jidoka principles, Data analytics for continuous improvement and waste tracking			
Module 2:	Total Quality Management: Statistical Process Control (SPC) – Meaning, Significance. construction of control charts for variables and attributes. Process capability – meaning, significance and measurement, seven traditional tools of quality. Operations Research: Linear Programming Models – Formulation, Solving using Graphical method, transportation problem - Northwest corner rule, Least cost method, Hungarian method of solving assignment problem. PERT/CPM networks - project scheduling with uncertain activity times - the critical path calculation	15	CO2	K3
Module 3:	Six Sigma and Quality Concepts: Evolution of quality management and Six Sigma philosophy, Sigma levels, Defects per Million Opportunities (DPMO), and cost of poor quality. Project charter, problem statement, Suppliers, Inputs, Processes, Outputs and Customers (SIPOC), process mapping, data collection, measurement system analysis, Basic statistics and control charts, Root cause analysis using cause–effect diagrams and Pareto analysis. Project Management: Definition, characteristics, and classification of projects, Project life cycle and project organization. Project execution planning and performance tracking, Earned Value Management (EVM) and performance indices, Project risk identification and mitigation strategies.	15	CO 3	K3
Module 4:	Operations Analytics: Definition, scope, and importance, Descriptive, Diagnostic, Predictive, and Prescriptive analytics, Key metrics and Key Performance Indicators (KPIs) in operations. Manufacturing Analytics: production efficiency, downtime analysis, throughput optimization, Inventory Analytics: demand forecasting, EOQ models, and stock-out	15	CO 4	K4

	prediction, Warehouse Analytics: space utilization, order picking accuracy, replenishment planning, Distribution Analytics: transport route optimization and delivery performance. Concept of Supply Chain Control Tower – architecture, data flow, and visualization.			
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	1. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield -Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management (TQM), Pearson Education, 2018 or Latest Edition. 2. Hamdy Taha, Operations Research, Prentice Hall India, 2019 or Latest Edition. 3. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling and Controlling, Wiley. 2022 or Latest Edition. 4. Sunil Chopra, Peter Meindl, Dharam Vir Kalra, Supply Chain Management: Strategy, Planning and Operation, Pearson Education, 2019 or Latest Edition.			
References/ Readings:	1. Breyfogle, F. W. – Implementing Six Sigma: Smarter Solutions Using Statistical Methods, John Wiley & Sons, 2003 or Latest Edition. 2. Evans, J. R. – Business Analytics: Methods, Models, and Decisions, Pearson. 2019 or Latest Edition. 3. Gray, Larson, & Desai – Project Management: The Managerial Process, McGraw-Hill. 2017 or Latest Edition. 4. Janat Shah – Supply Chain Management: Text and Cases, Pearson Education, 2016 or Latest Edition. 5. Pande, P. S., Neuman, R. P., & Cavanagh, R. R. – The Six Sigma Way: How to Maximize the Impact of Your change and Improvement Efforts, McGraw Hill. 2014 or Latest Edition. 6. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, 2017 or Latest Edition 7. Wayne L. Winston and S. Christian Albright. Practical Management Science, 2024 or Latest Edition, South-Western College Publications. 8. Yasuhiro Monden – Toyota Production System: An Integrated Approach to Just-in-Time, CRC Press. 2011 or Latest Edition.			

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Business Analytics

Title of the Course	Database Management Systems
Course Code	MGA-6033
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	NIL			
Course Objectives:	To create and manipulate the database for effective database management.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Demonstrate understanding of the basic concepts of database management systems and transaction processing.			PSO 1
	CO2. Demonstrate understanding of the use of ER and EER diagrams.			PSO 3
	CO3. Apply normalisation and relational design principles to create a database schema.			PSO 3
	CO4. Design SQL queries and basic NoSQL data structures for databases.			PSO 1, PSO 3
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Characteristic of Database approach, advantages of using the DBMS approach, Three schema architecture, Data Models	10	CO 1 CO 2	K2

	Entity –Relationship (ER) Model: Introduction, Constraints, ER diagram, Reduction to relational schema, Extended-ER features (EER).			
Module 2:	The Relational Model: Concepts, Constraints and relational Database schema. Relational Database Design: Informal design guidelines for relational schemas, Functional dependencies. Normal forms: 1NF, 2NF, 3NF, BCNF. Introduction to Transaction Processing: Transaction and system concepts, desirable properties of transaction.	10	CO1 CO3	K3
Module 3:	Basic SQL: SQL Data Definition and Data Types, Specifying Constraints in SQL, Basic Retrieval Queries in SQL, INSERT, DELETE and UPDATE statement in SQL. More SQL: Complex Queries, Nested Queries, Aggregate Operators, Views. No SQL: Introduction to NoSQL, Types of NoSQL and advantages of NoSQL.	10	CO 4	K6
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Ramez Elmasri, Shamkant B. Navathe: Fundamental of Database systems; Pearson; 2017 or Latest Edition.			
References/ Readings:	1. Abraham Silberschatz, Henry F. Korth, S. Sudarshan; Database System Concepts; MC Graw Hill; 2021 or Latest Edition 2. Pramod J. Sadalage, Martin Fowler; NOSQL Distilled: A Brief Guide to the Emerging World of Polyglot Persistence; Pearson; 4th Edition, 2014 or Latest Edition. 3. Carlos Coronel, Steven Morris, Peter Rob; “Database Systems”; Cengage Learning; 2011 or Latest Edition. 4. Thomas M. Connolly, Carolyn E. Begg; Database Systems: A Practical Approach to Design, Implementation, and Management; Pearson Education Limited; 2005 or Latest Edition.			

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Title of the Course	Data Mining
Course Code	MGA-6034
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	NIL			
Course Objectives:	To develop predictive analytical skills and select suitable models for intelligent business decision-making.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Demonstrate understanding of the fundamentals of data mining and data pre-processing methods.			PSO 1
	CO2. Apply supervised learning techniques on different datasets.			PSO 3
	CO3. Apply unsupervised learning techniques on different datasets.			PSO 3
	CO4. Demonstrate understanding of data wrangling, visualisation and forecasting.			PSO 1, PSO 3
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Data Mining: Data Mining Architecture and Processes, Different Types of Datasets. Data Pre-processing: Data Cleaning, Data Integration, Data Transformation, Data Reduction, Discretization, Concept Hierarchy Generation.	10	CO 1	K2

	Measures of Similarity and Dissimilarity: Similarity and Dissimilarity between Simple Attributes, Issues in Proximity Calculation in selecting the Right Proximity Measures			
Module 2:	Classification: Decision Tree Induction - ID3 Algorithm, Bayesian Classification - Naïve Bayes Classifier. Clustering: Partitioning Method - K-Means, Hierarchical Method - Agglomerative Clustering. Outlier Analysis: Importance and applications. Association Mining: Apriori Algorithm - Frequent Itemset Generation, Candidate Generation and Pruning, Rule Generation, Confidence-Based Pruning, Maximal Frequent Itemset, Closed Frequent Itemset. FP- Growth Algorithm: Construction of a FP Tree.	12	CO 2 CO 3	K3
Module 3:	Data Wrangling: Definition, Data Wrangling Process. Data Visualization: Necessity, Techniques for visualizing different types of datasets. Time Series Forecasting: Definition, Usage in Predictive Analytics.	8	CO 4	K3
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Introduction to Data Mining, Pearson Education; 2021 or Latest Edition			
References/ Readings:	1. Jiawei Han and Micheline Kamber; Data Mining: Concepts and Techniques; Elsevier; 2022 or Latest Edition. 2. Daniel T. Larose; Data Mining and Predictive Analytics; Wiley; 2022 or Latest Edition. 3. Brian Lipp, Shubhadeep Roychowdhury, Tirthajyoti Sarkar; The Data Wrangling Workshop: Create Your Own Actionable Insights Using Data from Multiple Raw Sources; Packt Publishing; 2020 or Latest Edition. 4. Efraim Turban, Ramesh Sharda, Dursun Delen, David King; Business Intelligence: A Managerial Approach; Prentice Hall; 2017 or Latest Edition. 5. Bradley C. Boehmke; Data Wrangling with R; Springer International Publishing; 2016 or Latest Edition.			

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Title of the Course	Business Intelligence and Data Visualization
Course Code	MGA-6035
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	NIL			
Course Objectives:	To apply foundational knowledge of Business Intelligence principles and utilize Business Analytics tools and techniques for data visualization.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Demonstrate understanding of business intelligence and business performance measurement concepts.			PSO 1
	CO2. Utilize business analytics tools for data-driven decision-making			PSO 1
	CO3. Demonstrate understanding of data visualisation concepts.			PSO 3
	CO4. Develop business intelligence solutions for data driven decisions.			PSO 3, PSO 4
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Business Intelligence (BI): Definition, History and Evolution, Styles of BI, Benefits of BI, Real-time BI, BI Value chain, Architecture of BI. Business Performance Measurement (BPM):	10	CO 1	K2

	Definition, BPM v/s BI, Summary of BPM Process, Performance measurement, BPM methodologies, BPM architecture and applications, Performance dash boards.			
Module 2:	Business Analytics (BA): Definitions, Tools and techniques of BA, Advanced business analytics Business Analytics and Web usage, Benefits and success factors of Business Analytics. Data Visualization: Definition, New direction in Data Visualization, GIS, GIS v/s GPS.	10	CO 2 CO 3	K3
Module 3:	Business Intelligence implementation: Implementation Factors, Critical success factors of Business implementation, Managerial issues related to BI implementation, Business Intelligence and integration: Types, Need, and Levels of Business Intelligence integration. Emerging trends in Business Intelligence: Social networks and Business Intelligence, Collaborative decision making, Reality mining.	10	CO 4	K6
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Turban, E., Sharda, R., Delen, D., & King, D. Business Intelligence: A Managerial Approach. Pearson; 2017 or Latest Edition.			
References/ Readings:	1. Kumar, A. V. K. Business Intelligence Demystified. BPB Publications; 2021 or Latest Edition. 2. Sharda, R., & Turban, E. Business Intelligence and Analytics. Pearson Books; 2018 or Latest Edition. 3. Howson, C. Successful Business Intelligence. McGraw Hill Education (Indian Edition); 2017 or Latest Edition. 4. Turban, E., Aronson, J., Liang, T., & Sharda, R. Decision Support and Business Intelligence Systems. Pearson; 2013 or Latest Edition. 5. Jarke, M. Fundamentals of Data Warehousing. Springer India Publication; 2003 or Latest Edition.			
Web Resources:				

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Title of the Course	Artificial Intelligence and Machine Learning
Course Code	MGA-6036
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Fundamental knowledge in Data structures and Mathematics.			
Course Objectives:	To enable the participants to apply the concepts of Artificial Intelligence and machine learning to make business decisions.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Demonstrate understanding of the basic concepts of AI.			PSO 1
	CO2. Apply the Knowledge representation schemes.			PSO 3
	CO3. Illustrate the performance of the various classifiers using appropriate metrics.			PSO 1
	CO4. Apply machine learning algorithms to identify meaningful patterns in data.			PSO 3
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Artificial Intelligence and A.I. Techniques: Problems, Problem Spaces & Search, Defining the Problem as state space search, Production Systems, Problem characteristics, Design issues in Searching. Uninformed Search Techniques: BFS, DFS.	10	CO1 CO2	K3

	Knowledge Representation: Representation & Mapping, Approaches to knowledge Representation, Propositional Logic, Predicate Logic, Representing simple facts & logic.			
Module 2:	Introduction to Machine Learning, ML Applications. Rule-Based Classification. Metrics for Evaluating Classifier Performance, Holdout Method and Random Subsampling, Cross-Validation, Bootstrap, ROC Curves, Techniques to Improve Classification Accuracy. Support Vector Machines, Classification Using Frequent Patterns, Lazy Learners, Other classification Methods: Genetic Algorithms, Rough set and Fuzzy set Approach.	10	CO3 CO4	K4
Module 3:	Regression: Linear (simple & multiple), Logistic Regression. Cluster Analysis: Partitioning Methods, Hierarchical Methods, Probabilistic Model-Based Clusters (Fuzzy Clusters). Outlier Detection: Outliers and Outlier Analysis, Outlier Detection Methods.	10	CO4	K4
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Elaine Rich and Kevin Knight; Artificial Intelligence; MedTech Science Press; 2025 or Latest Edition.			
References/ Readings:	1. Jiawei Han, Micheline Kambers and JianPei; Data Mining Concepts and Techniques; Morgan Kaufman Publications; 2022 or Latest Edition. 2. Stuart Russell and Peter Norvig; Artificial Intelligence, a Modern Approach; Pearson Education; 2022 or Latest Edition. 3. Ethem Alpaydin; Introduction to Machine Learning; MIT Press, Prentice Hall of India; 2020 or Latest Edition. 4. Deepak Khemani; A First Course in Artificial Intelligence; McGraw Hill Education; Sixth Edition, 2017 or Latest Edition.			

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Title of the Course	Big Data Analytics
Course Code	MGA-6037
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Fundamental knowledge in data science.			
Course Objectives:	To apply the big data analytics techniques for making business decisions.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Demonstrate understanding of the fundamentals, architecture, and ecosystem of Big Data and its role in business decision-making.			PSO 1
	CO2. Apply data collection, cleaning, and transformation techniques using Big Data tools.			PSO 1
	CO3. Analyse large datasets to uncover business patterns, trends, and insights using analytical techniques.			PSO 1
	CO4. Evaluate different Big Data technologies and frameworks for solving specific business and operational problems.			
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Big Data Analytics (BDA)	10	CO 1	K2

	Definition, Vs of Big Data (Volume, Velocity, Variety, Veracity, Value), Evolution and history of data-driven decision making, strategic role of BDA in business, Use cases across industries. Big Data Architecture and Ecosystem: Data Sources- Structured, Semi-structured, Unstructured data, Core components- Distributed file systems (HDFS concept), storage, processing, Introduction to the Hadoop and Spark ecosystems			
Module 2:	Big Data Processing and Management Tools Data lifecycle stages (Collection, Cleaning, Transformation), Basic data cleaning and transformation using a tool (e.g., Python/Pandas, R). Relational vs. NoSQL (Key-Value, Document, Graph, Column-family), Conceptual understanding of databases like MongoDB or Cassandra and their business use cases.	10	CO 2 CO 4	K3
Module 3:	Analytics, Strategy, and Ethical Implementation Descriptive, Diagnostic, Predictive, and Prescriptive Analytics, Introduction to basic predictive models (e.g., linear regression, classification concepts) and interpreting their business impact. Developing a BDA strategy roadmap for an organization, formulating evidence-based management decisions and proposing solutions, Introduction to A/B testing and experimentation as a decision-making tool.	10	CO 3	K3
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Mendelevitch, O., Stella, C., & Eadline, D. Practical Data Science with Hadoop and Spark: Designing and Building Effective Analytics at Scale. Addison-Wesley; 2017 or Latest Edition.			
References/ Readings:	1. Demirbaga, Ü., Aujla, G. S., Jindal, A., & Kalyon, O. Big Data Analytics. Springer Nature Switzerland; 2024 or Latest Edition. 2. Acharya, S., & Chellappan, S. Big Data and Analytics; 2019 or Latest Edition. 3. Prabhu, C. S. R., Sreevallabh, A., Chivukula, A., Mogadala, A., Ghosh, R., & Livingston, L. M. J. Big Data Analytics: Systems, Algorithms, Applications; 2019 or Latest Edition. 4. Kamal, R., & Saxena, P. Big Data Analytics. Tata McGraw Hill Publishing House; 2019 or Latest Edition.			

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Title of the Course	Social Media Web Analytics
Course Code	MGA-6038
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites For the Course:	Fundamental knowledge of social media apps.			
Course Objectives:	To apply the web analytics techniques for analysing the effectiveness of social media marketing.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Apply the social media fundamentals for the benefit of the organisation.			PSO 1, PSO 4
	CO2. Apply community-building concepts and social media policies for effective campaigning.			PSO 2, PSO 4
	CO3. Apply the web analytics techniques for a social media campaign.			PSO 1
	CO4. Understand the search analytics techniques of social media.			PSO 1
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Social Media Evolution of online communities: History and evolution of social media, social media vs. traditional media, Social Media Audience and Goals for using social media. Understanding social media: Strong and weak ties, Influencers, how ideas travel, Virality, Social theory and social media	10	CO 1	K3
Module 2:	Community building and Social Media Policies	10	CO 2	K3

	Keys to Community Building, Promoting Social Media pages, Linking Social Media Accounts, The Viral Impact of social media, Digital PR, Encourage Positive Chatter in social media. Identity in social media: Formation of identities, communities, activist movements, and consumer markets Social Media Policies, Etiquette, Privacy- ethical problems posed by emerging social media technologies.			
Module 3:	Web Analytics and Search Analytics Web Analytics: Present and Future, Data Collection, Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis. Search Analytics: Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis	10	CO 3 CO 4	K3
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited; 2013 or Latest Edition.			
References/ Readings:	1. Bittu Kumar, Social Networking, V & S Publishers; 2025 or Latest Edition. 2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd; 2021 or Latest Edition. 3. Takeshi Moriguchi, Web Analytics Consultant Official Textbook, Edition Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing; 2009 or Latest Edition. 4. Eric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press; 2004 or Latest Edition.			

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Title of the Course	R for Business Analytics
Course Code	MGA-6039
Number of Credits	2
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course:	Yes
Bridge Course/ Value added Course:	No
Course for advanced learners:	No

Pre-requisites For the Course:	Basic knowledge of business concepts, fundamental statistics, and computer literacy.			
Course Objectives:	To enable participants to apply R programming for business analytics through data handling, statistical analysis, visualization, and predictive modelling to support data-driven decision-making.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Demonstrate proficiency in R programming for data handling and transformation			PSO 1
	CO2. Perform descriptive and inferential statistical analysis using R to derive business insights.			PSO 1, PSO 3
	CO3. Build and interpret predictive models using R to support managerial decision-making.			PSO 1, PSO 3
	CO4. Evaluate and communicate analytical results effectively through data visualization and model interpretation.			PSO 3
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Foundation of R for Business Analytics: Introduction, Data types and structures in R, Importing and exporting data, Data wrangling and cleaning in R	10	CO 1	K2

	Managing data frames: Handling missing data and data preprocessing techniques, Basic data visualization.			
Module 2:	Descriptive and Inferential Statistical Analysis in R: Correlation and regression analysis, Data visualization for summary insights Inferential statistics: Hypothesis testing concepts, t-test, z-test, Chi-square test, ANOVA, and F-test in R, p-values, confidence intervals, and test interpretation Case-based applications in Marketing, HR, and Finance	10	CO 2 CO 4	K3
Module 3:	Predictive Analytics and Model Building using R: Introduction to Predictive Analytics and Machine Learning in R, Building and evaluating models: Simple & Multiple Linear Regression, Logistic Regression, Decision Tree, k-Means Clustering Model evaluation metrics: R ² , Accuracy, Confusion Matrix, RMSE, Precision, Recall, Case studies: Predicting sales, customer churn, or credit risk	10	CO 3 CO 4	K3
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Hodeghatta, U., & Nayak, U. Business Analytics Using R: A Practical Approach. Apress Publishing; 2016 or Latest Edition.			
References/ Readings:	- Boehmke, B., & Greenwell, B. Hands-On Machine Learning with R. CRC Press; 2019 or Latest Edition. - Verzani, J. Using R for Introductory Statistics. Chapman & Hall / CRC Press; 2018 or Latest Edition. - Wickham, H., & Golemund, G. R for Data Science. O'Reilly Media; 2017 or Latest Edition. - Zumel, N., & Mount, J. Practical Data Science with R. Dreamtech Press; 2014 or Latest Edition.			

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Title of the Course	Advanced Business Analytics & Research
Course Code	MGA-6040
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course:	Yes
Bridge Course/ Value added Course:	No
Course for advanced learners:	No

Pre-requisites For the Course:	Basic knowledge of business concepts, fundamental statistics, and computer literacy.	
Course Objectives:	To equip participants with the advanced theoretical knowledge and practical technical skills required to design, execute, and report high-level empirical research using predictive and prescriptive analytical tools for strategic business decision-making.	
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO
	CO1. Explain advanced analytical frameworks and the ethical implications of using high-dimensional data in business research.	PSO 2, PSO 3
	CO2. Execute predictive modeling techniques, such as Multiple Regression and Time-Series analysis, to solve specific domain problems in finance or marketing.	PSO 1, PSO 3
	CO3. Analyze unstructured data through sentiment analysis and text mining to discover hidden patterns in consumer behaviour and market trends.	PSO 3
	CO4. Formulate a comprehensive, data-driven research report and strategic implementation plan based on independent empirical findings.	PSO 4

Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Complexity in Business Research; Ethical handling of Big Data; Understanding high-dimensional data structures; Review of Multivariate normal distributions and variable types	15	CO 1	K2
Module 2:	Multiple Linear Regression diagnostics (Multicollinearity, Heteroscedasticity); Logistic Regression for binary classification; Decision Trees; Time-Series Forecasting (ARIMA/Smoothing)	15	CO 2	K3
Module 3:	Introduction to Text Mining; Sentiment Analysis workflows; Social Media Analytics; Cluster analysis for market segmentation; Factor analysis for dimension reduction.	15	CO 3	K4
Module 4:	Identification of an industry problem; Data scraping/collection; Model execution and validation; Interpreting results; Structuring a formal Research Report	15	CO 4	K6
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	Schindler P. S., Gumte K., & Maheshwari P. Business Research Methods. McGraw Hill India; 2026			
References/ Readings:	1. Shmueli G., Bruce P. C., Gedeck P., & Patel N. R. Machine Learning for Business Analytics: Concepts, Techniques, and Applications in Python, Wiley; 2025. 2. Walter R. Paczkowski. Business Analytics: Data Science for Business Problems. Springer Nature; 2022 or Latest Edition. 3. McKinney W. Python for Data Analysis, O'Reilly Media; 2022 or Latest Edition. 4. Albright S. C., & Winston W. L. Business Analytics: Data Analysis & Decision Making, Cengage Learning; 2020 or Latest Edition. 5. James R. Evans. Business Analytics: Methods, Models, and Decisions. Pearson Education Inc. 2019 or Latest Edition. 6. Hair J. F., Black W. C., Babin B. J., & Anderson R. E. Multivariate Data Analysis. Cengage Learning; 2018 or Latest Edition.			

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Title of the Course	Advanced Business Research Methodology
Course Code	MGA-6041
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participants with skills to design, conduct, Analyse, and report business research using appropriate methods, ethical practices, and statistical tools for evidence-based managerial decision-making and scholarly publication.			
Course Outcomes:	At the end of the course, the participant will be able to:			Mapped to PSO
	CO 1. Demonstrate understanding of research nature, process, types, ethics, measurement scales, and AI-enabled research tools.			PSO 1
	CO 2. Apply qualitative data collection, coding, and analysis techniques using software.			PSO 1, PSO 3
	CO 3. Analyse data using advanced quantitative methods, such as regression, factor analysis, SEM, and time-series forecasting, with software.			PSO 1, PSO 3
	CO 4. Create research reports, dissertations, and publishable academic papers.			PSO 1, PSO 2
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Nature of Business Research: Research process, types of research: exploratory, descriptive, causal, experimental, longitudinal; ethical issues in business research, plagiarism detection, use of AI tools	15	CO1	K1, K2

	and digital databases in research, scales of measurement, characteristics of good measurement: validity and reliability.			
Module 2:	Qualitative research: Data collection methods: Focus Groups, in-depth interviews, projective techniques, unstructured observation, case study, ethnography; data coding, cleaning, and adjustment for statistical analysis; qualitative analysis techniques: thematic, content, ethnographic, visual, and semiotic analysis. (using appropriate software)	20	CO2	K3
Module 3:	Quantitative research: Data collection methods: surveys & questionnaires, structured interviews, structured observation, experiments, secondary data sources, mechanical & digital data collection, data coding, cleaning and adjusting for statistical analysis. Quantitative analysis techniques: multiple regression analysis, logistic regression, factor analysis, cluster analysis, discriminant analysis, conjoint analysis, structural equation modelling, time series analysis & forecasting (using statistical software).	20	CO3	K4, K5
Module 3:	Research report writing Structure of a dissertation and research paper, referencing styles and citation tools, paraphrasing, linking of research results to theory and managerial implications.	5	CO4	K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	1. Cooper D R and Schindler; Business Research Methods; Tata McGraw-Hill, New Delhi; 2017 or Latest Edition.			
References/ Readings:	1. William G. Zikmund, Barry J. Babin, Jon C Carr, Mitch Griffin; Business Research Methods; Cengage India Private Limited; 2013 or Latest Edition. 2. Deepak Chawla, Neena Sondhi; Research Methodology Concepts and Cases; Vikas Publishing House; 2018 or Latest Edition. 3. Naresh K. Malhotra and Satyabhusan Das; Marketing Research An Applied Orientation; Pearson Education; 2019 or Latest Edition. 4. Darren George, Paul Mallery; SPSS for Windows Step by Step; Pearson Education Inc; 2010 or Latest Edition.			

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Discipline Specific Vocational Elective (DSVE) Courses

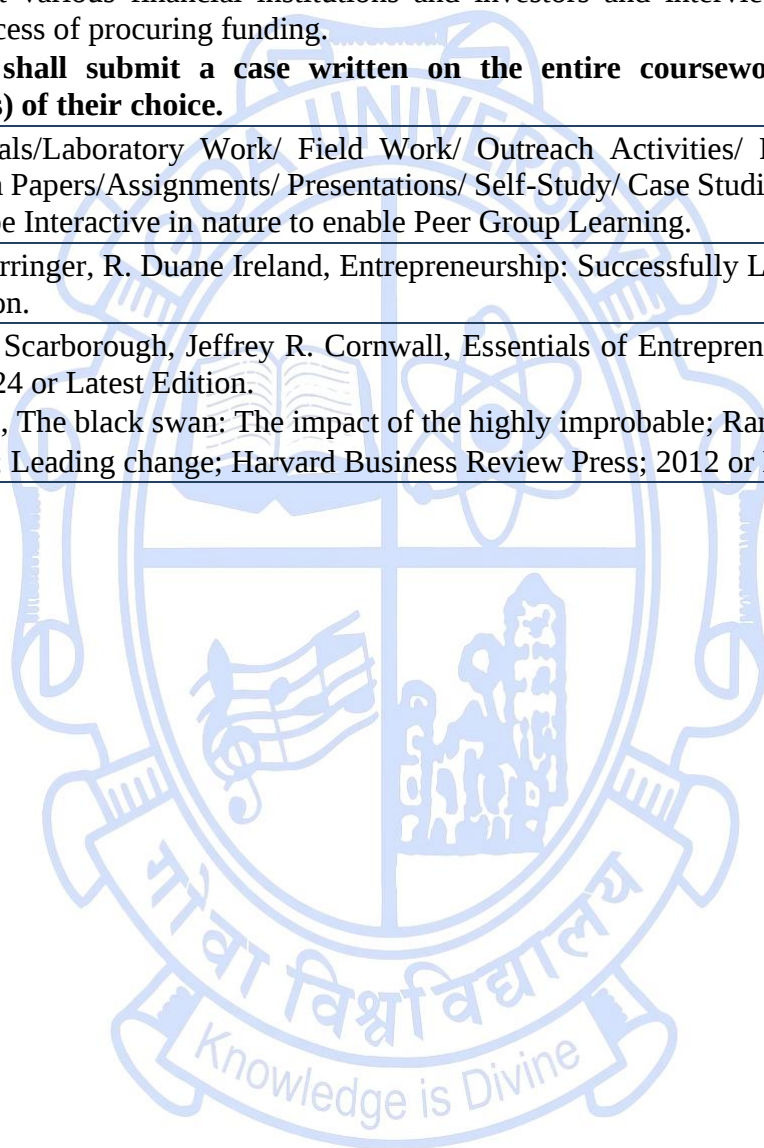
Title of the Course	Entrepreneurship
Course Code	MGA-6401
Number of Credits	2T+2P
Theory/ Practical	Theory + Practical
Level	500
Effective from AY	2026-27
New Course:	Yes
Bridge Course/ Value added Course:	No
Course for advanced learners:	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To equip participants with the skill to ideate a business, evaluate the feasibility, create a holistic business plan and have a roadmap to scale.	
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO
	CO 1. Analyse the characteristics of successful entrepreneurs, the external economic environment, and common failures.	PSO 1
	CO 2. Create a Business Model Canvas for a novel product or service by defining the value proposition, customer segments, channels, and revenue streams through primary market research and testing.	PSO 1, PSO 2
	CO 3. Evaluate the critical trade-offs between various funding sources (e.g., bootstrapping, angel investment, venture capital) and justify the optimal financial strategy for a startup's phase of growth.	PSO 1, PSO 3, PSO 4
	CO 4. Develop a comprehensive financial projection including startup costs, burn rate, and projected cash flow for the first three years of a new venture.	PSO 1, PSO 4

	CO 5. Formulate a structured and persuasive investor pitch and business plan that articulates the competitive advantage, scalability, and exit strategy of the proposed venture.	PSO 3, PSO 4		
	CO 6. Analyse the legal, ethical, and organizational challenges inherent in scaling a startup (e.g., intellectual property, founder conflicts, hiring strategies) and propose effective governance solutions.	PSO 3, PSO 4		
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Basics of Entrepreneurship: Concept, knowledge and skills requirements, characteristics of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting the emergence of entrepreneurship, different forms of businesses Practical: Identify critical characteristics of entrepreneurs through interviews.	5T+ 15P	CO1	K1, K2
Module 2:	Starting the Venture: Opportunity Recognition and Analysis, generating business ideas, gathering resources, creative problem solving, competitor and industry analysis; Feasibility Study: market feasibility, technical/operational feasibility, financial feasibility. Practical: Draw feasibility plans for an innovative idea.	5T+ 15P	CO2 CO4	K3
Module 3:	Functional plans Organizational plan: form of ownership, designing organization structure, job design, manpower planning, Human Resource Plan: Recruitment, Selection, Staffing, Training and Development; Compensation, Performance Management, Marketing plan: marketing research, preparing marketing plan, contingency planning, Operational Plans: Managing materials, use of Technology Financial plan: cash budget, working capital, income statements, Cashflows, Balance sheet, break even analysis. Practical: Create a comprehensive business plan that considers all scenarios.	10T+ 15P	CO3	K3
Module 4	Financial Sources & Legal Issues Debt or equity financing, Commercial banks, Venture capital, and development financial institutions. Legal Issues: intellectual property rights: patents, trademarks, copyrights, trade secrets, licensing, franchising, Developing Entrepreneurial Marketing: Competencies, Networks, Rural Entrepreneurship, Social, Entrepreneurship, Intrapreneurship	10T+ 15P	CO4	K4, K5, K6

	Practical: Visit various financial institutions and investors and interview them to analyse the process of procuring funding. The students shall submit a case written on the entire coursework on an entrepreneur(s) of their choice.			
Pedagogy:	Lectures/Tutorials/Laboratory Work/ Field Work/ Outreach Activities/ Project Work/ Vocational Training/Viva/ Seminars/ Term Papers/Assignments/ Presentations/ Self-Study/ Case Studies Etc. or a Combination of Some of these. Sessions shall be Interactive in nature to enable Peer Group Learning.			
Texts:	1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, Pearson, 2024 or Latest Edition.			
References/ Readings:	1. Norman M. Scarborough, Jeffrey R. Cornwall, Essentials of Entrepreneurship and Small Business Management, Pearson, 2024 or Latest Edition. 2. Taleb, N. N., The black swan: The impact of the highly improbable; Random House; 2007 or Latest Edition 3. Kotter, J. P.; Leading change; Harvard Business Review Press; 2012 or Latest Edition			

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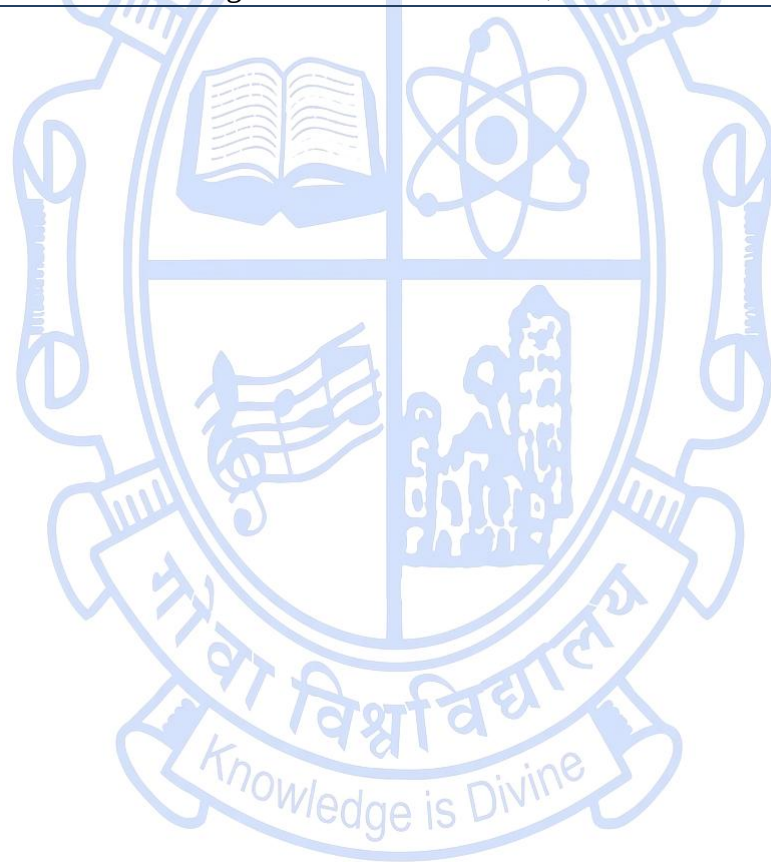
Title of the Course	Human Resource Analytics and Consultancy
Course Code	MGA-6402
Number of Credits	2T + 2P
Theory/ Practical	Theory + Practical
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To develop understanding and application of HR analytics, ethical HR consulting practices, competency frameworks, predictive decision-making techniques, and data visualization tools for effective human resource management.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Demonstrate understanding of the role of HR analytics in HR decisions			PSO 2
	CO 2. Use predictive and prescriptive analytical tools for HR decisions			PSO 1
	CO 3. Evaluate different forms of ethical HR Consulting			PSO 2
	CO 4. Design competency frameworks and consulting tools			PSO 4
	CO 5. Use Data visualization tools			PSO 3
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Role of Analytics: Defining HR Analytics; HR Analytics: The Third Wave for HR value creation; Locating HR challenges; Typical problems; Foundations of Data Science – Role of Artificial Intelligence (AI) and its various components such as	7T+ 15P	CO1, CO2	K2, K3

	Statistical Learning (SL), Machine Learning (ML) and Deep learning algorithms in organisational value creation; Linking HR Data to operational performance Practical: Predictive and Prescriptive Analytics: Steps involved in predictive analytics: Determine key performance indicator; analyse and report data; interpret the results and predict the future; Metrics and Regression analysis and Causation; Insights into Data Driven HRA: Typical data sources, data issues, building support and interest, Obtaining data, Cleaning data, Supplementing data; HR Metrics; HR Dashboards; Statistical software used			
Module 2:	Nature of Management Consulting: Why and where consulting is used; The Consulting Industry – History and Growth; Types of Consulting Services- Generalist and Specialist Services; Internal Consultants; Consultant - Client Relationship; Key Stakeholders; Consulting Skills; Consulting and Culture; Consultant and Change Practical: Tools of Consulting – Types of Interventions; Coaching and Counselling; Action Planning; Monitoring and Measuring Results	8T+ 15P	CO3	K2, K3, K4
Module 3:	Evolution of Competencies: Developing a competency model, Application of Competency Mapping in other HR functions, Role of Guidance and Counselling Centres in Human Capital Management Practical: Different forms of Guidance: Counselling and Coaching, Designing Competency Framework, Assessment Centres, Balance Score Cards.	7T+ 15P	CO4	K4, K5
Module 4:	Professional ethics in Consulting: Codes of Conduct, Responsibility and Accountability, Certification and Licensing, Termination: Withdrawal and ending a consulting relationship Practical: Effective use of Data visualisation tools; storytelling framework; Using operations research tools in talent management; Prescriptive Analytics techniques: Linear programming, Data Envelopment Analysis	8T+ 15P	CO2, CO3	K4, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course			

	shall be interactive to enable peer-to-peer learning.
Texts:	1. Simon a. Burtonshaw-gunn, Essential Tools for Management Consulting - Tools, models and Approaches for Clients and consultants, Wiley Eastern Publishers, 2010 or Latest Edition
References/ Readings:	1. Jac Fitz-enz, John R. Mattox; Predictive analytics for Human Resources; Wiley; 2014 or Latest Edition 2. Gene Pease Boyce Byerly, Jac Fitz-enz; Human Capital Analytics; Wiley; 2013 or Latest Edition 3. Seema Sanghi: Handbook of Competency Mapping; Response Books; 2016 or Latest Edition. 4. Ganesh Shermon: Competency based HRM; Tata Mc Graw Hill; 2004 or Latest Edition. 5. T.V. Rao: Performance Management Skills Workbook; T.V Rao Learning Systems; 2014 or Latest Edition.

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Title of the Course	Financial Modelling and Analytics
Course Code	MGA-6403
Number of Credits	2T+2P
Theory/ Practical	Theory + Practical
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To develop an understanding and application of data analytics techniques, predictive modelling, and financial modelling tools for effective financial decision-making, risk assessment, and portfolio management.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Demonstrate understanding of the statistical foundations and data structures used in financial analysis.			PSO 2
	CO 2. Apply data visualisation tools to communicate financial trends and insights.			PSO 2
	CO 3. Analyse financial statements and market data to identify investment opportunities and risks.			PSO 1
	CO 4. Evaluate financial health and credit risk using predictive modelling techniques.			PSO 3
	CO 5. Create automated financial dashboards and optimised portfolios for wealth management.			PSO 3
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Foundations of Financial Data Theory: Role of Analytics in Finance; Types of Financial Data (Time series, Cross-sectional); Statistical concepts (Mean, Variance,	6T+ 10P	CO1	K2

	Skewness, Kurtosis). Practical: Data collection (Yahoo Finance/Bloomberg APIs); Data cleaning and pre-processing in Excel/Python; Computing descriptive statistics.			
Module 2:	Exploratory Data Analysis & Visualisation: Theory: Principles of Data Visualisation; Correlation vs. Causation; Financial Ratio Analysis. Practical: Building interactive charts (Candlestick, Bollinger Bands); Creating dynamic dashboards in Excel/Tableau; Trend analysis of stock prices.	8T+ 14P	CO2, CO3	K3, K4
Module 3:	Predictive Analytics & Forecasting Theory: Time Series Analysis (Stationarity, ARIMA models); Linear and Logistic Regression in Finance; Volatility modelling (ARCH/GARCH). Practical: Forecasting revenue/stock prices using Regression; Building a volatility model; Back-testing trading strategies.	8T+ 18P	CO3, CO4	K4, K5
Module 4:	Risk Analytics & Portfolio Optimisation: Theory: Concept of Risk (Systematic vs. Unsystematic); Value at Risk (VaR); Modern Portfolio Theory (MPT); Credit Risk Modelling. Practical: Calculating VaR (Historical/Monte Carlo); Constructing an Efficient Frontier; Optimising asset allocation using Solver/Python libraries.	8T+ 18P	CO4, CO5	K5, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	1. Bennett, M. J., Hugen, D. L., Financial Analytics with R, Cambridge University Press, 2016 or Latest Edition.			
References/ Readings:	1. Massaron, L., & Boschetti, A., Python for Finance, Packt Publishing, 2016 or Latest Edition. 2. Brooks, C., Introductory Econometrics for Finance, Cambridge University Press, 2019 or Latest Edition. 3. Alexander, C, Market Risk Analysis, Wiley, 2008 or Latest Edition. 4. Hilpisch, Y., Python for Finance: Mastering Data-Driven Finance, O'Reilly, 2018 or Latest Edition.			
Web Resources:	1. Kaggle Finance Datasets 2. Investopedia - Financial Analysis 3. Yahoo Finance API Documentation 4. https://youtu.be/uKzZplHZNsM			

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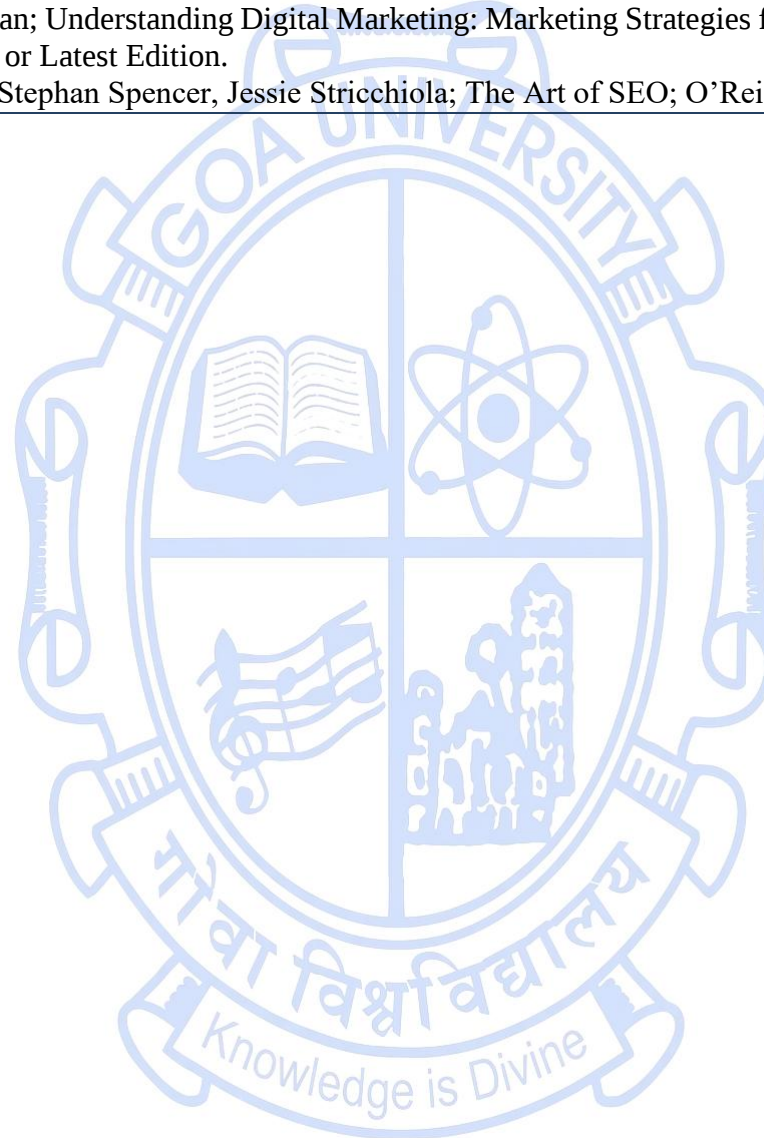
Title of the Course	Marketing Analytics
Course Code	MGA-6404
Number of Credits	2T + 2P
Theory/Practical	Theory and Practical
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To develop participants' ability to analyse marketing data, utilise digital and social media marketing tools and techniques, and create data visualisation and analytical reports for effective marketing decision-making.			
Course Outcomes:	At the end of the course, the participants shall be able to:			Mapped to PSO
	CO 1. Analyse data from the market and create dashboards for decision-making			PSO 2
	CO 2. Analyse and evaluate digital media platforms to optimise costs and achieve targets.			PSO 1
	CO 3. Utilise search engine marketing (SEM), search engine optimisation (SEO), and performance metrics such as CPC, CPM, and CPV.			PSO 1
	CO 4. Create data visualisation for management decisions.			PSO3
	CO 5. Design social media marketing campaigns that target the audience and demonstrate impact using various performance metrics.			PSO 1
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to Marketing Analytical Framework Basic marketing models used for analysing market-driven data, Marketing-Mix	6T+ 10P	CO1	K1, K2,

	Analytics, Product Analytics, Place Analytics Practical: Identify, classify and compare the business based on marketing strategies. Analysing market-driven data based on competition, create a suitable marketing mix based on product, price, place and promotion analytics,			
Module 2:	Price recommendation (own and cross price elasticity) and Promotion. Market segmentation, Customer Analytics, Customer retention, and Customer lifetime value. Practical: design a customer profile based on segment analytics and consumer analytics, and develop strategies to retain customers and increase customer lifetime value.	8T+ 14P	CO2, CO3	K3, K4
Module 3:	Advertisement and Digital Analytics Difference between Traditional Communication and Social Media Communication, Advertising on social media, Website Planning and Creation, Various search engines and their applications, Search Engine Marketing (SEM), Search Engine Optimisation (SEO) Practical: Evaluate the digital and social media campaign with specific brand outcomes.	8T+ 18P	CO4	K5
Module 4:	Meta tags, meta description, link building, backlinks, various factors affecting social media page optimisation, Email marketing, SMS and WhatsApp Marketing, Overall Digital Media Planning to optimise cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR). AI in digital marketing. Practical: Design a digital and social media campaign with specific brand outcomes. building a social media campaign, selecting the appropriate target audience, effective content creation, writing ad copies and ad creatives, writing blogs, considering cost factors and resource allocation.	8T+ 18P	CO5	K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	1. Lilien, Gary L., Kotler, Philip, and Moorthy, K. Sridhar; Marketing Models, Prentice-Hall, 1992 or Latest Edition. 2. Dave Chaffey, Fiona Ellis-Chadwick; Digital Marketing: Strategy, Implementation & Practice; Pearson; 2015 or Latest Edition.			
References/ Readings:	1. Venkatesan Rajkumar, Farris Paul and Wilcox Ronald T; Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands-on Learning, Pearson Education, 2014 or Latest Edition. 2. Grigsby, Mike; "Marketing Analytics: A Practical Guide to Real Marketing Science", Kogan Page Publishers, 2015 or Latest Edition.			

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| | <ol style="list-style-type: none">3. Seema Gupta; Digital Marketing; McGraw-Hill; 2022 or Latest Edition.4. Damian Ryan; Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation; Kogan Page; 2016 or Latest Edition.5. Eric Enge, Stephan Spencer, Jessie Stricchiola; The Art of SEO; O'Reilly Media; 2015 or Latest Edition. |
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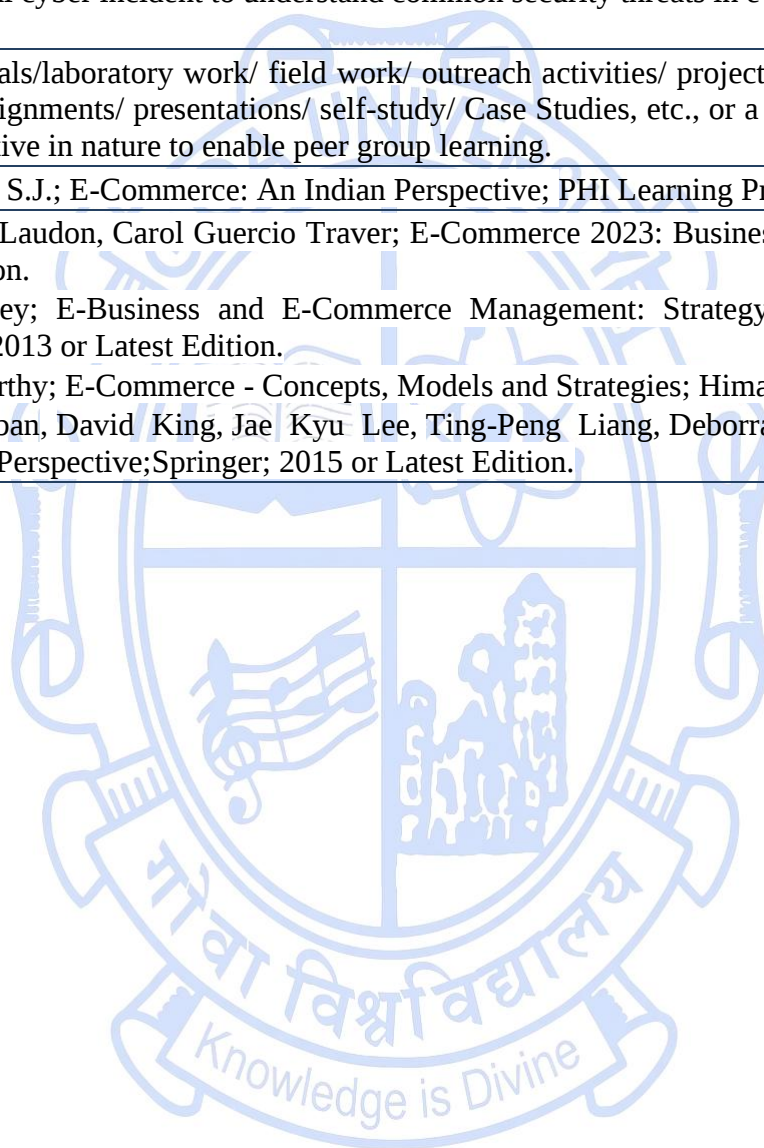
Title of the Course	E-Commerce
Course Code	MGA-6405
Number of Credits	2T+2P
Theory/ Practical	Theory + Practical
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To equip participants with the skills to formulate and manage online business models effectively.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Analyse various e-commerce business models and choose an appropriate one.			PSO1, PSO3, PSO4
	CO2. Design e-marketing and e-branding strategies to enhance customer acquisition and retention.			PSO1, PSO2, PSO4
	CO3. Evaluate the role of the Electronic Customer Relationship Management (E-CRM) system in building and sustaining long-term customer relationships.			PSO1, PSO4
	CO4. Examine emerging trends in e-payments, cybersecurity and data protection frameworks influencing digital commerce.			PSO1, PSO4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to E-commerce: Meaning, definition, features, functions of E-Commerce, Benefits and limitations of E-Commerce, E-commerce opportunities and challenges for Industries, Business Models for E-commerce: Business-to-Consumer (B2C), Business-to-Business (B2B), Consumer-to-Consumer (C2C), Consumer to	10T+20P	CO1	K2

	Business (C2B), Brokerage Model, Aggregator Model, Info-mediary Model, Community Model, Value Chain Model, Advertising Model, Subscription Model, Affiliate Model. Legal Framework for E-Commerce: Rights and Obligations in the World of E-commerce, Copyrights, Privacy, Domain Name and Registration. Practical: Identify, classify and compare the business and revenue models of e-commerce websites. Evaluate the e-commerce websites, payment options and customer experience.			
Module 2:	E-Marketing and E-Customer Relationship Management (E-CRM): Components of e-marketing mix, online consumer behaviour model, online consumer purchasing decision, E-marketing planning, E-marketing strategies, E-Branding strategies, Marketing issues in E-Commerce, Importance of E-CRM in E-Commerce, Role of Internet, Mobile and Cloud Technologies in E-CRM, Customer life cycle and relationship stages, Customer acquisition management, Customer retention management, Customer extension, E-CRM Technologies, Future trends in E-CRM. Practical: Design an e-marketing plan for a product or service. Evaluate online branding practices and their impact on customer perception. Identify customer engagement techniques and how E CRM contribute to satisfaction and repeat purchase	10T+ 20P	CO2, CO3	K3, K5
Module 3:	E-payments and E-security: Components of E-payment system, Types of E-payments: Cards, Internet banking, Mobile banking, E-wallets, Unified Payments Interface, Emerging trends in E-payments, Security dimensions in E-Commerce: Confidentiality, integrity and availability, security threats in E-Commerce, technology solutions: encryption, securing channels of communication, protecting networks, protecting servers and clients, Role of Security Audits and Penetration Testing, Data Protection and Privacy Regulations. Practical: 1. Analyse different online payment methods and their suitability for various transactions 2. Explore new developments in e-payment ecosystem	10T+ 20P	CO4	K4

	3. Analyse a real cyber incident to understand common security threats in e-commerce transactions			
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive in nature to enable peer group learning.			
Texts:	1. P.T. Joseph, S.J.; E-Commerce: An Indian Perspective; PHI Learning Private Limited; 2019 or Latest Edition.			
References/ Readings:	1. Kenneth C. Laudon, Carol Guercio Traver; E-Commerce 2023: Business, Technology, Society; Pearson; 2023 or Latest Edition. 2. Dave Chaffey; E-Business and E-Commerce Management: Strategy, Implementation and Practice; Pearson Education; 2013 or Latest Edition. 3. C. S. V. Murthy; E-Commerce - Concepts, Models and Strategies; Himalaya Publishing House 4. Efraim Turban, David King, Jae Kyu Lee, Ting-Peng Liang, Deborah C. Turban; Electronic Commerce: A Managerial Perspective; Springer; 2015 or Latest Edition.			

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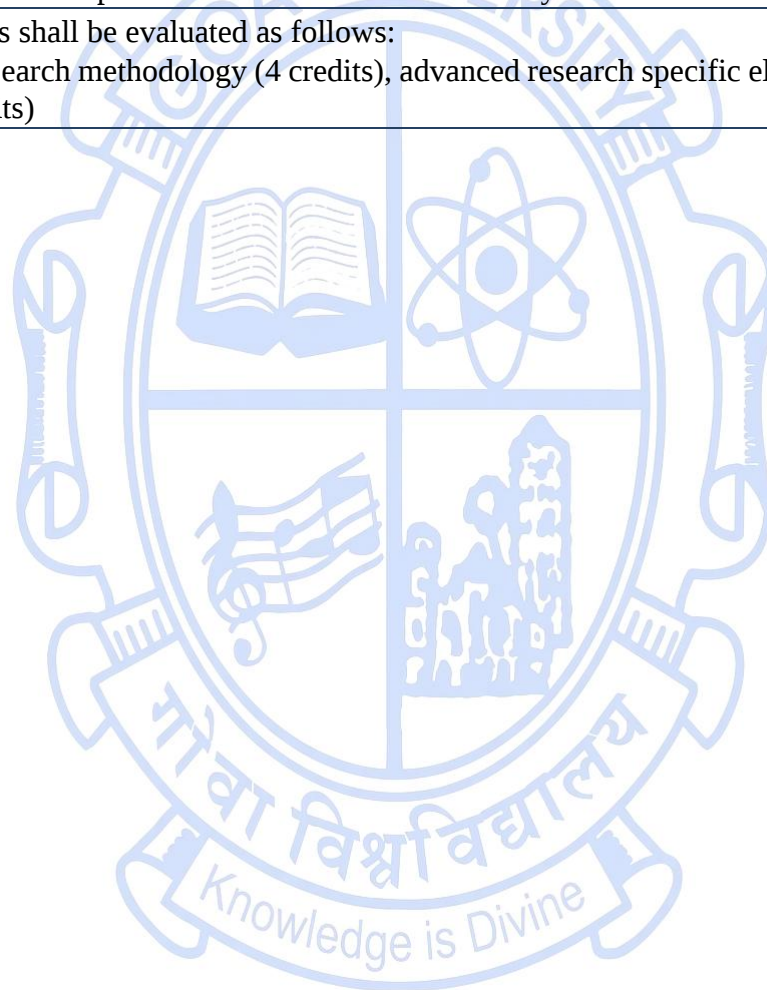
DISSERTATION (40 Credits)

Title of the Course	Dissertation
Course Code	MGA-6501
Number of Credits	40
Theory/ Practical	Dissertation
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	As per the ordinance in force.			
Course Objectives:	To equip students with the skills to apply their in-class learning in practice to help them make ethical decisions and to articulate their work both orally and in writing.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1: Use a broad range of MBA-specific knowledge to structure a business problem.			PSO1
	CO2: Deeply understand the problem context and resolve it using an appropriate methodology.			PSO2, PSO3
	CO3: Apply analytical skills			PSO3
	CO4: Provide practical and implementable recommendations for improvement.			PSO3
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	The participant is expected to undertake the dissertation on a topic in his/her specialisation, such as Finance, HR, or Marketing.	12 months (5 days a week)	CO1, CO2, CO3,	K2, K3, K4, K5

	She/he shall have an academic supervisor (a faculty member from the discipline) and an industry mentor, where applicable. She/he shall attend mentoring sessions once a week with the academic supervisor to track progress.	minimum)	CO4, CO5	
Pedagogy:	Lectures/ field work/ outreach activities/ project work/ Real-life Scenarios /Workshops/ seminars/ term papers/assignments/Expert Talks/ Presentations/ self-study/ Case Studies etc. or a combination of some of these.			
Evaluation	The participants shall be evaluated as follows: A course on research methodology (4 credits), advanced research specific electives (4 credits), presentation (4 credits), report (28 credits)			

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SEMESTER IV

Generic Elective (GE) Courses

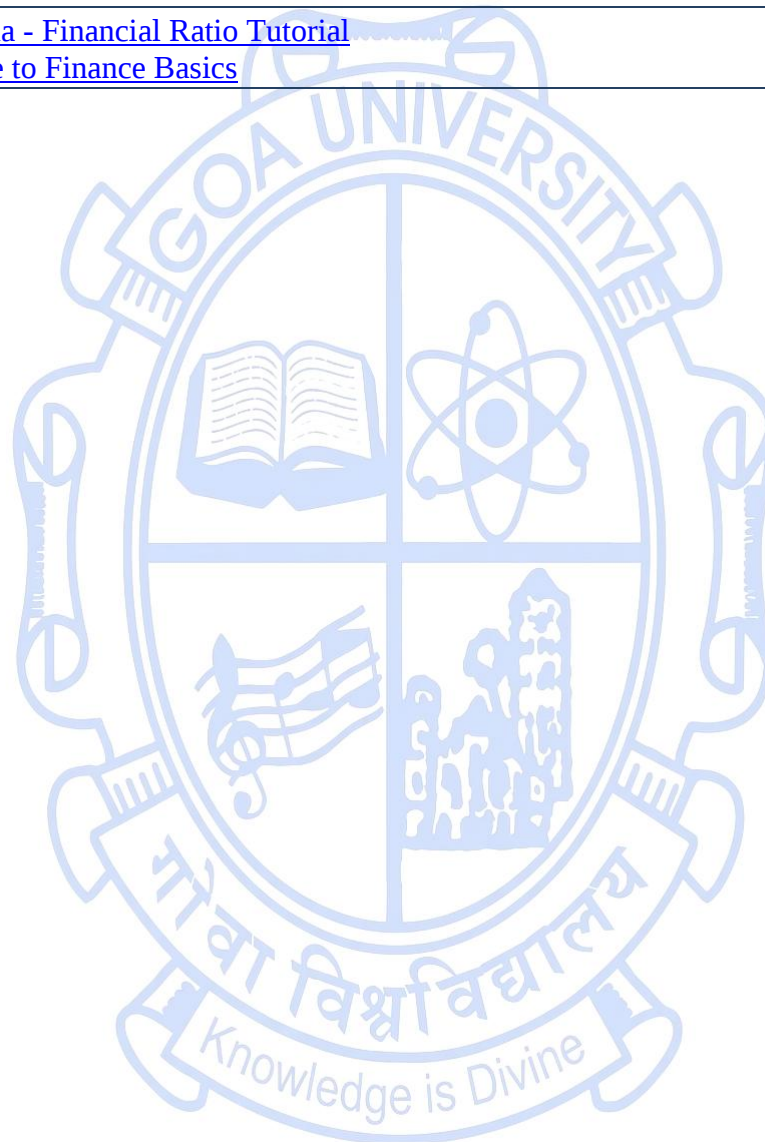
Title of the Course	Finance for Non-Finance
Course Code	MGA-6201
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil	
Course Objectives:	To develop financial literacy among non-finance professionals by enabling them to understand financial concepts, interpret financial statements, perform cost and break-even analysis, and apply budgeting and investment evaluation techniques for informed decision-making.	
Course Outcomes:	At the end of the course, the participants will be able to:	Mapped to PSO
	CO 1. Demonstrate understanding of fundamental financial terms, accounting principles, and the structure of financial reports.	PSO 2
	CO 2. Analyse an organisation's financial health using ratio analysis and common-size statements.	PSO 2
	CO 3. Apply cost behavior concepts (Fixed vs. Variable) to determine pricing and break-even points.	PSO 1
	CO 4. Evaluate long-term investment proposals using Time Value of Money (TVM) techniques	PSO 3

	like NPV and IRR.			
	CO 5. Create functional budgets and manage working capital requirements for entrepreneurial or departmental needs.		PSO 3	
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Understanding Financial Statements: The Accounting Equation; Difference between Profit and Cash; Overview of Balance Sheet, Profit & Loss A/c, and Cash Flow Statement; Users of financial info. Reading an Annual Report workshop; Categorizing real-world business transactions; Walking through a live company's Balance Sheet.	15	CO1	K2
Module 2:	Financial Analysis & Performance Evaluation: Ratio Analysis (Liquidity, Solvency, Profitability, Turnover); DuPont Analysis overview; Red flags in financial reporting. Computing ratios for two competing companies (e.g., Pepsi vs. Coke) using Excel; Interpreting the results to decide "Which company is healthier?".	15	CO2	K4
Module 3:	Cost Management for Decision Making: Cost Concepts (Direct/Indirect, Fixed/Variable); Break-even Analysis; Marginal Costing for "Make or Buy" decisions. Calculating Break-even Point (BEP) for a startup scenario; Case study on pricing a new product; Cost-Volume-Profit (CVP) modelling in Excel.	15	CO3	K3
Module 4:	Financial Planning & Project Appraisal: Time Value of Money (TVM); Capital Budgeting techniques (NPV, IRR, Payback Period); Basics of Working Capital Management. Preparing a Departmental Cash Budget; Using Excel functions (PV, FV, NPV, IRR) to evaluate a machinery purchase; Working Capital estimation simulation.	15	CO4, CO5	K5, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	Narayanaswamy, R., Financial Accounting: A Managerial Perspective, PHI Learning, 2017 or Latest Edition.			
References/ Readings:	1. Siciliano, G., Finance for Non-Financial Managers, McGraw-Hill Education, 2014 or Latest Edition. 2. Berman, K., & Knight, J., Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean, Harvard Business School, 2013 or Latest Edition 3. Chandra, P., Financial Management: Theory and Practice, McGraw Hill Education, 2019 or Latest Edition 4. Atrill, P., & McLaney, E. (2018). Accounting and Finance for Non-Specialists, Pearson Education Limited, 2018			

	or Latest Edition.
Web Resources:	1. Investopedia - Financial Ratio Tutorial 2. HBR Guide to Finance Basics

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Title of the Course	Entrepreneurship for MSME
Course Code	MGA-6202
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To develop entrepreneurial capabilities by enabling students to identify business opportunities, apply business modelling and market validation tools, analyse financial viability and funding options, and prepare effective business plans and pitch decks for new ventures.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Demonstrate understanding of the entrepreneurial ecosystem, types of ventures, and the process of innovation.			PSO 2
	CO 2. Apply Design Thinking principles to identify problems and generate creative solutions.			PSO 2
	CO 3. Analyse market dynamics and financial feasibility to construct a robust business model.			PSO 1
	CO 4. Evaluate ethical, legal, and sustainability aspects of launching a new venture.			PSO 3
	CO 5. Create a Minimum Viable Product (MVP) concept and a professional investor pitch deck.			PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Ideation & Opportunity Identification: Introduction to Entrepreneurship vs. Intrapreneurship; The Innovation Lifecycle; Design Thinking Principles (Empathise,	15	CO1, CO2	K2, K3

	Define, Ideate). Problem Identification Workshops; Empathy Mapping exercises; Brainstorming sessions using SCAMPER technique.			
Module 2:	Business Modelling & Market Validation: Business Model Canvas (BMC) vs. Lean Canvas; Value Proposition Design; Market Segmentation, Targeting, and Positioning (STP). Drafting the BMC; Conducting primary market research (Customer Interviews/Surveys); Developing a Value Proposition Canvas.	15	CO2, CO3	K3, K4
Module 3:	Financials, Funding & Operations: Startup Economics (Unit Economics, CAC, LTV); Revenue Models; Sources of Funding (Bootstrapping, Angels, VC); Break-even Analysis. Building a Financial Plan in Excel (Pro forma statements); Calculating Unit Economics; Drafting a term sheet.	15	CO3, CO4	K4, K5
Module 4:	Launch, Legal & Scaling: Legal entities (LLP, Pvt. Ltd); Intellectual Property Rights (IPR); Go-to-Market Strategy; Ethical entrepreneurship & Social Impact. Pitch Deck creation and presentation; Developing a "Go-to-Market" roadmap; MVP (Minimum Viable Product) concept prototyping.	15	CO4, CO5	K5, K6
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	Barringer, Ireland, Entrepreneurship, Pearson, 2022 or Latest Edition.			
References/ Readings:	1. Osterwalder, A., Pigneur, Y., Business Model Generation, Wiley, 2010 or Latest Edition. 2. Thiel, P., Zero to One: Notes on Startups, or How to Build the Future, Virgin Digital, 2014 or Latest Edition. 3. Hisrich, R. D., Peters, M. P., Shepherd, D. A., Entrepreneurship. McGraw-Hill Education, 2020 or Latest Edition. 4. Blank, S., The Four Steps to the Epiphany, K&S Ranch, 2013 or Latest Edition.			
Web Resources:	1. Y Combinator Startup Library 2. Startup India Learning Program			

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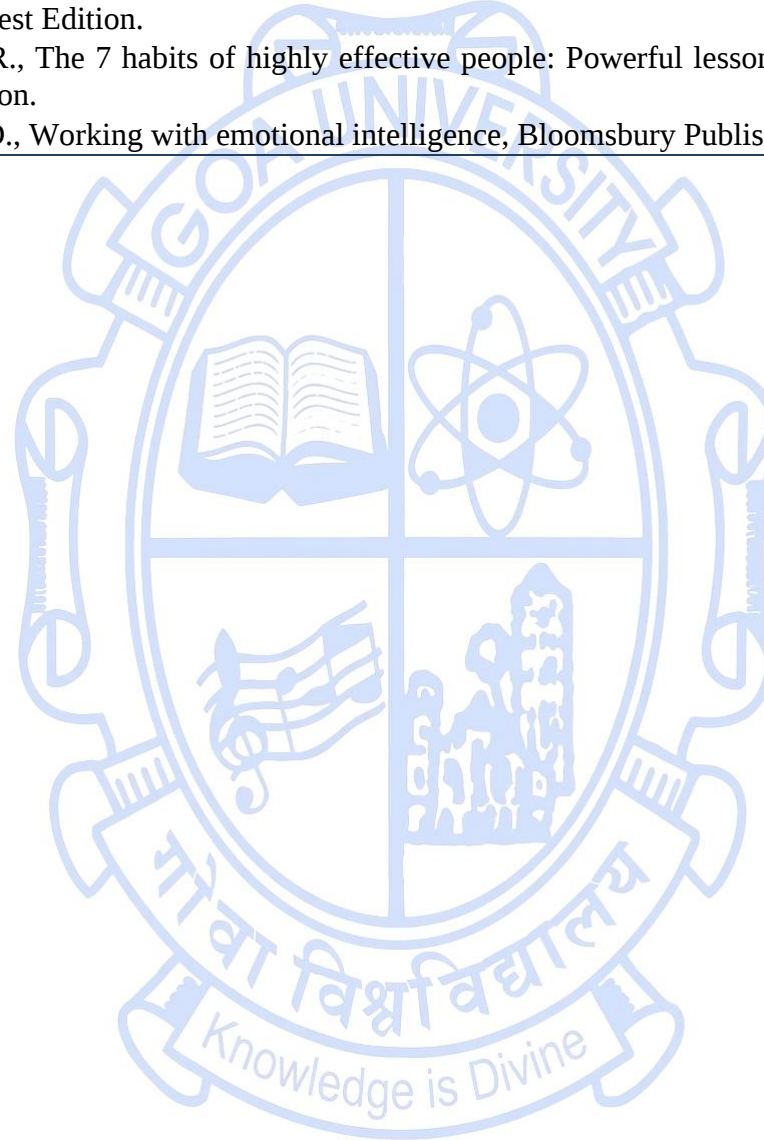
Title of the Course	Stress Management and Workplace Wellness
Course Code	MGA-6203
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To equip the participant with skills to recognise common mental health challenges and apply emotional intelligence and mindfulness techniques to promote long-term mental health.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO1. Demonstrate understanding of key concepts of mental health in the workplace.			PSO 1
	CO2. Identify personal triggers, risks, and emotions that affect mental health.			PSO 1, PSO 3
	CO3. Identify key stressors and design coping plans.			PSO 3, PSO 4
	CO4. Evaluate the role of effective fitness and nutrition strategies for overall well-being.			PSO 3, PSO 4
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction to mental health and well-being in the corporate world: Mental health and Mental Hygiene, Common workplace stressors (workload, deadlines, conflicts, job insecurity), The Psychological Challenges of Corporate Life, Case studies of mental health challenges in business settings, Work-life balance.	10	CO1	K 2

Module 2:	Emotional Intelligence and Self-Awareness: Understanding emotional intelligence (EQ) and its impact on leadership, The science of emotional resilience, Self-awareness and self-regulation techniques, Managing negative thoughts and self-doubt (imposter syndrome), Role of empathy and social skills in workplace relationships, The art of saying No, Practical exercises and role-plays.	10	CO1	K 2
Module 3:	Stress Management and Burnout Prevention: Identifying signs of stress and burnout, The science of stress, Cognitive-behavioral techniques for stress reduction, Mindfulness, meditation, and relaxation techniques, Stress management session and real-life case studies.	10	CO2	K 3
Module 4:	Thriving in the Workplace: Work-Life Integration & Mental Agility, Work-life integration, Setting Boundaries and avoiding over-commitment, Digital Detox and managing information overload, Fixed v/s Growth Mindset, Positive psychology approaches, Overcoming setbacks, handling failures.	10	CO3	K 3
Module 5:	Procrastination & Productivity: The Psychology Behind Procrastination, Practical Techniques to Overcome Procrastination (Pomodoro, Time Blocking, etc.), Mindfulness and Focus: Enhancing Cognitive Performance, The Role of Accountability and Habit Formation.	10	CO4	K 3
Module 6:	Physical Fitness and Nutrition: Introduction to Physical Fitness & Nutrition, Exercise and Productivity, Nutrition for energy and focus, Importance of physical health, nutrition, and sleep in mental resilience, healthy habits and sleep hygiene, maintaining healthy posture while working and the importance of movement, Seeking professional help: Therapy, coaching, and peer support networks, Future challenges and sustainable well-being strategies	10	CO 5	K 6
Pedagogy:	Lectures/ field work/ outreach activities/ project work/ Real-life Scenarios /Workshops/ seminars/ term papers/assignments/Expert Talks/ Presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	1. Achor, S., The happiness advantage: How a positive brain fuels success in work and life, Crown Business, 2010 or Latest Edition.			
References/ Readings:	1. Bradberry, T., Greaves, J., Emotional intelligence 2.0., Talent Smart, 2009 or Latest Edition. 2. Clear, J., Atomic habits: An easy & proven way to build good habits & break bad ones. Avery, 2018 or Latest Edition.			

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| | <ol style="list-style-type: none">3. Cooper, C. L., Quick, J. C., The handbook of stress and health: A guide to research and practice, Wiley-Blackwell, 2017 or Latest Edition.4. Covey, S. R., The 7 habits of highly effective people: Powerful lessons in personal change, Free Press, 2020 or Latest Edition.5. Goleman, D., Working with emotional intelligence, Bloomsbury Publishing India Pvt. Ltd, 2013 or Latest Edition. |
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Title of the Course	Digital and Social Media Marketing
Course Code	MGA-6204
Number of Credits	4
Theory/ Practical	Theory
Level	500
Effective from AY	2026-2027
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To enable participants to utilise the tools and techniques necessary for marketing on digital and social media.			
Course Outcomes:	At the end of the course, the participants will be able to:			Mapped to PSO
	CO 1. Apply the importance of digital marketing and differentiate it from traditional marketing while identifying recent trends.			PSO 1
	CO 2. Evaluate various digital media platforms for cost optimisation and target achievement.			PSO 2
	CO 3. Analyse social media marketing campaigns based on the content strategy.			PSO 1
	CO 4. Utilise search engine marketing (SEM), keyword research, and performance metrics (CPC, CPM, CPV) techniques in campaign success.			PSO 3
Content:		No. of hours	Mapped to CO	Cognitive Level
Module 1:	Introduction: Importance of Digital Marketing, Recent Trends, Website Planning and Creation, Ads platforms, Various search engines and their applications, Advertising on social media, search engine result page (SERP).	15	CO1	K3
Module 2:	Digital Media Planning: Search Engine Marketing (SEM), Various factors affecting	15	CO2,	K4, K5

	on-page and off-page optimisation, keyword research, meta tags, meta description, link building, Media planning and budgeting to optimise cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR).		CO3	
Module 3:	Social Media Marketing: Determination of Target audience, Keyword Planners - search volume, cost-per-click (CPC), Cost factors- cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM) and other such metrics, social media strategies on various platforms, building social media campaign, Content Creation Strategy: types of content, ad creatives, frequency of updating social media content.	15	CO4	K6
Module 4:	Email marketing, SMS and WhatsApp Marketing, importance of blogging, mobile marketing, building subscriber lists, app store optimization (ASO), Web Remarketing.	15	CO2	K5
Pedagogy:	Lectures/ tutorials/outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.			
Texts:	Dave Chaffey, Fiona Ellis-Chadwick; Digital Marketing: Strategy, Implementation & Practice; Pearson; 2015 or Latest Edition.			
References/ Readings:	1. Seema Gupta; Digital Marketing; McGraw-Hill; 2022 or Latest Edition. 2. Damian Ryan; Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation; Kogan Page; 2016 or Latest Edition 3. Eric Enge, Stephan Spencer, Jessie Stricchiola; The Art of SEO; O'Reilly Media; 2015 or Latest Edition.			

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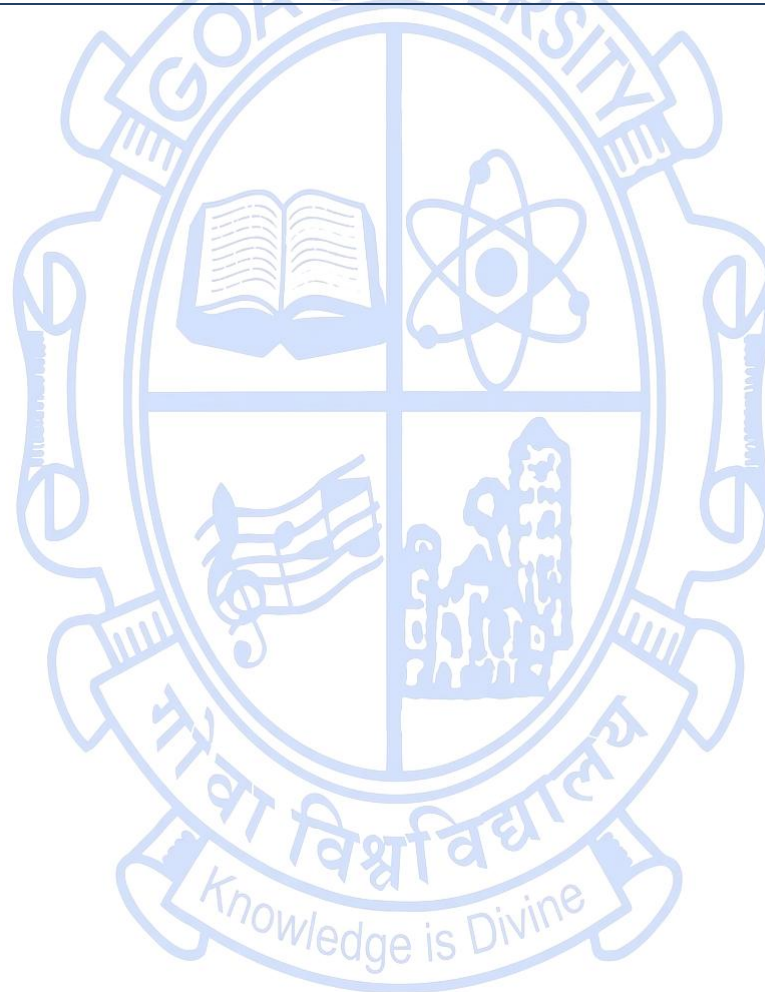
Title of the Course	Soft Skills
Course Code	MGA-6205
Number of Credits	4
Theory/Practical	Theory
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil			
Course Objectives:	To develop soft skills required for effective managerial performance in professional environments.			
Course Outcomes:	At the end of the course, the participants shall be able to:			Mapped to PSO
	CO 1. Demonstrate professional verbal, non-verbal, written, and digital communication skills in managerial contexts.			PSO 1
	CO 2. Apply emotional intelligence, interpersonal effectiveness, teamwork, and conflict-management strategies in organizational situations.			PSO 1
	CO 3. Exhibit critical thinking, decision-making, creativity, and time management skills to solve business problems.			PSO 2
	CO 4. Perform confidently in presentations, group discussions, interviews, and workplace professional environments.			PSO 1
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	Soft Skills, Emotional Intelligence and Personal Effectiveness Meaning, scope, and importance of soft skills in management careers, Self-concept, self-esteem, perception, personality development theories, tools of self-assessment:	15	CO1	K1, K2

	SWOT analysis, Johari Window, personality tests, attitude formation, values, beliefs, and behavioural change, Goal setting, personal vision, and motivation theories (Maslow, Herzberg, McClelland), Emotional intelligence: self-awareness, self-regulation, empathy, social skills, managing emotions in workplace situations, building confidence, resilience, and growth mindset.			
Module 2:	Managerial Communication and Interpersonal Skills Business communication process, channels, noise, and barriers, Verbal, non-verbal, and paralinguistic communication in professional settings, active listening, questioning techniques, and constructive feedback, written business communication: emails, memos, reports, proposals, digital etiquette, cross-cultural communication and diversity sensitivity, interpersonal relationship building, trust, rapport development, team dynamics, collaboration, and virtual team communication, negotiation, persuasion, and influence strategies in management, conflict sources, styles, and resolution techniques.	15	CO2	K3, K4
Module 3:	Critical Thinking, Decision-Making, and Time Management Critical thinking, logical reasoning, creativity techniques, problem-solving model, managerial decision-making approaches, group decision-making, bias, and risk analysis, time management principles: prioritisation, delegation, scheduling tools, stress management, work-life balance, and well-being strategies.	15	CO3	K4, K6
Module 4:	Presentation Skills, Employability, and Professional Development Principles of effective public speaking and professional presentations, Structuring presentations, storytelling, and audience engagement, use of visual aids, PPT design, and digital presentation tools, group discussion techniques, mock group discussion practice, Resume writing, cover letters, LinkedIn profile building and personal branding, Interview preparation, corporate etiquette and grooming.	15	CO4	K5
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies, etc., or a combination of some of these. The course shall be interactive to enable peer-to-peer learning.			
Texts:	Anjanee Sethi, Bhavna Adhikari, Effective Business Communication, Tata Mc Graw Hill Education, 2009 or Latest Edition.			
References/	1. Prasad, Hari Mohan, How to prepare for Group Discussion and Interview, Tata McGraw Hill, 2005 or Latest Edition			

Readings:	2. Courtland L Bovee, John V Hill, Roshan Lal Raina, Business Communication Today, Pearson, 2021 or Latest Edition 3. Raymond V Lesilar, Marie, E Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande, Business Communication - Connecting in a Digital World, Tata McGraw Hill, 2015 or Latest Edition 4. Innovative Interview Questions, Vibrant Publishers, 2020 or Latest Edition
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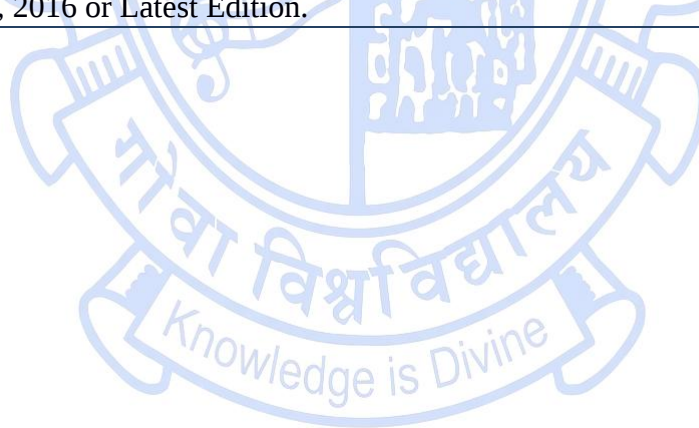
Title of the Course	Internship in Organisation
Course Code	MGA-6502
Number of Credits	20
Theory/ Practical	Internship
Level	500
Effective from AY	2026-27
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	NIL			
Course Objectives:	To enable participants to integrate theoretical knowledge with practical exposure and develop research, analytical, and managerial skills for business decision-making.			
Course Outcomes:	At the end of the course, the participant will be able to:			Mapped to PSO
	CO1: Identify and analyse real-world organisational problems and research gaps in the area of specialisation.			PSO1, PSO2
	CO2: Apply appropriate research methodologies and tools for data collection and analysis.			PSO1, PSO2
	CO3: Evaluate research findings to derive meaningful insights and managerial implications.			PSO1, PSO3
	CO4: Develop and present a comprehensive report demonstrating professional and research competencies.			PSO1, PSO3
Content:		No. of hours	Mapped to CO	Cognitive Level
Stage I	Overview of the Organisation and Selection of Research Topic - Introduction to organisation (industry, products, structure) - Understanding business processes and departmental functions	100	CO1	K4

	• Identification of problem areas/research gaps • Selection of research topic in the specialisation area • Framing research questions and objectives • Make a weekly presentation of the progress made to the faculty mentor <i>[During the first month of internship]</i>			
Stage II	Literature Review & Research Design: • Conducting literature review (journals, reports, articles) • Developing a conceptual framework • Finalizing research methodology (data sources, tools, techniques) • Designing questionnaires/data collection tools • Conduct Pilot study (if applicable) • Make a weekly presentation of the progress made to the faculty mentor <i>[During the second month of internship]</i>	150	CO2	K3
Stage III	Data Collection & Analysis: • Primary/secondary data collection • Data cleaning and organisation • Use of statistical tools • Data analysis and interpretation • Initial findings • Make a weekly presentation of the progress made to the faculty mentor <i>[During the third month of internship]</i>	200	CO3	K5
Stage IV	Results, Report Writing & Presentation: • Detailed data analysis and results • Discussion of findings • Drawing conclusions • Managerial implications and recommendations • Documentation of tasks handled and learnings • Report writing and formatting as per university guidelines	150	CO4	K6

	- Preparation for final presentation (seminar) - Make a weekly presentation of the progress made to the faculty mentor [During the fourth month of internship]			
Pedagogy:	Lectures/Mentoring/Field Work/Outreach Activities/Project Work/Workshops/Seminars/Assignments/Expert Talks/Presentations/Self-Study/Case Studies etc. or a combination of some of these.			
Evaluation	The participant shall be evaluated as follows: - Report (to be evaluated by the faculty mentor) – 375 marks (Interim Report 100 marks, Final Internship Report 200 marks and presentations before the faculty mentor 75 marks) - Presentation (to be evaluated by an Industry expert) – 125 marks			
References/ Readings:	- Cooper D R., Schindler, Business Research Methods, Tata McGraw-Hill, New Delhi, 2017 or Latest Edition. Darren George, Paul Mallery, - William G. Zikmund, Barry J. Babin, Jon C Carr, Mitch Griffin; Business Research Methods, Cengage India Private Ltd., 2013 or Latest Edition. - Deepak Chawla, Neena Sondhi, Research Methodology Concepts and Cases, Vikas Publishing House, 2018 or Latest Edition. - John W. Creswell, J. David Creswell, Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, SAGE Publications, Inc, 2018 or Latest Edition. C. George Thomas, Research Methodology and Scientific Writing, Springer, 2022 or Latest Edition. - Wayne C. Booth, Gregory Colomb, Joseph M. Williams, William Fitzgerald, The Craft of Research, University of Chicago Press, 2016 or Latest Edition.			

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Guidelines for Internship in Organisation:

1. Total credits = 20 credits (Internship report- 16 credits & Seminar Presentation - 4 credits).
2. Number of hours: 30 hours per week is equivalent to 1 credit of internship. 20 weeks = 600 hours
3. Every student must complete the internship for 20 weeks in the area of specialisation undergone during semester III.
4. The students must report to their respective mentors once every week. The progress of the research project undertaken shall be discussed during this meeting. The meeting can be held offline/online, at the mentor's discretion.
5. The final internship is graded out of 500 marks (375 marks for a report and 125 marks for a seminar presentation).
6. The student shall submit two reports using the submission link: Internship Report -I and the Final Internship Report. Internship Report-I shall carry 100 marks, and the Final Internship Report shall carry 200 marks. Additionally, 75 marks will be for presentations before the faculty mentor during the mentoring sessions. The links to submit the reports will be provided prior to the submission dates.
7. The research area and topic must be in the area of your specialisation. The research gaps should be based on the practical/managerial problems identified while working at the organisation.
8. Internship Report -I shall contain the following:
 - Profile of the company: Birds Eye View, Products/ Services, Sections within the organisation.
 - Introduction to the research topic
 - Literature review on the research topic
 - Research gaps/managerial problems and Research questions
 - Research objectives
 - Research methodology
9. The Final Internship Report shall contain the following:
 - Title page as per the format provided by Goa University.

- Declaration
- Acknowledgement
- Offer Letter from Company
- Internship (Completion) certificate (must include a certificate of completion issued by the company, with their permission to make the presentation of the report either in public or on camera)
- Plagiarism certificate (provided by the Goa Business School office after checking for Plagiarism)
- Table of contents with page numbers
- Executive summary / Abstract
- Profile of the company: Birds Eye View, Products/ Services, Sections within the organisation.
- Introduction of Research topic, Literature review, Research gaps, Research questions, Research objectives, and Research Methodology (from Internship Report -I)
- Data Analysis and Results
- Research findings and Discussion
- Conclusion
- Managerial Implications
- Task Handled
- Learnings derived
- Challenges during the internship (if any)
- Appendix I: Samples of the work done
- Appendix II: Photos while you are at work

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