SNDT Women's University, Mumbai. Revised Syllabus as per NEP – 2020 (Effective from AY 2026-27)				
Course	**Place**	**Credit**	**Semester**	**Duration**
Master of Management Studies (MMS)	JDBIMS - Mumbai	104	4 Semester	02 Years
Master of Business Administration (MBA)	JDBIMSR - Pune	104	4 Semester	02 Years
Master of Business Administration (MBA)	Ballarpur campus, Chandrapur	104	4 Semester	02 Years

SCHEME: Semester I

Type	Sem Cod	CODE	Subject	Cr	IA	UA	Total
Major Core	101	116511	Economic Analysis for Business Decisions	4	50	50	100
Major Core	102	116512	Financial Reporting, Statements and Analysis	4	50	50	100
Major Core	103	116513	Fundamentals of Marketing	4	50	50	100
Major Core	104	116504	Organizational Behavior	2	50	-	50
Major Core	105	116505	Informational Technology for Business	2	50	-	50
Minor stream	106	136501	Business Statistics and Analytics for Decision Making	2	50	-	50
Major Core	107	116506	Operations and Supply Chain Management	2	50	-	50
Major Core	108	116507	Managerial Skills for Effectiveness	2	50	-	50
CORE TOTAL			08	22	400	150	550
Semester I Generic Elective – Any 02 Courses to be opted from the following list							
Major Elective	109	126501	Business Communication	2	50	0	50
Major Elective	110	126502	Creativity and Design Thinking	2	50	0	50
Major Elective	111	126503	Legal and Tax Aspects of Business	2	50	0	50
Major Elective	112	126504	Indian Knowledge System	2	50	0	50
Major Elective	113	126505	Contemporary Frameworks in Management	2	50	0	50
	Elective Total		02	4	100	0	100
SEMESTER TOTAL			10	26	500	150	650

SCHEME: Semester II

Type	Sem Code	CODE	Subject	Cr	IA	UA	Total
Major Core	201	216511	Business Research Methodology	4	50	50	100
Major Core	202	216502	Corporate Finance	2	50	-	50
Major Core	203	216513	Human Resource Management	4	50	50	100
Major Core	204	216504	Quantitative Techniques	2	50	-	50
Major Core	205	216505	Application of Marketing Theory and Practice	2	50	-	50
Major Core	206	216506	Entrepreneurship Management	2	50	-	50
Major Core	207	216507	Desk Research ((Specialization Specific)	2	50	-	50
OJT – Internship	208	246541	Field Project/ OJT	4	50	50	100
CORE TOTAL			08	22	400	150	550
Semester II Generic Elective – Any 02 Courses to be opted from the following list							
Major Elective	209	226501	Indian Economy	2	50	0	50
Major Elective	210	226502	Cost and Management Accounting	2	50	0	50
Major Elective	211	226503	Informational Technology for Digital Transformation	2	50	0	50
Major Elective	212	226504	Decision Models in Management	2	50	0	50
Major Elective	213	226505	Business Ethics	2	50	0	50
	Elective Total		02	4	100	0	100
SEMESTER TOTAL			10	26	500	150	650

Major Core - 101

Course Title	**Economic Analysis for Business Decisions**
Course Credits	4
Course Outcomes	**After going through the course, learners will be able to**
	1. Define the key terms in micro-economics. 2. Explain the key terms in micro-economics, from a managerial perspective. 3. Identify the various issues in an economics context and 4. demonstrate their significance from the perspective of business decision making. 5. Examine the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles. 6. Developcritical thinking based on principles of micro-economics for informed business decision making.
Module 1(Credit 1) :- Managerial Economics:	
Learning Outcomes	After learning the module, learners will be able to
	1. Interpret the economy dynamics through Circular-flow diagram. 2. Distinguish between market demand and individual demand, explaining how the aggregation of individual demands constitutes market demand. 3. Identify and analyze the determinants of demand 4. Synthesize the concepts of market equilibrium, supply, and demand to comprehend the broader functioning of various markets.
Content Outline	Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory.
Module 2(Credit 1) : - Utility, Demand Analysis and Forecasting:	
Learning Outcomes	After learning the module, learners will be able to
	1. Recognize the significance of demand forecasting in business and economic decision-making and describe various techniques and methods used in demand forecasting. 2. Explain the concept of elasticity of demand; calculate and interpret the elasticities of demand
Content Outline	**Utility –** Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.

	Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. **Forecasting:** Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numericals not expected)
Module 3(Credit 1) : - Supply & Market Equilibrium	
Learning Outcomes	After learning the module, learners will be able to
	1. Define and explain the concept of factors of production, including land, labor, capital, and entrepreneurship, recognizing their essential roles in the production process. 2. Comprehend the theory of production, understanding the relationship between inputs and outputs, and how the combination of factors influences production levels. 3. Differentiate between short run and long run costs, and explain the concepts of various costs in relation to production decisions.
Content Outline	Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run
Module 4(Credit 1) :- Revenue Analysis and Pricing Policies , Consumption Function, Investment Function	
Learning Outcomes	After learning the module, learners will be able to
	1. Define and explain the characteristics of the different market structures and Analyze the short run and long run equilibriums. 2. Understand various market structures and pricing practices, enabling them to analyze market behavior, firm strategies, and pricing decisions in different economic contexts. 3. Define and explain the consumption and investment functions. 4. Analyze determinants affecting consumption and investment.

Content Outline	Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

Sr.No	Evaluation	Description
1	Individual Written Assignment.	assess conceptual clarity and analytical ability.
2	Case Study Analysis	develop decision-making ability
3	Data-Based Mini Project	Students collect secondary data (RBI, MOSPI, World Bank, etc.) on: Household consumption trends, Capital formation trends, Interest rate movements Submit a short analytical report (Min 1200 words) with graphs and interpretation.
4	Class Participation / Quiz / Viva	Short quizzes on key concepts, Viva voce on determinants of consumption and investment, Classroom discussion participation

Suggested Text Books:

1. Peterson, H. C., Lewis, W. C., & Jain, S. (2006). *Managerial Economics* (4th ed.). New Delhi: Pearson Education / Prentice Hall of India.
2. Salvatore, D. (2012). *Managerial Economics in a Global Economy* (7th ed.). New Delhi: McGraw-Hill Education.
3. Pearson, H. C., & Lewis, W. C. (1998). *Managerial Economics*. New Delhi: Prentice Hall of India.
   (Note: Often earlier editions listed under Peterson & Lewis; please verify exact author details in your copy.)
4. Gupta, G. S. (2013). *Managerial Economics*. New Delhi: Tata McGraw-Hill Publishing Company Ltd.
5. Mote, V. L., Paul, S., & Gupta, G. S. (2010). *Managerial Economics: Concepts and Cases*. New Delhi: Tata McGraw-Hill Publishing Company Ltd.

Suggested Reference Books:

1. Thomas, C. R., & Maurice, S. C. (2011). *Managerial Economics* (10th ed.). New Delhi: Tata McGraw-Hill Education.

2. Mehta, P. L. (2010). *Managerial Economics: Analysis, Problems and Cases*. New Delhi: Sultan Chand & Sons.

3. Varshney, R. L., & Maheshwari, K. L. (2014). *Managerial Economics*. New Delhi: Sultan Chand & Sons.

4. Mithani, D. M. (2012). *Managerial Economics: Theory and Applications*. Mumbai: Himalaya Publishing House.

5. Dean, J. (1951). *Managerial Economics*. Englewood Cliffs, NJ: Prentice-Hall.

6. Ahuja, H. L. (2017). *Managerial Economics* (Latest revised ed.). New Delhi: S. Chand & Company Ltd.

Major Core - 102

Course Title	**Financial Reporting, Statements and Analysis**
Course Credits	4
Course Outcomes	**After going through the course, learners will be able to**
	1. Understand accounting processes and preparation of financial statements. 2. Interpret and analyse financial statements using modern analytical tools. 3. Apply accounting standards (Ind AS / IFRS) in financial reporting. 4. Evaluate corporate financial performance through ratio, cash flow, and funds flow analysis. 5. Understand modern financial reporting practices such as ESG reporting, integrated reporting, and digital reporting. 6. Understand accounting processes and preparation of financial statements.
Module 1(Credit 1) :- Financial Accounting Framework	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the basic concepts, principles, and objectives of financial accounting. 2. Explain the accounting framework, including assumptions, conventions, and standards. 3. Analyze the accounting cycle and preparation of financial statements. 4. Apply accounting principles to record and report business transactions.
Content Outline	• **Introduction to Financial Accounting:** Meaning, objectives and scope of financial accounting in business decision making. • **Accounting Process:** Recording of transactions through Journal, posting to Ledger and preparation of Trial Balance. • **Preparation of Financial Statements:** Preparation and presentation of Trading Account, Profit & Loss Account and Balance Sheet. • **Overview of Ind AS / IFRS:** Basic introduction to accounting standards governing financial reporting.
Module 2(Credit 1) : - Financial Reporting Environment	
Learning Outcomes	After learning the module, learners will be able to
	1. Appreciate the uses of financial statements 2. Understand the various terms in financial statements 3. Understand the various accounting concepts based on which financial statements are prepared 4. Gain knowledge about the Accounting Standards 5. Appreciate the importance of Auditing and differentiate External and Internal Audit

Content Outline	• Users and Uses of Financial Statements: Stakeholders and their information requirements. • Financial Statement Terminology: Key financial terms commonly used in financial statements. • Accounting Concepts and Principles: Fundamental accounting assumptions and conventions. • Accounting Standards: Role and significance of accounting standards in financial reporting. • Auditing: Introduction to internal and external auditing and their role in ensuring reliability of financial statements. • Corporate Governance: Importance of transparency and ethical reporting practices.
Module 3(Credit 1) : - Financial Statement Analysis	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand different tools used in analyzing financial statements 2. Analyse financial statements using Ratio Analysis 3. Differentiate different ratios used in analyzing the financial statements 4. Compare the financial performance of the firms using inter-firm and intra-firm comparison
Content Outline	• Tools of Financial Statement Analysis: Introduction to techniques used for analysing financial statements. • Comparative and Common Size Statements: Methods for analysing changes and structure of financial statements. • Ratio Analysis: Calculation and interpretation of liquidity, profitability, solvency and activity ratios. • Inter-firm and Intra-firm Comparison: Comparative evaluation of financial performance across firms and across periods.
Module 4(Credit 1) Cash Flow and Funds Flow Analysis	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the concepts and importance of cash flow and funds flow statements. 2. Distinguish between cash flow and funds flow analysis. 3. Prepare cash flow statements as per accounting standards. 4. Analyze changes in working capital through funds flow statements. 5. Interpret cash and funds flow statements for financial decision-making.

Content Outline	▪ **Funds Flow Statement:** Preparation and interpretation of funds flow statements. ▪ **Cash Flow Statement:** Preparation of cash flow statement as per accounting standards. ▪ **Working Capital Analysis:** Understanding sources and applications of funds in business. ▪ **Interpretation of Cash Flow:** Analysis of cash flows for managerial decision making.

Assignments/Activities towards Comprehensive Continuous Evaluation (CCE)

1. Accounting Cycle Assignment: - (To develop practical understanding of the accounting process and preparation of financial statements.)

Students will record a set of business transactions and prepare Journal, Ledger, Trial Balance, Trading Account, Profit & Loss Account and Balance Sheet for a hypothetical business entity.

2. Financial Statement Analysis Project: (To enhance analytical skills in evaluating financial performance of firms.)

Students will select the annual reports of two companies from the same industry and conduct comparative financial statement analysis.

Activities include:

- Preparation of comparative financial statements
- Ratio analysis (liquidity, profitability, solvency and activity ratios)
- Interpretation of financial performance

3. Case Study on Corporate Financial Reporting: (To understand practical implications of financial reporting and the importance of transparency and ethics.)

Students will analyse a real-life corporate case involving financial reporting practices, corporate governance issues or accounting irregularities.

4. Cash Flow Statement Preparation Exercise: (To understand the importance of cash flow analysis for assessing liquidity and financial health.)

Students will prepare a cash flow statement from given financial data and analyse the operating, investing and financing activities of a company.

5. Industry Expert Talk / Seminar Reflection:

Students will attend a guest lecture / webinar by a finance or accounting professional and submit a short report summarizing insights on modern financial reporting practices.

Suggested Reference Text Books: -

1. Narayanaswamy, R. (2019). *Financial Accounting: A Managerial Perspective*. 6th Edition. New Delhi: PHI Learning Pvt. Ltd.

2. Maheshwari, S. N., & Maheshwari, S. K. (2018). *Financial Accounting*. New Delhi: Vikas Publishing House Pvt. Ltd.

3. Arora, R. K. (2018). *Financial Accounting: Fundamentals, Analysis and Reporting*. New Delhi: Wiley India Pvt. Ltd.

4. Subramanyam, K. R. (2014). *Financial Statement Analysis*. 11th Edition. New York: McGraw-Hill Education.

5. Libby, R., Libby, P. A., & Hodge, F. D. (2020). *Financial Accounting*. 10th Edition. New York: McGraw-Hill Education.

Suggested Reference Books :

1. Gibson, C. H. (2013). Financial Reporting and Analysis: Using Financial Accounting Information. 13th Edition. Mason, OH: South-Western Cengage Learning.

2. Eccles, R. G., & Krzus, M. P. (2018). The Integrated Reporting Movement: Meaning, Momentum, Motives, and Materiality. Hoboken, NJ: John Wiley & Sons.

3. Libby, R., Libby, P. A., & Hodge, F. D. (2020). Financial Accounting. 10th Edition. New York: McGraw-Hill Education.

4. White, G. I., Sondhi, A. C., & Fried, D. (2003). The Analysis and Use of Financial Statements. 3rd Edition. New York: John Wiley & Sons.

5. CFA Institute (2023). Financial Reporting and Analysis. CFA Program Curriculum. Charlottesville, VA: CFA Institute.

6. International Accounting Standards Board (IASB) (2022). International Financial Reporting Standards (IFRS) Standards. London: IFRS Foundation.

Major Core - 103

Course Title	**Fundamentals of Marketing**
Course Credits	4
Course Outcomes	After going through the course, learners will be able to
	1. Recall and reproduce the various concepts, principles, frameworks and terms related to the function and role of marketing. 2. Demonstrate the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and illustrate the role that marketing plays in the 'tool kit' of every organizational leader and manager. 3. Apply marketing principles and theories to the demands of marketing function and practice in contemporary real- 4. Examine and list marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and product life cycle in the context of real- world marketing offering (commodities, goods, services, e- products/ e-services). 5. Explain the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and product life cycle with real world examples. 6. Recall and reproduce the various concepts, principles, frameworks and terms related to the function and role of marketing.
Module 1(Credit 1) :- Introduction to Marketing:	
Learning Outcomes	After learning the module, learners will be able to
	1. Explain the definition, scope, and functions of marketing and the role of marketing managers in organizations. 2. Differentiate between marketing and selling, and analyse various company orientations such as production, product, sales, marketing, societal, relational and holistic marketing orientation. 3. Identify and interpret key marketing concepts including customer delight, customer loyalty, competition, key customer markets, and the brick-and-click business model. 4. Evaluate the role of digital transformation, artificial intelligence, big data, machine learning, customer experience (CX), and sustainable marketing in shaping modern marketing strategies.

Content Outline	**Introduction to Marketing**: Evolution of marketing in India from ancient times to the present day. Definition & Functions of Marketing- Scope of Marketing, Core concepts of marketing –Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market, Competition, Key customer markets, Brick & Click Model, Functions of Marketing Manager, Linkage of Marketing functions with all functions in the organization, Company orientation towards market place: Production - Sales – Product-Marketing –Societal – Relational, Holistic Marketing Orientation, Selling versus marketing, Marketing 1.0 to Marketing 6.0, Concept of Marketing Myopia, Digital Natives, informed Vs Distracted customers, Integrating Traditional Marketing, digital Marketing and Sustainable Marketing, Digital Transformation in Marketing: AI, big data, and machine learning transforming marketing strategies, Customer Experience (CX), Sustainable Marketing
Module 2(Credit 1) : - Consumer Behavior	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the meaning and importance of consumer behaviour and its role in marketing decision-making. 2. Differentiate between consumer buying behaviour and organizational buying behaviour, and identify various buying roles in the purchase process. 3. Explain the five stages of the consumer decision-making process: problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase behaviour. 4. Interpret emerging trends such as neuromarketing, behavioural economics, omnichannel consumer behaviour, showrooming and webrooming in the modern marketplace. 5. Evaluate online consumer decision journeys using models such as the 5A model (Aware, Appeal, Ask, Act, Advocate) and O3 influence (Own, Outer and Other influence).
Content Outline	**Consumer Behavior:** Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior, Neuromarketing, Omnichannel Consumer Behaviour, Behavioral Economics. How People buy Online, Adoption process- Awareness to Advocacy –Aware, Appeal, Ask, Act, Advocate (5As) and The O Zone (O3) Own, Outer and Other influence, Show rooming and Web rooming, Consumerization.
Module 3(Credit 1) : - Marketing Environment:	

Learning Outcomes	After learning the module, learners will be able to 1. Understand the concept of the marketing environment and distinguish between macro and micro environmental factors affecting marketing decisions. 2. Identify and explain the components and characteristics of the marketing environment, including customers, competitors, suppliers, intermediaries and publics. 3. Analyse the impact of political, economic, socio-cultural, technological and legal factors (PESTL) on business and marketing strategies. 4. Evaluate emerging environmental influences such as demographic changes, ESG (Environmental, Social and Governance) factors, technological innovations and regulatory developments on marketing practices. 5. Assess the impact of Indian festivals and cultural events (e.g., Diwali, Holi, Eid, Kumbh Mela and local fairs) on consumer spending patterns and marketing strategies.
Content Outline	**Marketing Environment:** Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics, Environmental, Social, and Governance (ESG) Factors, Technological Innovations, Regulatory Changes, role of joint families, community networks, and local influencers in marketing, impact of Indian festivals (e.g., Diwali, Holi, Eid) and cultural events (e.g., Kumbh Mela, local fairs) on consumer spending and marketing strategies.
Module 4(Credit 1) : Segmentation, Target Marketing & Positioning, Marketing Mix	
Learning Outcomes	After learning the module, learners will be able to 1. Understand the concept, need and benefits of market segmentation in developing effective marketing strategies. 2. Identify and classify different bases of segmentation such as geographic, demographic, psychographic and behavioural segmentation for consumer markets, and relevant bases for business markets. 3. Evaluate the criteria for effective segmentation and analyse concepts such as market potential and market share. 4. Explain the concept of target markets and apply appropriate criteria for selecting attractive market segments. 5. Differentiate among various targeting strategies including segment marketing, niche marketing, local marketing, mass marketing and long tail marketing.

Content Outline	**Segmentation, Target Marketing & Positioning:** Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition, Influencer Marketing, Forrester's Social Technographics segmentation. **Marketing Mix:** Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. Digital Marketing Mix, Customer Journey Mapping, Service-Dominant Logic, Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation).

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE)

1. Case Study Analysis : (To develop analytical skills in understanding practical marketing strategies used by companies.)

Students will analyse a **real-life marketing case study** of a company and identify the marketing strategy adopted by the firm in terms of **segmentation, targeting, positioning and marketing mix**.

2. Consumer Behaviour Observation Study : (To understand real-world consumer decision-making behaviour.)

Students will conduct a **small field study or survey** to observe consumer buying behaviour for a selected product or service.

Activities may include:

- Identifying buying roles
- Analysing decision-making process
- Studying factors influencing purchase decisions

3. Marketing Environment Analysis Project :(To understand how environmental factors influence marketing strategies.)

Students will select an **industry or company** and analyse its **macro and micro marketing environment** using tools such as **PESTLE analysis**.

4. Segmentation–Targeting–Positioning (STP) Assignment :(To apply STP concepts in practical marketing planning.)

Students will choose a product/service and develop an **STP strategy** by:

- Identifying segmentation variables
- Selecting a target market
- Designing a positioning statement

5. Marketing Mix Strategy Design : (To develop strategic thinking in marketing decision-making.)

Students will design a **marketing mix (7P's) strategy** for a new product or service, including pricing, promotion, distribution and service elements.

6. Digital Marketing / Customer Journey Mapping Activity: (To understand modern digital marketing practices and customer experience management.)

Students will analyse the **digital presence of a brand** and map the **customer journey from awareness to purchase and advocacy**.

7. Group Presentation / Seminar (To develop research, teamwork and presentation skills.)

Students will present on emerging marketing topics such as:

- Influencer Marketing
- Neuromarketing
- Omnichannel Marketing
- Sustainable Marketing
- AI in Marketing

8. Quiz / Class Test : (To ensure continuous learning and conceptual clarity.)

Short quizzes or tests will be conducted periodically to assess students' understanding of key marketing concepts.

Suggested Text Books :

1. Kotler, Philip; Keller, Kevin Lane. **Marketing Management.** Pearson Education, 2024.
2. Saxena, Rajan. **Marketing Management: The Big Picture.** McGraw Hill Education, 2023.
3. Lamb, Charles W.; Hair, Joseph F.; McDaniel, Carl. **Marketing.** Cengage Learning, 2023.
4. Marshall, Greg W.; Johnston, Mark W. **Marketing Management.** McGraw Hill Education, 2023.
5. Kotler, Philip; Keller, Kevin Lane. **Essentials of Modern Marketing.** Vikas Publishing House, 2024.

Suggested Reference Books :

1. Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla Y.; Haque, Ehsan Ul. **Principles of Marketing.** Pearson Education, 2023.
2. Gupta, Seema. **Digital Marketing.** McGraw Hill Education, 2022.
3. Kotler, Philip; Kartajaya, Hermawan; Setiawan, Iwan. **Marketing 5.0: Technology for Humanity.** Wiley India, 2023.
4. Winston, Wayne L. **Marketing Analytics: Data-Driven Techniques with Microsoft Excel.** Wiley, 2023.
5. Neelamegham, S. **Indian Marketing: Cases and Concepts.** Vikas Publishing House, Latest Edition.
6. Ramesh Kumar, S. **Marketing in India: Text and Cases.** Pearson Education, Latest Edition.

Major Core - 104

Course Title	**Organizational Behavior**
Course Credits	**2**
Course Outcomes	After going through the course, learners will be able to
	1. Describe complexities of individual and group behavior in the organizations 2. Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization. 3. Apply theories, models, principles and frameworks of organizational behavior in specific organizational 4. Analyze human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. And develop solutions to these problems. 5. Formulate approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals. 6. Develop strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.
Module 1(Credit 1) :- Fundamentals of OB	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand basic concepts and scope of Organizational Behavior (OB). 2. Explain key determinants of behavior at individual, group, and organizational levels. 3. Analyze factors influencing behavior in organizations. 4. Apply OB concepts to improve individual and organizational effectiveness. 5. Evaluate the role of OB in enhancing performance and workplace relationships.
Content Outline	**Fundamentals of OB:** Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC). **Personality:** Definition- Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window. Relevant case studies on personality. **Personality and Perception:** Meaning, determinants and importance; Myers-Briggs Type Indicator (MBTI); Big Five Personality Traits; Johari Window; Meaning and concept of perception, Factors influencing perception, Perceptual process, social perception (stereotyping and halo effect) Relevant case studies on Perception.
Module 2(Credit 1) : - Motivation and Group and Team Dynamics	

Learning Outcomes	After learning the module, learners will be able to
	1. Explain the concepts of motive and motivation, Group and Team Dynamics and their importance in improving employee performance and organizational effectiveness. 2. Describe the Content Theories of Motivation, particularly Maslow's Need Hierarchy Theory and Herzberg's Two-Factor Theory. 3. Explain the meaning and importance of group behaviour, group dynamics and team dynamics in organizational settings. 4. Interpret the Five-Stage Model of Group Development and its implications for team management.
Content Outline	**Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor Model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Motivation **Group and Team Dynamics:** The Meaning of Group, Group behaviour & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development, Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, leadership principles from Indian epics and scriptures (e.q. Ramayana and Mahabharata), Managerial Grid Theory of Leadership, Path Goal Theory of leadership and Situational Leadership (Hersey-Blanchard) Model. Relevant case studies on Group dynamics and Leadership.

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE)

1. **Case Study Analysis**
   Students will analyze real-life organizational cases related to personality, perception, motivation, leadership and organizational change, and present their findings on behavioural issues and managerial solutions.

2. **Personality Assessment Activity**
   Students will undertake self-assessment using tools such as the Big Five Personality Model / MBTI / Johari Window and prepare a short reflective report on how personality influences behaviour and performance in organizations.

3. **Group Discussion / Role Play**
   Classroom role plays or group discussions on topics such as leadership styles, group dynamics, conflict situations and motivational practices in organizations.

4. **Presentation on Leadership from Indian Context**
   Students will prepare a presentation on leadership principles drawn from Indian epics (Ramayana, Mahabharata) or Indian business leaders, highlighting their relevance in modern organizations.

5. **Class Participation and Concept Quiz**
   Periodic quizzes, classroom discussions and participation to assess understanding of key OB concepts.

6. **Industry Interaction / Guest Lecture Reflection**
   Students will attend guest lectures by industry experts on leadership, teamwork or stress management and submit a reflection note linking theory with practice.

7. **Mini Research or Survey Activity**
   Students may conduct a small survey among employees/students to analyze topics such as motivation, work stress, leadership styles or team effectiveness and present the findings.

Suggested Text Books :

1. Robbins, Stephen P. & Judge, Timothy A. – *Organizational Behavior*, Pearson Education, 2024 (Global Edition).

2. Colquitt, Jason A., LePine, Jeffery A. & Wesson, Michael J. – *Organizational Behavior: Improving Performance and Commitment in the Workplace*, McGraw-Hill Education, 2022 (8th Edition).

3. Neck, Christopher P., Houghton, Jeffery D. & Murray, Emma L. – *Organizational Behavior: A Skill-Building Approach*, SAGE Publications, 2023 (3rd Edition).

4. Buchanan, David A. & Huczynski, Andrzej A. – *Organizational Behaviour*, Pearson Education, 2023 (11th Edition).

5. Singh, Chandrani & Khatri, Aditi – *Principles and Practices of Management and Organizational Behavior*, Routledge India, 2024.

6. D'Souza, Namrratta & Ujagare, Sunil P. – *Organizational Behaviour*, SAN International Scientific Publications, 2024.

Suggested Reference Books :

1. McShane, Steven L. & Von Glinow, Mary Ann – *Organizational Behavior: Emerging Knowledge, Global Reality*, McGraw-Hill Education, 2023 (Latest Edition).

2. Johns, Gary & Saks, Alan M. – *Organizational Behaviour: Understanding and Managing Life at Work*, Pearson Education, 2023 (12th Edition).

3. Bauer, Talya N. & Erdogan, Berrin – *Organizational Behavior: Bridging Science and Practice*, Saylor / FlatWorld, 2022.

4. Griffin, Ricky W. & Moorhead, Gregory – *Organizational Behavior: Managing People and Organizations*, Cengage Learning, 2022 (Latest Edition).

5. Pareek, Uday – *Understanding Organizational Behaviour*, Oxford University Press 2025

6. Janakiram, B., Ravindra, M. & Murlidhar, Shubha – *Change and Knowledge Management*, Wiley India, 2025

Major Core - 105

Course Title	Informational Technology for Business
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Acquire the knowledge on information Technology, and its functional perspectives. 2. Understanding the emerging trends of information technology, the Information Technology Infrastructure and its role to changing Business environment. 3. Analyzing the emerging trends of information technologies and its integration to business application across the functions and verticals of the industry. 4. Apply the knowledge of data management and data analytics tools to solve the business problems 5. Develop and Design Various Information Technology strategies for successful digital transformation.
Module 1(Credit 1):-	**Introduction to IT in Business, Introduction to Data Management.**
Learning Outcomes	After learning the module, learners will be able to
	1. Explain the concept and importance of Information Technology in business organizations. 2. Describe the key components of IT infrastructure and their role in supporting business operations. 3. Understand the role of data warehousing and data mining in extracting useful business information. 4. Identify different data analytics tools and techniques used for analyzing business data. 5. Assess the impact of Information Technology on modern business practices and decision making.
Content Outline	• **Introduction to IT in Business:** Meaning, scope and importance of Information Technology in business; role of IT in improving efficiency, communication and decision making in organizations. • **IT Infrastructure:** Components of IT infrastructure such as hardware, software, databases, networks and telecommunications; role of IT infrastructure in supporting business operations and enterprise systems. • **Role of IT in Business Operations:** Application of information systems in managing data, supporting business processes and facilitating managerial decision making. • **Introduction to Data Management:** Concept of data, database and database management systems (DBMS); role of databases in storing, organizing and managing business information. • **Data Warehousing and Data Mining:** Meaning and importance of data warehouse; data integration and

	storage for analysis; concept of data mining and techniques used to identify patterns and trends in large datasets.
Module 2(Credit 1) : - E-Business & Digital Transformation Strategies	
Learning Outcomes	**After learning the module, learners will be able to**
	1. Explain the concepts and differences between e-commerce and e-business. 2. Describe the characteristics and functioning of digital markets and digital goods. 3. Understand the concept and significance of digital transformation in modern organizations. 4. Analyze the impact of digital technologies on business models and strategies. 5. Evaluate successful e-business models and digital platforms used by organizations. 6. Apply digital transformation concepts to analyze real business case studies.
Content Outline	• **Introduction to E-Business and E-Commerce:** Meaning, scope and differences between e-commerce and e-business; role of digital platforms in modern business operations. • **Digital Markets and Digital Goods:** Concept of digital markets, characteristics of digital goods and services; role of online platforms and marketplaces in business transactions. • **Digital Transformation in Business:** Meaning and importance of digital transformation; impact of digital technologies on business models, customer experience and organizational processes. • **Case Studies in Digital Business:** Analysis of successful e-business models and digital transformation initiatives in organizations.

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE)

- Case Study Analysis:
  Students will analyze a real-life case of digital transformation or e-business implementation in organizations and present the role of IT in improving business performance.
- IT Infrastructure Mapping Assignment:
  Prepare a report explaining the IT infrastructure of a selected company, including hardware, software, databases, networks and cloud services used.
- Research Review Assignment:
  Students will review recent articles or reports on emerging technologies such as AI, IoT, Blockchain or FinTech and summarize their impact on business.
- Group Discussion / Seminar:
  Classroom discussion on topics such as Digital Markets, Big Data Analytics, IT Governance or Ethical Issues in IT.

- Mini Project:
  Students will prepare a short project report on the use of Information Technology in a selected organization or industry sector.
- Online Quiz / Concept Test:
  Periodic quizzes to assess understanding of IT concepts, MIS frameworks and emerging technologies.
- Reflective Learning Report:
  Students will submit a brief reflection on how Information Technology influences modern business decision making and strategy.

Suggested Text Books :

1. Turban, E., Rainer, R. K. & Potter, R. E. – *Introduction to Information Technology*, Wiley India, 2018.

2. Cummings, M. – *Management Information Systems for the Information Age*, McGraw-Hill Education, 2012.

3. Laudon, K. C. & Laudon, J. P. – *Management Information Systems: Managing the Digital Firm*, Pearson Education, 2022.

4. Chavan, Chandrahauns R. – *Information Technology for Management*, B. Lal Universal Publications, Mumbai, 2019.

5. Stair, R. M. & Reynolds, G. W. – *Principles of Information Systems*, Cengage Learning, 2022.

Suggested Reference Books (API Format with Years)

1. Chavan, Chandrahauns R. – *Digital Business*, KBI International Publications, Mumbai, 2020.

2. O'Brien, J. A. & Marakas, G. M. – *Management Information Systems*, McGraw-Hill Education, 2017.

3. Chavan, Chandrahauns R. & Patankar, Atul – *Introduction to Financial Technologies (FinTech)*, Pearson Education, 2022.

4. Gore, M. – *Elements of Systems Analysis and Design*, Galgotia Publications, 2016.

5. Davis, G. B. & Olson, M. H. – *Management Information Systems: A Conceptual Framework*, McGraw-Hill Education, 1985.

6. Senn, J. A. – *Analysis and Design of Information Systems*, McGraw-Hill Education, 1989.

7. Jessup, L. M. & Valacich, J. S. – *Information Systems Today: Managing in the Digital World*, Pearson Education, 2014.

8. Jaiswal, M. & Mittal, M. – *Management Information Systems*, Oxford University Press, 2019.

Minor Core 106

Course Title	**Business Statistics and Analytics for Decision Making**
Course Credits	2
Course Outcomes	**After going through the course, learners will be able to**
	1. Understand fundamental concepts of business statistics and their role in managerial decision-making. 2. Apply statistical tools such as measures of central tendency, dispersion, probability, and correlation for analyzing business data. 3. Interpret and analyze data using statistical techniques and analytical methods to support business decisions. 4. Utilize statistical and analytical tools to solve real-world business problems and evaluate alternative decision options. 5. Develop the ability to interpret analytical results and communicate insights effectively for strategic and operational decision-making.
Module 1(Credit 1)	**Applications of Matrix Algebra, Differential Calculus, Integral Calculus and Probability in Decision Making.**
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the application of matrix algebra in solving economic and business problems. 2. Use matrix methods to analyze national income models and market equilibrium for multiple commodities. 3. Use differential calculus techniques to compute elasticity of demand and optimize economic functions like total cost, profit, and utility. 4. Apply integral calculus to derive total functions from marginal functions in economic and business contexts. 5. Understand the concept of probability, random variables and probability distributions used in business decision-making.

Content Outline	**Applications of Matrix Algebra:** Introduction to the use of matrix algebra in economic and business analysis. Study of Markov's Brand Switching Model to understand consumer brand transition and market share dynamics. Application of matrices in national income models and determination of market equilibrium prices for two or more commodities. **Applications of Differential Calculus:** Concept and measurement of elasticity of demand using calculus techniques. Understanding marginal functions such as marginal cost, marginal revenue, and marginal utility. Application of differential calculus in the optimization of economic functions including total cost, total profit, and total utility for effective business decision-making. **Applications of Integral Calculus:** Application of integral calculus in business and economics; derivation of total functions from marginal functions; concepts of producer's risk and consumer's risk in decision-making; application of the learning curve to analyze production efficiency and cost reduction. **Probability and Decision Making**: Introduction to probability concepts, random variables, and probability distributions; use of conditional probability in analyzing uncertain business situations; application of probability models in decision-making such as the Newspaper Boy Problem; use of Bayes' Theorem for decision-making under conditions of risk and uncertainty.
Module 2(Credit 1) : Probability Distributions, Estimation and Hypothesis Testing , Applications of t-Distribution, Applications of z-Distribution and Analysis of Variance (ANOVA)	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the concept and characteristics of different probability distributions such as Binomial, Poisson, Normal, Geometric, Negative Binomial and Hypergeometric distributions. 2. Formulate and test statistical hypotheses for analyzing business and economic data. 3. Apply the Chi-square distribution to test independence of attributes and goodness of fit. 4. Understand the concept and significance of t-distribution and z-distribution in statistical analysis. 5. Apply the t-distribution to test hypotheses related to the value of population mean when the sample size is small. 6. Apply one-way, two-way ANOVA to test whether there are significant differences among group means.

Content Outline	**Probability Distributions:** Introduction to probability distributions and their applications in business decision-making; study of Binomial distribution and its application in asset pricing models; concepts of Poisson, Normal, Geometric, Negative Binomial and Hypergeometric distributions and their use in analyzing business data and events. **Estimation:** Concept of statistical estimation; point estimation and interval estimation; estimation of mean, proportion, difference of means and variance for business and economic data analysis. **Hypothesis Testing:** Concept and steps in hypothesis testing; application of statistical tests in decision-making; use of Chi-square distribution for testing independence of attributes and goodness of fit in business and management research. **Applications of t-Distribution:** Concept and properties of t-distribution; application in statistical inference when the population variance is unknown and sample size is small; testing the value of population mean; testing the equality of population means using independent sample t-test and paired (dependent) sample t-test. **Applications of z-Distribution:** Concept and properties of z-distribution; application in hypothesis testing for large sample sizes; testing the value of population mean and equality of population means; testing the value of population proportion and equality of population proportions for decision-making in business and management contexts. **Analysis of Variance (ANOVA):** Concept and purpose of Analysis of Variance in statistical analysis; assumptions and applications of ANOVA in business research; one-way ANOVA for testing differences among group means; two-way ANOVA for analyzing the effect of two factors simultaneously; interpretation of results to determine significant differences among treatments or groups in decision-making contexts.

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE)

1. Numerical Problem-Solving Assignments:
   Students will solve numerical problems related to probability distributions, hypothesis testing, estimation, ANOVA and calculus applications in business.

2. Case-Based Data Analysis:
   Analyze a business dataset and apply statistical tools such as probability models, estimation or hypothesis testing to interpret results and support decision making.

3. Mini Project on Statistical Applications:
   Students will conduct a small survey or collect sample data, analyze it using statistical techniques and present findings.

4. Spreadsheet-Based Statistical Exercise:
   Use Excel or statistical software to compute averages, probability distributions, regression, hypothesis tests and ANOVA.

5. Group Presentation:
   Presentation on practical applications of statistics and analytics in business areas such as marketing, finance or operations.

6. Concept Quiz / Test:
   Periodic quizzes to assess understanding of statistical concepts, distributions and analytical methods.

7. Classroom Problem Discussion:
   Group discussion and collaborative solving of real-life statistical decision-making problems.

8. Analytical Report Writing:
   Students will prepare a short report interpreting statistical results and their implications for managerial decision-making.

Suggested Text Books :

1. Levin, Richard I. & Rubin, David S. – *Statistics for Management*, Pearson Education, 2017.

2. Levin, Richard I., Rubin, David S., Rastogi, Sanjay & Siddiqui, Masood Husain – *Statistics for Management*, Pearson Education India, 2018.

3. Anderson, David R., Sweeney, Dennis J. & Williams, Thomas A. – *Statistics for Business and Economics*, Cengage Learning, 2020.

4. Keller, Gerald – *Statistics for Management and Economics*, Cengage Learning, 2018.

5. Gupta, S. P. & Gupta, M. P. – *Business Statistics*, Sultan Chand & Sons, 2019.

6. Hooda, R. P. – *Statistics for Business and Economics*, Macmillan India, 2017.

Suggested Reference Books :

1. Anderson, David R.; Sweeney, Dennis J.; Williams, Thomas A.; Camm, Jeffrey D.; Cochran, James J. – *Statistics for Business and Economics*, Cengage Learning, 2023.

2. Newbold, Paul; Carlson, William L.; Thorne, Betty – *Statistics for Business and Economics*, Pearson Education, 2022.

3. Lind, Douglas A.; Marchal, William G.; Wathen, Samuel A. – *Basic Statistics for Business and Economics*, McGraw-Hill Education, 2022.

4. Stine, Robert A.; Foster, Dean – *Statistics for Business: Decision Making and Analysis*, Pearson Education, 2020.

5. Chivers, Tom & Chivers, David – *How to Read Numbers: A Guide to Statistics in the News*, Weidenfeld & Nicolson, 2021.

6. Taleb, Nassim Nicholas – *Statistical Consequences of Fat Tails: Real World Preasymptotics and Applications*, Random House / Technical Incerto Series, 2020.

7. Sargent, Thomas J.; Stachurski, John – *Economic Networks: Theory and Computation*, Princeton University Press, 2022.

Major Core - 107

Course Title	**Operations and Supply Chain Management**
Course Credits	**2**
Course Outcomes	**After going through the course, learners will be able to** 1. Define basic terms and concepts related to production, operations, services, supply chain and quality management. 2. Describe the various dimensions of production planning and control and their inter-linkages with forecasting. 3. Calculate inventory levels and order quantities and make use of various inventory classification methods 4. Elaborate upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized. 5. Describe the service system design matrix and its relevance in designing efficient service delivery systems.
Module 1(Credit 1) :- Introduction to Operations and Supply Chain Management.	
Learning Outcomes	After learning the module, learners will be able to 1. Explain the concept, scope, significance, and functions of Operations Management and Supply Chain Management in business organizations. 2. Differentiate between physical distribution, logistics, and supply chain management and understand their role in organizational efficiency. 3. Interpret the concepts of quality from customer and manufacturer perspectives, including the idea of the internal
Content Outline	**Introduction to Operations and Supply Chain Management:** Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **Quality:** Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions. **Operations Processes: Process Characteristics in Operations:** Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. **Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. **Service System Design Matrix:** Design of Service Systems, Service Blueprinting.

Module 2(Credit 1) : - Production Planning & Control (PPC) and Supply Chain Management	
Learning Outcomes	After learning the module, learners will be able to 1. Explain the role and functions of Production Planning and Control (PPC) in ensuring efficient production operations. 2. Describe the process of aggregate production planning and identify alternatives for balancing demand and supply. 3. Interpret the concepts of Master Production Schedule (MPS) and capacity planning in production systems, significance of MRP, CRP, DRP, and MRP II in modern production planning and resource management, Apply production control 4. techniques such and Gantt charts production activities.
Content Outline	• **Production Planning & Control (PPC):** Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts. • **Supply Chain Management:** Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. **Customer Service:** Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE) :

1. Case Study Analysis
   Analyze a real-life case of a manufacturing or service organization focusing on operations processes, supply chain structure, and quality management practices.
2. Demand Forecasting Exercise
   Collect sales data of a product and apply simple forecasting techniques to estimate future demand and discuss forecasting accuracy.
3. Production Planning Project
   Develop a basic production plan or schedule using tools such as Gantt Charts for a small manufacturing or service organization.
4. Supply Chain Mapping Activity
   Select a company and map its supply chain, identifying suppliers, manufacturers, distributors, and customers along with key SCM drivers.
5. Industry Interaction / Guest Lecture Reflection
   Attend a guest lecture or industry interaction session related to operations or supply chain management and submit a reflection report.
6. Group Presentation
   Present on contemporary topics such as Lean Management, Total Quality Management (TQM), Digital Supply Chains, or Sustainable Supply Chains.
7. Field Visit Report
   Conduct a field visit to a manufacturing unit, warehouse, or logistics company and prepare a report on operations and supply chain practices observed.

8. Mini Research Assignment
   Study the impact of technology, automation, and digital transformation on modern supply chain management.

Suggested Text Books :

1. Mahadevan, B. – *Operations Management: Theory and Practice*, Pearson Education, 2015.

2. Finch, Byron J. – *Operations Now: Supply Chain Profitability and Performance*, McGraw Hill Education, 2016.

3. Khanna, R. B. – *Production and Operations Management*, Prentice Hall of India (PHI), New Delhi, 2015.

4. Chary, S. N. – *Production and Operations Management*, McGraw Hill Education, 2017.

5. Chopra, Sunil; Meindl, Peter; Kalra, D. V. – *Supply Chain Management: Strategy, Planning and Operation*, Pearson Education, 2019.

6. Kelkar, Girish; Kulkarni, Abhay (Ed.) – *Decoding Success: Indian Business Management Cases*, Orange Books, 2020.

Suggested Reference Books :

1. Christopher, Martin – *Logistics and Supply Chain Management*, Pearson Education, 2016.
2. Bowersox, Donald J.; Closs, David J.; Cooper, M. Bixby – Supply Chain Logistics Management, McGraw Hill Education, 2019.

3. Arnold, J. R. Tony; Chapman, Stephen N.; Ramakrishnan, R. – Introduction to Materials Management, Pearson Education, 2017.

4. Stevenson, William J. – Operations Management, McGraw Hill Education, 2021.

5. Heizer, Jay; Render, Barry; Munson, Chuck – *Operations Management: Sustainability and Supply Chain Management*, Pearson Education, 2020.
6. Jacobs, F. Robert; Chase, Richard B. – *Operations and Supply Chain Management*, McGraw-Hill Education, 2021.
7. Simchi-Levi, David; Kaminsky, Philip; Simchi-Levi, Edith – *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, McGraw-Hill Education, 2021.
8. Slack, Nigel; Brandon-Jones, Alistair; Burgess, Nicola – *Operations Management*, Pearson Education, 2022.

Major Core - 108

Course Title	**Managerial Skills for Effectiveness**
Course Credits	**2**
Course Outcomes	**After going through the course, learners will be able to**
	1. Understand the basic principles of a Management and evolution of Management Philosophy, and Management thought 2. Appreciate the Management processes such as Planning, Organizing, Motivating and Controlling 3. Acquire the ability to apply General Management Principles in 4. Practical situations 5. Develop the skills for Managing Work and Organization
Module 1(Credit 1) :- Concept of management and organizational structure.	
Learning Outcomes	After learning the module, learners will be able to
	1. Explain the concept, evolution, principles, and functions of management, along with managerial roles and the development of management practices in India. 2. Apply the planning process, including goals, objectives, standards, Management by Objectives (MBO), and different types of planning such as policies, procedures, and methods. 3. Explain organizational structure and design, including formal and informal organizations, authority relationships, delegation, centralization vs decentralization, span of management, and bases of departmentation. 4. Evaluate the role of organizational culture and diversity, including managing a multi-ethnic workforce, collaboration, 5. networking, and interaction across business functions in modern organizations.
Content Outline	• **Management:** Concepts, evolution of management philosophy, definition, principles of management, functions of management, Managerial roles, Role of management techniques in modern industry and Its evolution in India. • **Planning:** Planning process: goals, objectives, standards and MBO, types of planning -policies, processes, methods, Concepts, types and process of decision making. Risk and uncertainty, Managerial skills- Budgeting, Time management, Goal setting, Problem solving, presentation skills, Communication skills, Managing meetings. • **Organizing:** Organization as a structure, formal and informal organization, line, staff and functional authority–Centralization Vs. decentralization, delegation of authority,

	chain of command; span of management, authority, responsibility, and accountability, types of organizational structures , bases of departmentation. • **Organizational Culture**: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource. Managerial skills--Assessing culture, interaction across business functions, collaboration, networking skills
Module 2(Credit 1) : - Planning process and organizational culture	
Learning Outcomes	After learning the module, learners will be able to
	1. Explain the concept, evolution, principles, and functions of management, along with managerial roles and the development of management practices in India. 2. Analyze the decision-making process under conditions of certainty, risk, and uncertainty in managerial contexts. 3. Understand and apply key managerial skills, including budgeting, time management, goal setting, problem solving, communication, presentation, and managing meetings. 4. Evaluate the role of organizational culture and diversity, including managing a multi-ethnic workforce, collaboration, networking, and interaction across business functions in modern organizations.
Content Outline	**Leading:** Motivating employees- motivation theories, current issues, Leadership- Theories, issues, styles, Understanding leadership challenges and strategies, techniques of communication and co-ordination. Motivating Indian workforce. **Managerial skills:** Team management, mentoring, Negotiation & Assertiveness skills, creating teams, Delegating, designing motivating jobs, developing trust, providing feedback. **Controlling**: Concept of Managerial control, Definition, importance, process, types, contingency factors, contemporary issues, Effective control system, Controlling organizational performance, Operations Management and value chain management. **Management audit:** social audit, coordination of all controls in the organization. Managerial skills-Acquiring power, Active listening, Disciplining.

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE) :

1. Case Study Analysis
   Analyze a case study on management practices, decision making, or organizational structure and discuss the managerial functions applied in the case.

2. Management Thought Presentation
   Prepare a group presentation on the evolution of management thought and contributions of classical and modern management thinkers.

3. Planning Exercise
   Develop a simple business plan or departmental plan applying the concepts of goals, objectives, MBO, and policies.

4. Decision-Making Activity
   Analyze a managerial decision-making situation involving risk and uncertainty and recommend appropriate solutions.

5. Organizational Structure Analysis
   Study the organizational structure of a company and identify elements such as span of management, delegation, authority, and departmentation.

6. Managerial Skills Workshop
   Conduct activities to develop communication, presentation, time management, and meeting management skills.

7. Organizational Culture Study
   Prepare a report analyzing organizational culture, diversity, and collaboration practices in a selected organization.

8. Group Discussion / Role Play
   Conduct role play or group discussions on managerial challenges such as leadership, conflict management, or cross-functional coordination.

9. Industry Interaction Report
   Attend a guest lecture or industry talk and submit a reflection report on management practices observed.

10. Mini Research Assignment
    Research a topic such as digital management practices, remote work culture, or knowledge management and present findings.

Suggested Reference Books :

1. Robbins, Stephen P.; Coulter, Mary – *Management (15th Global Edition)*, Pearson Education, 2024.

2. Jones, Gareth R.; George, Jennifer M. – *Essentials of Contemporary Management*, McGraw-Hill Education, 2023.

3. Tripathi, P. C.; Reddy, P. N. – *Principles of Management*, Tata McGraw-Hill Education, 2021.

4. Rao, V. S. P. – *Management: Principles and Applications*, Taxmann Publications, 2024.

5. Kapoor, Premvir – *Principles of Management*, Khanna Book Publishing, 2020.

6. Prasad, L. M. – *Principles and Practice of Management*, Sultan Chand & Sons, 2025 (latest revised edition).

7. Bright, David S.; et al. – *Principles of Management*, OpenStax / Rice University, 2019.

8. Bauer, Talya; Erdogan, Berrin; Short, Jeremy – *Principles of Management*, FlatWorld Knowledge, 2025.

Suggested Text Books :

1. Robbins, Stephen P.; Coulter, Mary – *Management (15th Global Edition)*, Pearson Education, 2021.
2. Koontz, Harold; Weihrich, Heinz; Cannice, Mark V. – *Essentials of Management: An International and Leadership Perspective*, McGraw-Hill Education, 2020.
3. Jones, Gareth R.; George, Jennifer M. – *Contemporary Management*, McGraw-Hill Education, 2022.
4. Rao, V. S. P. – *Management: Principles and Applications*, Taxmann Publications, 2024.
5. Tripathi, P. C.; Reddy, P. N. – *Principles of Management*, Tata McGraw-Hill Education, 2021.
6. Prasad, L. M. – *Principles and Practice of Management*, Sultan Chand & Sons, 2023.

Semester I Generic Elective – Any 02 Courses to be opted from the following list							
Type	**Sem Code**	**CODE**	**Subject**	**Cr**	**IA**	**UA**	**Total**
Major Elective	109		Business Communication	2	50	0	50
Major Elective	110		Creativity and Design Thinking	2	50	0	50
Major Elective	111		Legal and Tax Aspects of Business	2	50	0	50
Major Elective	112		Indian Knowledge System	2	50	0	50
Major Elective	113		Contemporary Frameworks in Management	2	50	0	50
	Elective Total		**02**	**4**	**100**	**0**	**100**

Major Elective – 109

Course Title	**Business Communication**
Course Credits	2
Course Outcomes	**After going through the course, learners will be able to** • Understand the Basics of Communication • Improve Communication Skills • Make Effective Presentations
Module 1(Credit 1) :- Communication in organizational setting and demonstrate teamwork.	
Learning Outcomes	After learning the module, learners will be able to 1. Explain the process, nature, functions, and scope of communication in organizational settings. 2. Identify and overcome barriers to effective communication and apply techniques for effective written and oral communication management. 3. Develop confidence in public speaking by practicing Just-A-Minute (JAM) presentations and overcoming glossophobia (fear of public speaking). 4. Plan and prepare professional presentations, including structuring content and organizing ideas effectively. 5. Use appropriate visual aids and effective delivery techniques to enhance the impact of presentations. 6. Demonstrate teamwork and communication skills through graded group presentations, active reading, listening, questioning, and audience engagement.
Content Outline	• Introduction and Communication Basics - Process of Communication - Communication in Organization - Nature, Function and Scope. Barriers to effective communication Management of written and oral communication • Just-A-Minute Presentation - Overcoming Glossophobia • Presentation–1 (Planning & Preparing) • Presentation–2 (Visual Aids) • Presentation–3 (Delivery) • Graded Team Presentations-Group 1-Graded • Team Presentations-Group 2-Reading, listening & Questioning • Professional Communication Skills – Meeting etiquette, professional interaction, workplace communication ethics, and effective participation in discussions. • Digital Communication Tools – Use of online presentation tools, virtual meeting platforms, and collaborative communication technologies in professional environment.

Module 2(Credit 1) : - Business Communication-Writing and Documentation and Digital Collaboration	
Learning Outcomes	After learning the module, learners will be able to 1. Demonstrate effective business writing skills by preparing reports, proposals, professional emails, and summaries suitable for organizational communication. 2. Organize and present information clearly and professionally in written business documents. 3. Deliver individual presentations confidently and incorporate feedback to improve communication effectiveness. 4. Prepare professional biographies and resumes suitable for career and professional development. 5. Explain the role of communication technology in modern organizations and its impact on office procedures and automation. 6. Apply digital communication tools effectively to enhance workplace communication and productivity.
Content Outline	• Writing Business Communication-Writing Reports, Proposals, Emails, Summaries • Graded Individual Presentations- Presentation feedback, Bios and Resumes • Communication technology and its impact on office procedures and automation - Communication Technology and Digital Communication – Role of communication technology in modern organizations; digital communication tools (email platforms, video conferencing, collaboration tools); impact on office procedures, workflow automation, and remote communication. • Professional Workplace Communication – Meeting etiquette, virtual communication norms, workplace communication ethics, and effective interaction in team environments. • Documentation and Digital Collaboration – Use of shared documents, collaborative platforms, and digital documentation systems for efficient business communication.

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE) :

1. Just-A-Minute (JAM) Speaking Activity - Students deliver a one-minute speech on a given topic to improve spontaneity, clarity of thought, and confidence in public speaking.

2. Business Writing Assignment - Preparation of business emails, formal letters, short reports, and executive summaries based on workplace scenarios.

3. Individual Presentation - Students prepare and deliver an individual presentation using visual aids (PowerPoint/Slides) on a selected business topic.

4. Team Presentation - Group presentations focusing on collaborative research, planning, and effective communication skills, followed by peer and faculty feedback.

5. Resume and Professional Profile Development - Preparation of a professional resume, short biography, and cover letter for job applications.

6. Listening and Questioning Exercise - Students participate in interactive sessions involving reading, listening to presentations, and asking relevant questions.

7. Communication Barriers Case Study - Analyze a case highlighting barriers to communication in organizations and suggest strategies to overcome them.

8. Meeting Simulation / Role Play - Conduct a mock business meeting to practice meeting management, discussion, and decision-making communication.

9. Presentation Skills Workshop - Practice activities focusing on body language, voice modulation, eye contact, and effective delivery techniques.

10. Digital Communication Activity - Demonstration and practice of virtual communication tools (video conferencing, collaborative platforms) used in modern workplaces.

Suggested Text Books:

1. Bovee, Courtland L.; Thill, John V. – *Business Communication Today*, Pearson Education, 2021.

2. Krizan, A. C.; Merrier, Patricia; Logan, Joyce; Williams, Karen – *Business Communication*, Cengage Learning, 2020.

3. Locker, Kitty O.; Kaczmarek, Stephen K. – *Business Communication: Building Critical Skills*, McGraw-Hill Education, 2019.

4. Sharma, R. C.; Krishna Mohan – *Business Correspondence and Report Writing*, Tata McGraw-Hill Publishing Company, 2007.

5. Raman, Meenakshi; Singh, Prakash – *Business Communication*, Oxford University Press, 2018.

Suggested Reference Books:

1. Sharma, R. C.; Krishna Mohan – *Business Correspondence and Report Writing*, Tata McGraw-Hill Publishing Company, 2007.

2. Hasson, Gill – *Brilliant Communication Skills*, Pearson Education, 2012.

3. Lesikar, Raymond V.; Pettit, John D. Jr. – *Report Writing for Business*, McGraw-Hill Education, 2010.

4. Penrose, John M.; Rasberry, Robert W.; Myers, Robert J. – *Business Communication for Managers*, Cengage Learning, 2016.

5. Guffey, Mary Ellen; Loewy, Dana – *Essentials of Business Communication*, Cengage Learning, 2022.

6. Chaney, Lillian H.; Martin, Jeanette S. – *Intercultural Business Communication*, Pearson Education, 2019.

Major Elective – 110

Course Title	**Creativity and Design Thinking**
Course Credits	2
Course Outcomes	**After going through the course, learners will be able to**
	1. Demonstrate the understanding of critical theories of design, systems thinking, and design methodologies 2. Demonstrate the understanding of diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices 3. Conceive, organize, lead and Design interdisciplinary domain while addressing social concerns with innovative approaches
Module 1(Credit 1) :- Core concepts of creativity, innovation, and design, and understand their role.	
Learning Outcomes	After learning the module, learners will be able to
	1. Explain the core concepts of creativity, innovation, and design, and understand their role in solving business and organizational problems. 2. Identify the characteristics of creative individuals and organizations, and analyze the impact of creativity and innovation through case studies and discussions. 3. Understand the concept of distributed creativity and evaluate how diversity, collaboration, and networks contribute to the creative process. 4. Describe the principles, mindset, skills, and stages of the Design Thinking process, and appreciate its importance in innovation and problem solving. 5. Apply design thinking tools and techniques, such as empathizing, observation, brainstorming, innovation heuristics, personas, pattern recognition, and connecting ideas. 6. Use visualization techniques, diagrams, and mapping tools to represent ideas and support problem-solving and innovation in design thinking exercises.
Content Outline	• Creativity, innovation and design - Core concepts of creativity, design and innovation Creative people, Creative organizations, & Creativity Impact– Case Analysis & Discussions Distributed creativity How diversity and collaboration through networks support the creativity process • Design Thinking Overview: Concept of Design thinking; Importance of Design Thinking Method; Design Thinking Skills; Design Thinking Mind-set; Principles of Design Thinking; Design Think Process & Stages. • General Design Thinking Practices: • Listening and Empathizing Techniques; Observation. Ideation Techniques - Brainstorming, innovation heuristics, behaviour models, Unpacking; Personas; Pattern Recognition and Connecting the Dots

	• Visualization Techniques and Diagrams, Use of Diagrams and Maps in Design Thinking - Exercise
Module 2(Credit 1) : - Empathy-based tools	
	1. Apply empathy-based tools such as empathy maps, affinity diagrams, mind maps, and journey maps to understand customer or user needs and experiences. 2. Demonstrate the stages of the design thinking process by engaging in activities such as empathizing with users, defining problems, ideating solutions, prototyping, and testing. 3. Design and develop prototypes and evaluate different types of prototypes and testing methods used in design thinking. 4. Plan and conduct experiments for value creation and innovation, incorporating user feedback and iterative improvement. 5. Translate innovative ideas into practical solutions, understanding how organizations move from ideas to real-world impact. 6. Identify assumptions, limitations, and common pitfalls in design thinking projects, and apply strategies to overcome challenges in collaborative workgroups.
Content Outline	• Create an Empathy Map; Exercise; Create an Affinity Diagram; Exercise: Create a Mind Map; Exercise: Create a Journey Map • Prototype and Test Techniques; Types of Prototypes; Forms of Testing in Design Thinking. • **Experiments** • Designing and executing experiments for value creation: • Empathize with the Customers and/or Users - Exercise: Engage the Customer /User; Define the Problem - Exercise: Define the Point of View; Ideate - Exercise: Develop Potential Solutions & Feedback on the Solutions; Prototype Alternate Solutions - Exercise: Create a Prototype of the Solution & Review the Prototype and Gain Feedback; Test the Solutions • Moving from ideas to impact Bring the ideas presented in this course together and show how organizations can create impact from ideas • Cautions and Pitfalls: Assumptions &, Pitfalls, Cautions in Design Thinking Workgroups – case Discussions.

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE) :

1. Empathy Mapping Exercise
   Students conduct interviews with potential users/customers and create an Empathy Map to understand users' needs, thoughts, emotions, and pain points.

2. Affinity Diagram Activity
   Based on collected user insights, students organize ideas and observations into an Affinity Diagram to identify patterns and themes.

3. Mind Mapping Exercise
   Students develop a Mind Map to generate creative ideas and visualize relationships between different concepts related to a problem.

4. Customer Journey Mapping Assignment
   Create a Customer Journey Map to analyze the stages of a customer's interaction with a product or service.

5. Ideation Workshop
   Conduct brainstorming sessions using design thinking tools such as innovation heuristics, pattern recognition, and connecting ideas to develop potential solutions.

6. Prototype Development Project
   Design and present a prototype of a proposed solution (physical model, digital mock-up, or conceptual prototype).

7. User Testing and Feedback Activity
   Conduct prototype testing with users, collect feedback, and refine the solution based on insights.

8. Design Thinking Case Study
   Analyze a case study of successful innovation using design thinking and present key learnings.

9. Group Project – From Idea to Impact
   Teams identify a real-world problem and apply the design thinking process (Empathize, Define, Ideate, Prototype, Test) to develop an innovative solution.

10. Reflection Report
    Students prepare a short report reflecting on assumptions, challenges, and pitfalls encountered during the design thinking exercises.

Suggested Text Books :

1. Brown, Tim – *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation (Revised Edition)*, Harper Business, 2019.

2. Mootee, Idris – *Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School*, John Wiley & Sons, 2013.

3. Soni, Pavan – *Design Your Thinking: The Mindsets, Toolsets and Skillsets for Creative Problem Solving*, Penguin Random House India, 2020.

4. Kelley, Tom & Kelley, David – *Creative Confidence: Unleashing the Creative Potential Within Us All*, Currency / Penguin Random House, 2019 Edition.

5. Schweitzer, Jochen; BenMahmoud-Jouini, Sihem; Fixson, Sebastian (Eds.) – *Transform with Design: The New Design Thinking Capabilities for Innovation*, Routledge, 2023.

6. Gander, Chirag & Vaidya, Sahil – *Think Like the Minimalist*, Penguin Business, 2024.

Suggested Reference Books :

1. Norman, Don – *The Design of Everyday Things (Revised and Expanded Edition)*, MIT Press, 2013 / Latest Reprint 2022.

2. Liedtka, Jeanne; Ogilvie, Tim; Brozenske, Rachel – *Designing for Growth: A Design Thinking Toolkit for Managers*, Columbia Business School Publishing, 2020 Edition.

3. Harvard Business Review – *HBR's 10 Must Reads on Design Thinking*, Harvard Business Review Press, 2020.

4. Ulrich, Karl T.; Eppinger, Steven D.; Yang, Maria – *Product Design and Development*, McGraw-Hill Education, 2020.

5. Martin, Roger – *The Design of Business: Why Design Thinking is the Next Competitive Advantage*, Harvard Business Press, 2019 Edition.

6. Norman, Don – *Design for a Better World: Meaningful, Sustainable, Humanity-Centered*, MIT Press, 2023.

Major Elective - 111

Course Title	**Legal and Tax Aspects of Business**
Course Credits	2
Course Outcomes	**After going through the course, learners will be able to**
	1. Acquire the basic knowledge of rights and duties under various legal Acts as a responsible citizen as well as for the business. 2. Understand and explain the consequences of applicability of various laws on business situations. 3. Develop critical thinking through the use of law cases as a consumer for protection, as an investor as well as for data security. 4. Apply the various provisions of Direct and Indirect taxes for computation of Taxable Income. 5. Create Income Tax computation for personal as well as for the corporate.
Module 1(Credit 1) :- Basic provisions and legal framework of the Indian Contract Act	
Learning Outcomes	After learning the module, learners will be able to
	1. Understand the basic provisions and legal framework of the Indian Contract Act, Sale of Goods Act, and their relevance in business transactions. 2. Explain the key provisions of the Companies Act, including formation, management, and responsibilities of companies. 3. Analyze the legal rights and obligations of buyers, sellers, and business entities under contract and sale of goods laws. 4. Evaluate the importance of consumer rights and the role of the Consumer Protection Act in safeguarding consumers. 5. Understand the significance of the Right to Information Act in promoting transparency and accountability in governance and business practices. 6. Apply legal concepts through case studies to resolve practical business and consumer-related legal issues.
Content Outline	• The Indian Contract Act, The Sale of Goods Act. • Introduction to Companies Act – Important Provisions • Laws related to Consumers, The Consumer Protection Act, The Right to Information Act.

<table>
<tr><th colspan="2">Module 2(Credit 1) : - Provisions of financial laws including the Securities Contracts (Regulation)</th></tr>
<tr><td>Learning Outcomes

(Specific related to the module.
e.g. Define, Differentiate, Carry out, Design, etc.)</td><td>1. Understand the key provisions of financial laws including the Securities Contracts (Regulation) Act, 1956 and Negotiable Instruments Act, 1881 and their role in regulating financial and commercial transactions.
2. Explain the concepts and procedures involved in the Income Tax Act, 1961 for computation of total income and determination of tax liability for individuals and corporate entities.
3. Analyze the structure and functioning of indirect taxation systems including Goods and Services Tax (GST) in India and its implications for businesses.
4. Understand the regulatory framework and procedures under the Customs Act, 1962 related to import–export duties and international trade.
5. Apply taxation and financial law concepts to practical business situations involving tax planning, financial transactions, and compliance requirements.
6. Evaluate the importance of financial and tax regulations in ensuring transparency, accountability, and efficient functioning of the business and financial system.</td></tr>
<tr><td>Content Outline</td><td>Finance Laws
• Securities Contract Regulation Act
• The Negotiable Instruments Act

Indian Income Tax Act-
• Computation of Total Income and Determination of Tax Liability –individuals
• Computation of Total Income and Determination of Tax Liability –Corporates

Indirect Taxes
• GST
• Custom Act</td></tr>
</table>

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE) :

1. Case Study Analysis: Analyze real business cases related to contract disputes, negotiable instruments, GST compliance, or consumer protection laws and present legal solutions.

2. Tax Computation Assignment: Practical exercise on computation of total income and tax liability for individuals and corporate entities based on provisions of the Income Tax Act.

3. Legal Case Presentation: Group presentation on landmark judgments related to the Indian Contract Act, Consumer Protection Act, GST, or Companies Act.

4. RTI / Consumer Complaint Drafting: Students prepare a sample RTI application or consumer complaint highlighting the legal process and documentation.

5. GST Practical Exercise: Preparation of GST invoice, GST return format, and explanation of input tax credit mechanism.

6. Quiz / Objective Test: Periodic quizzes covering important provisions of business and financial laws.

7. Group Discussion: Discussion on contemporary issues such as consumer rights, financial frauds, digital payments, and regulatory compliance.

8. Mini Project: Study of legal compliance practices followed by a company or business organization related to taxation, contracts, or consumer laws.

9. Role Play Activity: Simulation of court proceedings or arbitration related to business disputes.

10. Research Assignment: Short report on recent amendments in taxation laws, GST reforms, or corporate regulations in India.

Suggested Text Books :

1. Singhania, Vinod K.; Singhania, Monica – *Students' Guide to Income Tax*, Taxmann Publications Pvt. Ltd., 2024.

2. Singhania, Vinod K.; Singhania, Monica – *Students' Guide to Indirect Taxes (GST & Customs Law)*, Taxmann Publications Pvt. Ltd., 2024.

3. Pathak, Akhileshwar – *Legal Aspects of Business*, McGraw Hill Education (India), 2022.

4. Kapoor, N. D.; Kapoor, Rajni Abbi; Bhushan, Nisha – *Elements of Mercantile Law*, Sultan Chand & Sons, 2021.

5. Kucchal, M. C.; Vivek Kucchal – *Business Law / Mercantile Law*, Vikas Publishing House Pvt. Ltd., 2020.

6. Tulsian, P. C.; Tulsian, Bharat – *Business Law*, McGraw Hill Education (India), 2023.

Suggested Reference Books :

1. Aggarwal, Rohini – *Mercantile & Commercial Law*, Taxmann Publications Pvt. Ltd., 2022.

2. Maheshwari, S. N.; Maheshwari, S. K. – *Principles of Mercantile Law*, National Publishing House, 2019.

3. Bare Act – *The Indian Contract Act, 1872*, Universal / LexisNexis Publications, Latest Edition 2023.

4. Bare Act – *The Consumer Protection Act, 2019 with Rules*, Universal Law Publishing, 2023.

5. Ahuja, Girish; Gupta, Ravi – *Systematic Approach to Income Tax*, Bharat Law House Pvt. Ltd., 2024.

Major Elective - 112

Course Title	**Indian Knowledge System**
Course Credits	2
Course Outcomes	**After going through the course, learners will be able to**
	1. Understand the foundations, scope, and significance of the Indian Knowledge System. 2. Explain key concepts from Indian philosophy, culture, and traditional knowledge domains. 3. Analyze the relevance of Indian knowledge traditions in modern contexts, including management and society. 4. Apply ethical values and principles derived from Indian knowledge systems in decision-making. 5. Evaluate contributions of Indian thinkers and texts to global knowledge systems. 6. Integrate Indian knowledge perspectives for holistic and sustainable development.
Module 1(Credit 1) :- Gita-based decision-making frameworks and Shivaji Maharaj's strategic vision and governance principles	
	After learning the module, learners will be able to
	1. Understand the philosophical foundations of leadership and organizational behaviour derived from the Bhagavad Gita, including values, ethics, duty (Dharma), and spirituality in management practices. 2. Explain the role of self-awareness, motivation, and emotional intelligence in leadership by interpreting teachings from the Bhagavad Gita and their relevance to modern organizations. 3. Evaluate strategies for team building, conflict resolution, and motivation based on Indian philosophical traditions and historical leadership models. 4. Apply Gita-based decision-making frameworks and Shivaji Maharaj's strategic vision and governance principles to contemporary organizational and managerial situations. 5. Assess the relevance of Indian leadership philosophy and cultural values in developing effective, ethical, and socially responsible leaders in modern business organizations.

Content Outline	**Leadership and Organizational Behavior from Bhagavad Gita:** Overview of the Bhagavad Gita, Historical and cultural context, Key themes and teachings, Role of values, ethics and spirituality in leadership and organizational culture, Motivation, Self-awareness and self-management principles, Developing resilience and emotional intelligence, Inspiring and motivating teams, Team dynamics and conflict resolution in Indian traditions, Gita-based decision-making frameworks, Conflict resolution strategies, Servant leadership principles, Building high-performance teams, Ethical dilemmas and decision-making, Reflection and personal growth exercises. **Insights and Lessons from the life of Shivaji Maharaj:** Overview of Shivaji Maharaj's life, historical context, Dharma, Raj Dharma, and Artha, Leadership qualities of Shivaji Maharaj - Leadership in adversity, Leadership styles and effectiveness in different contexts, Shivaji Maharaj's strategic vision and planning, Innovative strategies in warfare and governance, Principles of governance in Shivaji's kingdom, Administration structures and decision- making processes, Efficient and ethical governance, Shivaji Maharaj as an entrepreneur and nation-builder, Economic policies and trade strategies, Cultural values in Shivaji's leadership, Balancing tradition with modernity in leadership, Relevance of Shivaji Maharaj's leadership in contemporary management and leadership.
Module 2(Credit 1) : - Recall key teachings and themes from the bhagavad gita, and identify significant events	
Learning Outcomes	1. Recall key teachings and themes from the bhagavad gita, and identify significant events and principles from the life of shivaji maharaj. 2. Explain the role of values, ethics, and spirituality in leadership and organizational culture as taught in the bhagavad gita, and summarize shivaji maharaj's leadership qualities. 3. Apply principles of self-awareness, self-management, and emotional intelligence from the bhagavad gita to real-world.

Content Outline	**Comparative Analysis of Indian Knowledge Systems and Western Management Theories:** Overview of IKS: Vedas, Upanishads, Darshanas, Overview of Western management theories (WMT), Philosophical foundations and cultural contexts; Individualism (IKS) vs. Collectivism (WMT), Hierarchical structures (IKS) vs. egalitarianism (WMT) , Holistic decision-making (IKS) vs. analytical approaches (WMT), Intuition and gut feelings (IKS) vs. data-driven decision-making (WNT), Work-life balance: Concepts of Karma and Dharma vs. Western work ethic, IKS emphasis on sustainability vs. Western focus on short-term gains, Strategic alignment with societal goals: IKS principles vs. shareholder value maximization in the West, Synergies and integration of IKS and Western management practices. **Indigenous Management Practices and Frameworks – Jugaad:** Jugaad - Definition and Principles, Key principles of frugal innovation, Historical context and cultural significance in India; The Jugaad Mindset, Characteristics of a Jugaad innovator, Comparison with conventional innovation models, Importance of resourcefulness and creativity, Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, impact on communities and industries, Sector-Specific Case Studies – Healthcare, Agriculture, Automobiles, Education, etc., Scaling Jugaad Innovations, Sustaining Jugaad Innovations, Frugal innovation in other countries, Emerging trends and technologies in frugal innovation. **Indigenous Management Practices and Frameworks - The role of family and community in Indian business:** Historical context of family and community roles in Indian business, Joint family systems, Community Networks, Characteristics of family-owned businesses, Leadership styles, Cooperative movements in India, Social enterprises and their impact on local communities, Role of community support in business sustainability, Cultural values and their influence on business ethics, Role of traditional values in contemporary business practices, Ethical decision-making influenced by family and community, Corporate Social Responsibility in the Indian context, Community engagement strategies, Challenges faced by family and community businesses, Succession planning, leadership transition, Conflict resolution, Opportunities for growth and innovation, Adapting traditional practices to modern business environments, Emerging trends and their impact on family and community roles, Technology and globalization's influence on traditional practices.

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE)

1. Reflective Essay:
   Students will write a reflective essay on selected teachings from the Bhagavad Gita and their relevance to modern leadership and organizational behavior.

2. Case Study Analysis:
   Analysis of leadership styles and strategies of Chhatrapati Shivaji Maharaj in the context of management principles such as decision-making, ethics, and team building.

3. Group Presentation:
   Students will work in groups to present themes such as motivation, emotional intelligence, conflict resolution, and servant leadership based on teachings from the Bhagavad Gita.

4. Leadership Self-Assessment Exercise:
   Students will undertake a self-assessment activity to evaluate their leadership qualities in relation to concepts like self-management, duty (dharma), and detachment from outcomes (Nishkama karma).

5. Class Discussion / Seminar:
   Participation in guided discussions or seminars on ethical dilemmas and decision-making frameworks derived from the Bhagavad Gita.

6. Short Assignments / Quizzes:
   Periodic quizzes or short written assignments on important concepts, verses, and their managerial implications.

7. Project Report:
   Preparation of a short project report connecting Indian traditional leadership practices with contemporary organizational behavior models.

Text Books :

1. Mitchell, S. (2000). *The Bhagavad Gita: A new translation*. New York: Harmony Books.

2. Yogananda, P. (2004). *The essence of the Bhagavad Gita: Explained by Swami Kriyananda*. Nevada City, CA: Crystal Clarity Publishers.

3. Sivananda, S. (2000). *The Bhagavad Gita*. Rishikesh, India: The Divine Life Society.

4. Satchidananda, S. (1988). *The living Gita: The complete Bhagavad Gita – A commentary for modern readers*. Buckingham, VA: Integral Yoga Publications.

5. Parthasarathy, S. (2008). *The Bhagavad Gita for executives*. Mumbai: Vedanta Life Institute.

6. Cope, S. (2012). *The great work of your life: A guide for the journey to your true calling*. New York: Bantam Books.

Reference Books:

1. Yogananda, P. (1995). *God Talks with Arjuna: The Bhagavad Gita*. Los Angeles: Self-Realization Fellowship.
2. Desai, R. (2003). *Shivaji: The Great Maratha*. Mumbai: Popular Prakashan.
3. Sarkar, J. (1961). *Shivaji and His Times*. Kolkata: Orient Longman.
4. Roy, K. (2014). *The Life and Times of Shivaji Maharaj*. New Delhi: Prabhat Prakashan.
5. Priolkar, A. K. (1977). *Chhatrapati Shivaji Maharaj*. Mumbai: Marathi Sahitya Sangh.

6. Govindarajan, V., & Ramamurti, R. (2018). *Reverse innovation in healthcare: How to make value-based delivery work*. Harvard Business Review Press.
7. Christensen, C. M. (1997). *The innovator’s dilemma: When new technologies cause great firms to fail*. Harvard Business School Press.

8. Radjou, N., & Prabhu, J. (2015). *Frugal innovation: How to do more with less*. London: Profile Books.
9. Talwar, S. (2011). *Jugaad: A new growth formula for corporate India*. New Delhi: Random House India.
10. Verma, R. G. (2009). *Family business in India*. New Delhi: Response Books / Sage Publications.
11. Piramal, G. (1996). *Business maharajas*. New Delhi: Viking / Penguin India.
12. Ghosh, D. N. (2004). *The Indian family business mantra*. New Delhi: Rupa & Co.
13. Elst, K. W. (2009). *The spirit of Indian business*. New Delhi: Rupa Publications.
14. Nathan, D. (2010). *Family business in India: A historical and socio-cultural perspective*. New Delhi: Sage Publications.
15. Gunderson, F. K., & Kunkel, B. R. (2004). *The Indian family business*. New Delhi: Allied Publishers.
16. Shah, S. (2018). *The Tata group: From torchbearers to trailblazers*. New Delhi: Penguin Random House India.
17. Chandra, S. (2016). *The Z factor: My journey as the wrong man at the right time*. New Delhi: HarperCollins India.
18. *Pandit, S. (2014).* Dabbawalas: Lessons for building lasting success based on values*. Mumbai: Jaico Publishing House.*

Major Elective – 113

Course Title	**Contemporary Frameworks in Management**
Course Credits	2
Course Outcomes	After going through the course, learners will be able to
	1. Define emotional intelligence (eq), identify the benefits of emotional intelligence and relate the 5 dimensions of trait ei model to the practice of emotional intelligence. 2. Describe how companies achieve transition from being good companies to great companies, and discuss why and how most companies fail to make the transition. 3. Apply the 21 laws that make leadership work succesfully to improve 4. Examine the fundamental causes of organizational politics and team failure. 5. Explain the approach to being effective in attaining goals by aligning
Module 1(Credit 1) :- **Emotional Intelligence**	
Learning Outcomes	1. Understand the concept and components of Emotional Intelligence (EI). 2. Analyze the role of EI in personal and professional effectiveness. 3. Apply EI skills such as self-awareness, self-regulation, empathy, and social skills. 4. Evaluate the impact of EI on leadership, teamwork, and decision-making. 5. Develop strategies to enhance emotional intelligence in organizational settings.
Content Outline	• Concept and benefits of Emotional Intelligence; Trait EI vs Ability EI, Five dimensions of Trait EI: Self-Awareness, Managing Emotions, Motivation, Empathy, Social Skills, Self-Awareness: understanding self, perspectives, mindset. Managing Emotions: self-regulation, emotional control, coping and relaxation techniques, Motivation: optimism, pessimism, and reframing, Empathy: concept, barriers, and development, Social Skills: communication, first impressions, situational awareness, interpersonal effectiveness, Assessing and improving Emotional Intelligence (EQ).
Module 2(Credit 1) : **- leadership principles and Good to Great (Leadership Concepts)**	
Learning Outcomes	1. Understand key leadership principles from *The 21 Irrefutable Laws of Leadership*. 2. Explain core concepts of *Good to Great* including Level 5 Leadership and the Hedgehog Concept. 3. Analyze leadership effectiveness using principles like influence, discipline, and momentum. 4. Apply leadership concepts to organizational growth and 5. performance improvement.

	Evaluate leadership practices in real-world organizational contexts.
Content Outline	The 21 Irrefutable Laws of Leadership: • Key leadership laws: Lid, Influence, Process, Navigation, Addition, Solid Ground, Respect, Intuition • Team & growth-focused laws: Magnetism, Connection, Inner Circle, Empowerment, Picture, Buy-in • Performance & results: Victory, Big Mo (momentum), Priorities, Sacrifice, Timing, Explosive Growth, Legacy Good to Great (Leadership Concepts): • Level 5 Leadership: humility with strong professional will • First Who, Then What: right people in right roles • Confront the Brutal Facts (Stockdale Paradox) • Hedgehog Concept: passion, best at, economic driver • Culture of Discipline • Technology as an accelerator • The Flywheel effect: sustained momentum through small efforts

Assignments / Activities towards Comprehensive Continuous Evaluation (CCE)

- Case Study Analysis: Application of leadership and OB concepts
- Group Presentation: Topics on leadership theories / EI / team dynamics
- Individual Assignment: Conceptual or application-based writing tasks
- Role Plays / Simulations: Leadership, EI, and conflict scenarios
- Quizzes / Class Tests: Periodic evaluation of understanding
- Reflective Journal: Self-assessment on EI and leadership development
- Book Review / Article Review: Insights from leadership texts
- Participation: In-class discussions and activities.

Reference Books :

1. Goleman, D. (1995). *Emotional Intelligence*. Bantam Books.
2. Covey, S. R. (1989). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. Free Press.
3. Lencioni, P. M. (2002). *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass.
4. Maxwell, J. C. (2007). *The 21 Irrefutable Laws of Leadership*. Thomas Nelson.
5. Collins, J. (2001). *Good to Great*. HarperBusiness.

Text Books :

1. Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). Pearson Education.
2. Luthans, F. (2011). *Organizational Behavior* (12th ed.). McGraw-Hill Education.

3. Aswathappa, K. (2013). *Organizational Behavior* (12th ed.). Himalaya Publishing House.

4. McShane, S. L., & Von Glinow, M. A. (2018). *Organizational Behavior* (8th ed.). McGraw-Hill Education.