w.e.f.17/11/2026

CENTRAL UNIVERSITY OF RAJASTHAN

Bandarsindri, Kishangarh, Ajmer (Rajasthan)

CENTRE FOR DISTANCE AND ONLINE EDUCATION
(CDOE)

PROGRAMME STRUCTURE
&
SYLLABUS

Master of Business Administration
(ODL MBA)

Open and Distance Learning Mode

PROGRAMME STRUCTURE

Master of Business Administration (ODL MBA)

SEMESTER I			
Course Code	**Course Name**	**Course Type**	**Credits**
ODLMGT 401	Management Principles and Organizational Behavior	CC	4
ODLMGT 402	Managerial Economics	CC	4
ODLMGT 403	Accounting for Managers	CC	4
ODLMGT 404	Quantitative Techniques	CC	4
ODLMGT 405	Business Research and Statistical Software	CC	4
ODLMGT 421	Soft Skills & Business Communication	SECC	4
	Total Credits		**24**

SEMESTER II			
Course Code	**Course Name**	**Course Type**	**Credits**
ODLMGT 406	Marketing Management	CC	4
ODLMGT 407	Financial Management	CC	4
ODLMGT 408	Human Resource Management	CC	4
ODLMGT 409	Production Management & Operations Research	CC	4
ODLMGT 431	Entrepreneurial Skills	AECC	4
ODLMGT 461	Dissertation Project-I	PC	4
	Total Credits		**24**

SEMESTER III			
Course Code	**Course Name**	**Course Type**	**Credits**
ODLMGT 501	Strategic Management	CC	4
ODLMGT 502	Business Ethics	CC	4
–	Discipline Specific Electives *(Choose any one specialization: Marketing / Finance / HRM)*	DSE	12
–	Open Elective *(Choose any one course from the Open Elective Basket.)*	OE	4
ODLMGT 561	Summer Internship Project	PC	6
	Total Credits		**24 + 6 = 30**

SEMESTER IV			
Course Code	**Course Name**	**Course Type**	**Credits**
–	Universal Human Values (UHV-II)	Audit Course	4*
–	Discipline Specific Electives *(continued from Sem III)*	DSE	12
–	Open Elective *(Choose any one course from the Open Elective Basket, other than course selected in Sem III)*	OE	4
ODLMGT 562	Dissertation Project-II	PC	8
	Total Credits		**24**

** Audit course; its credits are not counted in the programme total.*

Note: *Discipline Specific Electives (DSE) comprise six courses (24 credits) from any one specialization (Marketing, Finance or HRM), with three courses (12 credits) to be completed in Semester III and the remaining three courses (12 credits) in Semester IV.*

CREDIT DISTRIBUTION

The total credit requirement for the ODL MBA programme is **102 credits** (excluding the course on Universal Human Values), distributed as follows:

Course Category	Credits	Page No.
CC – Core Courses	44	1-19
SECC – Skill Enhancement Compulsory Course	04	20-21
AECC – Ability Enhancement Compulsory Course	04	22-23
OE – Open Elective Courses	08	24-28
PC – Project Courses	18	29-30
DSE – Discipline Specific Elective Courses	24	31-61
Total Credits	**102**	
**UHV-II – Audit Course (not counted in the total)*	*04**	

Note: The course on Universal Human Values (UHV) (4 credits) is a compulsory audit course that all students must clear; however, it does not count towards the credits of the programme.

List of Open Elective (OE) Courses Offered by the CDOE

S. No.	Course Code	Course Name	Credits
1	ODLMGT 570	Management Information System	4
2	ODLMGT 571	International Business	4
3	ODLMGT 572	Indian Knowledge System in Business	4
4	ODLMGT 573	Logistics & Supply Chain Management	4

List of Discipline Specific Elective (DSE) Courses Offered by the CDOE

S. No.	Course Code	Course Name	Credits
Marketing Group			
1	ODLMGT 521	Marketing of Services	4
2	ODLMGT 522	Sales & Distribution Management	4
3	ODLMGT 523	Integrated Marketing Communication	4
4	ODLMGT 524	Retail Management	4
5	ODLMGT 525	Consumer Behavior	4
6	ODLMGT 526	Product and Brand Management	4
7	ODLMGT 527	Digital Marketing	4
8	ODLMGT 528	Marketing Analytics	4
Finance Group			
9	ODLMGT 529	Security Analysis and Portfolio Management	4
10	ODLMGT 530	Financial Analytics	4

S. No.	Course Code	Course Name	Credits
11	ODLMGT 531	Financial Services & Institutions	4
12	ODLMGT 532	International Financial Management	4
13	ODLMGT 533	Financial Engineering	4
14	ODLMGT 534	Behavioural Finance	4
15	ODLMGT 535	Corporate Tax Planning	4
16	ODLMGT 536	Financial Modeling	4
Human Resource Group			
17	ODLMGT 537	Human Resource Planning & Development	4
18	ODLMGT 538	Organizational Change & Development	4
19	ODLMGT 539	Employee Relations and Labour Laws	4
20	ODLMGT 540	Performance & Compensation Management	4
21	ODLMGT 541	Leadership Development	4
22	ODLMGT 542	Strategic Human Resource Management	4
23	ODLMGT 543	HR Analytics	4
24	ODLMGT 544	Sustainable HRM	4
Others			
25	–	Any other MOOC / online course, with prior approval	4

:

LEARNING OUTCOMES OF THE ODL MBA PROGRAMME

The ODL MBA programme offered by the CDOE, Central University of Rajasthan, prepares its graduates to be professionals and equips them with the skills and knowledge necessary to become effective leaders. On completing the programme, a graduate will be able to

1. Describe the theories and principles of management in order to understand human behaviour and the use of other resources at the workplace.
2. Demonstrate competencies and knowledge in the key functional areas of business, including accounting, finance, marketing, operations and human resource management.
3. Communicate effectively, both verbally and in writing.
4. Understand and apply information systems to business management issues.
5. Identify business opportunities and take informed decisions about becoming an entrepreneur.
6. Develop an understanding of the diverse and rapidly changing global business environment.
7. Identify, understand and analyse professional issues in the contexts of human resources, marketing, finance and operations.
8. Apply decision-making techniques, using both quantitative and qualitative analysis, to propose solutions to real-life business issues.
9. Analyse and evaluate ethical problems that arise at all levels of business decision-making.
10. Conduct strategic analysis using both theoretical and practical approaches.
11. Formulate business strategies and articulate a vision that motivates others and leads diverse teams.
12. Apply various research methods to develop full-length research projects and write term papers.

Core Courses (CC)

Course: Management Principles and Organizational Behaviour (ODLMGT 401)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Must Have aptitude for management		
Course Objective:			
1	To familiarize the students with basic management concepts and behavioural processes in the organisation.		
Course Outcomes: The students will be able to			
1	Make use of the theories, models, principles and frameworks of management to make managerial decisions rooted in Indian ethos and ancient wisdom.		
2	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.		
3	Formulate approaches guided by ancient Indian wisdom for managerial effectiveness to achieve organizational goals.		
Course Content:			
UNIT I	Challenges and opportunities for Management/ OB; Overview and definition of Management, Managerial roles and skills; Evolution of management thought: scientific management, administrative approach, behavioural approach, systems approach, contingency approach.		
UNIT II	Management functions: Planning, Organizing, Controlling; Decision Making; Contemporary issues in management: Management by Objectives, Total Quality Management, Business Process Reengineering, Sustainable Business.		
UNIT III	OB: Overview and definition; Disciplines that contribute to OB; OB model; Individual behaviour: Biographical characteristics, intellectual and physical abilities, emotions, personality types, transactional analysis, Johari window.		
UNIT IV	Perception: definition, process, factors influencing perception. Diversity, equity and inclusion.		
UNIT V	Leadership: Meaning and theories. Motivation: Meaning and theories. Groups and teams. Organisational culture, change management, stress management, conflict management, negotiation.		
UNIT VI	Ancient Indian wisdom and contemporary theories of management, Indian ethos in management. Lessons in leadership and management from Ramayana, Vedas and Upanishads. Application of Bhagavad Gita principles in management, leadership and motivation, Karmayoga, Stithapragya individual, Triguna framework. Chanakya niti, Saptanga theory of organization, Loksangraha. Indian approaches to employee well-being.		
Text Books:			
1. Robbins, Stephen P., Coulter, Mary A., Viswanathan, R, & Randel, Amy. (2023). *Management.* 15th ed. Pearson.			
2. Robbins, Stephen P., Judge, Timothy A., & Vohra, Neharika. (2022). *Organizational Behavior.* 18th ed. Pearson.			
Reference Books:			
1. Daft, Richard L. (2018) *Management.* 13th ed. Cengage.			
2. Luthans, Fred, Luthans, Brett, C., &Luthans, Kyle W. (2017). *Organizational Behavior: An Evidence-Based Approach.* McGraw Hill.			

3. Pareek, Udai, and Khanna, Sushama. (2016). *Understanding Organizational Behaviour. 4th* ed. Oxford University Press.
4. Weihrich, Heinz, Cannice, Mark V. & Koontz, Harold. (2020). *Management: A Global, Innovative, and Entrepreneurial Perspective.* 15th ed. McGraw Hill.
5. Chakraborty, S.K. (1995). *Ethics in Management: Vedantic Perspectives.* Oxford University Press.
6. Mahadevan, B. (2008). Management Lessons from the Bhagavad Gita. *The Vedanta Kesari. pp. 558-561.*
7. Chatterjee, Debashis. (2012). Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita. John Wiley & Sons.
8. Mishra, Narendranath. (2025). 50 Lessons from Ramayan for Corporate Excellence. Storymirror.
9. Mahadevan, B., Bhat, V.R., & Nagendra Pavana, R.N. (2022). Introduction to Indian Knowledge System: Concept and Applications. PHI.

Course: Managerial Economics (ODLMGT 402)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	*Theory: 4* *Total: 4*
Course Pre-requisites:			
1	Must possess analytical thinking		
2	Skill in dealing with practical business problems and challenges related to resource allocation		
3	Knowledge of graphical structure and differentiation of algebraic functions used in business		
Course Objective:			
	To provide insights to the students regarding tools and techniques of economics to enable them to appreciate its relevance in business decision-making		
Course Outcomes: The students will be able to			
1	Identify and define key variables of micro and macroeconomics in managerial prospective		
2	Analyze the relationships between various micro-economic variables from the perspective of a consumer, firm, industry, market, and competition.		
3	Develop critical thinking about the macroeconomic policy and its implications in business society		
Course Content:			
UNIT I	**Introduction:** Basic Problems of an Economy, Business Decisions and Economic Analysis, Meaning and scope of Managerial Economics, Role and responsibilities of Managerial Economist, Objectives of firm, Profit maximization model, Growth maximization model and Behavioral model of firm. Importance of marginal analysis in arriving at Economic Decisions, Cardinal and Ordinal Utility Approach of Consumer Behavior, Indifference Curves and its use in arriving at the optimum consumption bundle. Case study analysis		
UNIT II	**Demand Analysis:** Demand and supply analysis, Determinants of demand, Law of demand, Demand function, Elasticity of demand and its applications in business, Demand forecasting, Case study analysis		
UNIT III	**Cost and Production Function Analysis:** Cost concepts relevant to business decisions, Cost Functions, Concept of Marginal cost, Production function, Laws of variable proportion and returns to scale, Cobb-Douglas and CES Production Functions; Economic Region of Production, Concepts and Applications of Break-Even Analysis , Case study analysis		

UNIT IV	**Market Structure and Price-output Decision:** Degree of Competition and characteristics of different market forms; Equilibrium of the Firm and Industry under Perfect Competition; Consumer and Producer Surplus; Price-output decision in perfect competition, monopoly market analysis, monopolistic market analysis, Oligopoly market analysis, Case study analysis
UNIT V	**Concepts of Macroeconomics:** Macro-Economic Issues and Concepts; Classical, Keynesian and Post Keynesian Theories; the Circular Flow Models of Economy; National Income: Concepts of Real and Nominal GNP, GDP; Methods of Measurement of National Income, Consumption, Saving and Investment Functions; Aggregate Demand & Aggregate Supply Analysis, Case study analysis
UNIT VI	**Business Cycle and Economic Policies:** Features of the Business Cycle; Determinants and effects of Business Cycle; Policy Measures to Control Business Cycle; Macro-Economic Policies: Monetary and Fiscal Policies in India, Unemployment: Nature, Causes and Policies in India. Inflation: Concept, Types & Economic Impact; Price Indexes, Case study analysis
Text Books:	
1. N. Gregory Mankiw; Principle of Economics, Harcourt Publication, 2020	
2. D.N. Dwivedi, Managerial Economics, Vikas, New Delhi	
Reference Books:	
1. Joel Dean, Managerial Economics	
2. Paul A Samuelson, Economics, McGraw Hill International , New York	
3. P.L. Mehta, Managerial Economics, Analysis and Cases ,Sultan Chand &Sons, N. Delhi	
4. R.L. Varshney& K.L. Maheshwari, Managerial Economics, Sultan Chand &Sons, New Delhi	
5. U.L. Mote, Samuel Paul and G.S. Gupta, Managerial Economics, Tata McGraw Hill, Mumbai	

Course: Accounting for Managers (ODLMGT403)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Aptitude and skills in Quantitative Analysis		
Course Objective:			
1	To provide the students with a learning framework that will enable them to study the principles and procedures used in collection and analysis of accounting information.		
2	To understand the system of utilizing & analyzing financial, costing, and other information to assist the management in the performance and evaluation of their functions.		
3	To use the financial information to assist the management in decision making		
Course Outcomes: The students will be able to			
1	Identify and understand the basic concepts &principles of Accounting.		
2	Ability to read, interpret and analyze financial statements; combine financial analysis with other information to assess the financial performance and position of a company.		

3	Understand and apply accounting concepts to analyze common business management decisions such as pricing decision, make or buy decision etcfrom a financial perspective.
Course Content:	
UNIT I	Introduction: Objectives & need of accounting**,** Financial accounting, Concept, Importance, Scope, Accounting concepts & conventions and Generally Accepted Accounting Principles (GAAP), Rules of Accounting.
UNIT II	Financial Statements: Nature and Usefulness of financial statements, Preparation of financial statements-Trading account, Profit & Loss a/c, Balance sheet and Adjustments in final accounts.
UNIT III	Management Accounting: Concept, Importance and Scope. Distinction between financial accounting, cost accounting and management accounting, Functions of management accountant.
UNIT IV	Cost Accounting: Concepts, Cost Centre, Profit Centre & Investment Centre, Elements of Cost, Methods of costing, Techniques of costing
UNIT V	Preparation of cost sheet, Marginal costing & Application of CVP analysis in business decision making, Absorption costing,
UNIT VI	Standard costing & Variance analysis, Budget and Budgetary Control.
Text Books:	
1. Maheshwari, S.N. (2001). Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.	
2. Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.	
Reference Books:	
1. Wheldon : Cost Accounting and Costing Methods.	
2. Homgren Charges I: Intorduction to Management Accounting.	
3. Keller and Ferrara: Management Accounting for Profit Control.	
4. Accounting for Managers: S.K. Bhattacharya & John Dearden.	
5. Management and Cost Accounting: Robert S. Kaplan.	
6. Advanced Management Accounting: Robert S. Kaplan.	
7. Robert Anthony: Management Accounting.	

****

Course: Quantitative Techniques (ODLMGT404)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Student must have completed Bachelor's Degree
2	Aptitude and skills in quantitative analysis
Course Objective:	
1	To equip the student with basic quantitative tools required to perform the role as a manager.
2	To enable the student to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.
3	To take help of quantitative techniques to solve problems related to business operations
Course Outcomes: The students will be able to	
1	Memorize and reproduce all basic formulae covered in the syllabus.
2	Illustrate relationships using direct and inverse proportion, simple graphs, linear and quadratic equations.
3	Solve different types of problems related to business operations

Course Content:	
UNIT I	**Mathematical Functions, Matrices and Derivatives:** Linear function; Solution of linear equation; Quadratic, Logarithmic and Exponential Functions; Determinants and Matrix Algebra: Introduction, Array Notation, Operations (Addition, Multiplication, etc.), Inverse of a Square Matrix, Solution of Matrix Equations; Derivatives: Derivative of a function, Fundamental rules of Differentiation, Applications of Differential Calculus – Maxima and Minima
UNIT II	**Theory of Probability and Probability Distribution:** Concept of Probability and its relevance to management decisions; Different approaches to probability, Conditional probability and independence. Bayes' theorem, Probability distributions: Discrete- Binomial and Poisson distribution. Continuous-Normal distribution and its applications.
UNIT III	**Decision Theory:** Decisions under uncertainty, Sequential decision making: decision tree, Expected value of perfect information and expected value of sample information
UNIT IV	**Measures of central tendency and Dispersion:** Frequency distribution of data and Visual representation; Arithmetic Mean, Median & Mode of individual and grouped data; Quartiles and Percentiles; Concepts of Range, skewness & kurtosis, Standard Deviation, and Coefficient of Variation.
UNIT V	**Parametric Hypothesis Tests:** Difference between parametric and Non-parametric hypothesis tests; Sampling distribution and Central limit theorem; Hypothesis testing and confidence intervals for one population mean, variance and proportion; Hypothesis testing for comparison of two population means, variances and proportions; Comparison of K means (ANOVA)
UNIT VI	**Non-Parametric Hypothesis Tests:** Runs test; Chi^2 Goodness-of-fit test; Mann-Whitney test, Kruskall-Wallis test
Text Books:	
1. Levin, Richard I & Rubin, David S., Statistics for Management, Pearson, New Delhi, 8th Edition	
2. Vohra, N.D. Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill	
Reference Books:	
1. Taha, H.A., An introduction to Operation Management	
2. Tulsian and Pandey, Quantitative Techniques, Pearson Education	
3. Sharma J. K., Operations Research	

Course: Business Research and Statistical Software (ODLMGT 405)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Written communication skill		
2	Problem-solving and reasoning ability		
3	Aptitude for quantitative analysis		
4.	Basic knowledge in MS Excel/SPSS		
Course Objective:			
	To make the students familiar with basic research techniques and their applications in business decision making. The course focuses on the analysis of business problems and the use of scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, data analysis, and report writing.		
Course Outcomes: The students will be able to			

1	Make use of scientific methods of research to solve business research problems for effective decision making
2	Examine the various issues of a research problem and illustrate the relevant steps of research process from a data driven decision perspective.
3	Formulate alternative research designs, sample designs, data survey instruments, testable research hypotheses, data analysis requirements and research reports to address real-life industrial research problems.
Course Content:	
UNIT I	**Introduction:** Introduction to Business Research, Language of research, Research process and Types of Research, problem formulation and Statement of Research Objectives, Importance of literature review. Business Research Design: Steps involved in a research design. Exploratory, Descriptive and Causal research design; Quantitative vs, Qualitative research; Concept of mixed research method; Case study analysis
UNIT II	**Sampling& Data Collection:** Sampling and sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, sample size determination. Case study analysis **Data collection:** Primary and Secondary data – Sources, Data collection Methods: Observations, Survey and Interview; Questionnaire design, Qualitative Techniques of data collection. Data entry and visual plots in MS Excel / SPSS Measurement & Scaling Techniques: Nominal, Ordinal, Interval and Ratio Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale. Case study analysis
UNIT III	**Bivariate Data Analysis:** Concept of correlation and scattered plot, Correlation coefficient; definition, computation, properties, & hypothesis testing; simple linear regression: assumptions, least-squares estimation, hypothesis testing, Interpretation of R^2, forecasting and control. Case study analysis
UNIT IV	**Multivariate Data analysis:** Multiple regression analysis, Ideas on mediation and moderation in regression models. Concepts of Factor analysis and Cluster Analysis. SPSS output interpretation. Case study analysis
UNIT V	**Research Report Design :** Basics of research report, Types of research report, contents of chapter, report writing tips, How to write literature review, report format, Ethics in research. Case study analysis
UNIT VI	**Using AI Tools for Research:** AI Tools for content creation, summary of the Content, literature review, citation, diagram making, report writing Introduction to AI in business research; tools for literature review, citation, data collection, analysis, and visualization; applications of machine learning and text analytics; Use of AI platforms for report writing; ethical issues, bias, and data privacy; improve research efficiency and managerial decision-making.
Text Books:	
1. Donald R. Cooper , Pamela S. Schindler; Business Research methods, TMH, 12th Edition, New Delhi	

2. Deepak Chawla, NeenaSodhi; Research Methodology: Concepts and Cases, Vikas Publication, 2016
Reference Books:
1. CR Kothari, Research Methodology, New Age International Publication, 2004
2.S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
3. S.C. Gupta, Business Statistics, Himalaya Pub House, 2008
4. Richard I. Levin, David S. Rubin, Statistics for Management, PHI
5. K R Sharma, Doing Research in Business and Management, , Sage Publications , New Delhi
6. S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007

Course: Marketing Management (ODLMGT 406)			
EXAMINATION SCHEME	End Semester Examination: 70 marks Internal Assessment: 30 marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Basic knowledge on popular brands of products and companies		
2	Interpersonal skills, ability to strategize, and entrepreneurial ability		
3	Urge to develop a feel of the market place		
Course Objective:			
	To understand marketing concepts and decisions integrating modern marketing frameworks with Indian ethical, cultural and indigenous market practices.		
Course Outcomes: The students will be able to			
1	Explain fundamental marketing concepts, marketing environment, and consumer behaviour by integrating contemporary marketing principles with Indian market traditions.		
2	Design product and pricing strategies using appropriate frameworks, tools, and ethical principles including fairness and indigenous pricing practices.		
3	Develop effective distribution and promotion strategies by applying traditional and modern channel systems along with digital and integrated marketing communication tools.		
4	Apply Artificial Intelligence techniques in marketing for customer analytics, personalization, demand forecasting, and data-driven decision-making.		
5	Formulate sustainable, ethical, and culturally grounded marketing strategies by integrating Indian philosophical values, indigenous practices, and responsible use of AI.		
Course Content:			
UNIT I	**Fundamental of Marketing:** Definition of Marketing Management, Marketing concepts, Marketing mix, STP (Segmentation, Targeting, Positioning) concepts, Marketing planning, organization and control, Marketing environment, Consumer Buying decision making process; Case analysis		
UNIT II	**Product and Pricing Decisions** Definition, classification, product line decisions, differentiation, new product development, Product Life Cycle, Packaging, Labelling, Branding, Product portfolio matrices (BCG, GE). **Pricing Decisions:** Meaning, objectives, factors affecting pricing, methods, pricing strategies and policies (new products, geographical pricing, discounts, promotional pricing, discriminatory pricing, product mix pricing).Case analysis.		
UNIT III	**Distribution Management** Definition, Channels, functions, levels of distribution channels, channel management decisions, Vertical, Horizontal and Multi-channel marketing systems, Legal and ethical issues in channel relations. Retailing: Meaning, types, functions of retailers, marketing decisions related to retailers. Wholeselling: Meaning, types, functions of wholesellers, marketing		

	decisions related to wholesellers; Cooperative distribution model-Amul; Traditional Indian supply chains (mandi system); Rural distribution practices in Indian markets; Case analysis.
UNIT IV	**Promotion Management:** Definition, promotion mix concept; Advertising: Meaning, advertising objectives, Evaluation of advertisement; Sales promotion: Meaning, tools and techniques; Public relations: Definition, techniques and methods of PR; Personal selling: Meaning, process, direct, online, social media and mobile marketing; Concepts of green marketing, relationship marketing, service marketing and International marketing, Case analysis
UNIT V	**Application of AI in Marketing:** Concept, evolution, scope and role in marketing, Customer analytics & predictive modelling, Personalization &recommendation systems, Chatbots & virtual assistants, Programmatic advertising, Sentiment analysis & social listening; AI in Marketing Decisions: AI-based segmentation, Demand forecasting, Dynamic pricing, Customer lifetime value; AI Tools & Technologies: Machine learning, NLP, big data, marketing automation tools; Ethical Issues in AI: Data privacy, bias, transparency, responsible AI. Case analysis.
UNIT VI	**Indian perspective of Marketing:** Market governance principles from Kautilya's Arthashastra; Dharma-based ethical exchange in marketing decisions; Traditional Indian marketplace systems: Haats & Mandis ; Indigenous product systems (Ayurveda, handicrafts, Khadi); Swadeshi philosophy in product strategy inspired by Mahatma Gandhi; Geographical Indication (GI) products as Indian branding models; Storytelling communication tradition (Kathavachana); Festival-based promotional practices in India; Community trust & word-of-mouth marketing traditions; Vasudhaiva Kutumbakam philosophy in global marketing ethics; Sustainable consumption rooted in Indian lifestyle philosophy; Wellness economy & yoga-based global branding; Case analysis.

Text Books:

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar; MarketingManagement: A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13th ed.
2. V.S Ramaswamy, S. Namakumari; Marketing Management: Global Perspective, Indian Context; Sage publication, 2018

Reference Books:

1. Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.
2. Kotler, Philip, Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 11th ed.
3. Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004, 13th ed.
4. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2nd ed.
5. Varshney, R.L. and Gupta, S.L., Marketing management Text and Cases An Indian perspective, Sultan Chand & Sons, New Delhi, 2005, 3rd ed.

Course: Financial Management (ODLMGT 407)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:

1.	Student must have completed Bachelor's Degree.
2.	Must possess analytical skills.

Course Objective:

1.	To have understanding of current financial environment in Indian & world capital market
2.	To focus on issues related to financial management in the Indian Corporate Sector.
3.	To enable and equip the manager with basic tools for applying financial analysis.
Course Outcomes: The students will be able to	
1.	Demonstrate and understand of the overall role and importance of finance function.
2.	Develop an understanding of financial investment, instruments, and market.
3.	Evaluate the business decision impact on the financial statement, working capital, capital structure, and capital budgeting of the firm.
Course Content:	
UNIT I	**Financial Management** Concept, scope, classification of finance function, Financial Planning & theory of capitalization, objectives of financial management, profit maximization vs. wealth maximization. Financial System, Time value of Money, Risk & Return
UNIT II	**Sources of finance** Long term sources- Shares, Debentures/Bonds Term Loan, Retained Earnings, Leasing, Hire-purchase, Venture capital, Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring. Emerging short-term and long-term financial instruments.
UNIT III	**Financing decisions** Cost of capital, Cost of debenture, Cost of Term Loan, Cost of equity, Cost of preference shares, Cost of retained earnings, weighted cost of capital. Leverage, Trading on equity, factors affecting trading on equity, operating leverage, financial leverage and combined leverage. Capital structure, Concepts and determinants of capital structure, Approaches to establish appropriate capital structure- Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach
UNIT IV	**Investment decisions** Capital budgeting-Nature, scope, Non-Discounted and discounted techniques, Risk analysis in Capital Budgeting
UNIT V	**Working capital management** Concept of working capital, Operating Cycle period, Factors affecting working capital requirements, Computation of working capital requirements. Management of Debtors, Inventory & Cash & related model
UNIT VI	**Dividend decision***:* Dividend Policy, Regulatory*,* Dividend and its types, Factors influencing dividend decision, Dividend theories of relevance: Walter's model, Gordon's model, Dividend theories of irrelevance: MM Hypothesis **Best Indian Practices- Case lets**
Text Books:	
1.Pandey, I. M., Financial management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 9thed.	
2.Mishra, R.C. and Pandey, R.S., Fundamentals of financial management, Global Vision Publishing House, New Delhi, 2010.	
Reference Books:	
1. Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.	
2. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.	
3. Kuchhal, S.C., Financial management, Chaitnya Publishing House, Allahabad.	

Course: Human Resource Management (ODLMGT 408)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed bachelor's degree		
Course Objective:			
1	To provide a strategic understanding of Human Resource Management as a core business function and to equip students with the ability to design and manage HR systems that enhance organizational performance. The course develops competencies in talent management, employee engagement, performance systems, HR analytics, and ethical people management aligned with organizational strategy.		
Course Outcomes: The students will be able to			
1	Analyze the strategic role of Human Resource Management in enhancing organizational performance and competitive advantage.		
2	Evaluate workforce planning strategies and competency frameworks to address current and future talent requirements in dynamic business environments.		
3	Design and implement effective HR systems including job analysis, recruitment, selection, on boarding, and talent acquisition processes.		
4	Develop and assess learning and development interventions aligned with organizational goals and employee career progression.		
5	Critically evaluate performance management systems, compensation structures, and reward strategies to ensure equity, motivation, and alignment with business objectives.		
6	Examine contemporary HR challenges including international HRM, diversity and inclusion, employee engagement, HR analytics, digital HR practices, and ethical governance.		
Course Content:			
UNIT I	**Foundations of Human Resource Management & Strategic Perspective** Human Resource Management: Concept, Scope and Evolution, From Personnel Management to Strategic HRM, Strategic Role of HR in Organizational Effectiveness, Models of SHRM (Best Fit, Best Practice, Resource-Based View),HR Competencies and Competency Mapping, HRM Environment in India (Legal, Economic, Social Context), Employer Branding and Talent Positioning *IKS Integration: Dharma-based leadership and ethical responsibility, Human-centric management philosophy in Indian thought, Role clarity through Purushartha framework*		
UNIT II	**Talent Acquisition & Workforce Management** Human Resource Planning and Workforce Analytics, Job Analysis and Contemporary Job Design, Recruitment Strategies (Digital Hiring & Social Media),Selection Methods: Competency-Based Interviews & Assessment Centres, Psychological Testing and Ethical Issues, Onboarding and Induction, Employee Retention and Attrition Management *IKS Integration: Swadharma and role–person fit, Ethical hiring principles in Indian administrative traditions*		
UNIT III	**Learning, Development & Talent Management** Training & Development: Concept and Strategic Importance, Training Need Analysis (TNA),Designing and Evaluating Training Programs, Leadership Development & High-Potential Identification, Career Planning and Succession Planning, Coaching, Mentoring and Knowledge Management, Digital Learning and E-HRM *IKS Integration: Guru–Shishya mentoring model, Lifelong learning philosophy, Reflective self-development practices,*		

UNIT IV	**Performance Management & Compensation Strategy** Performance Management Systems (PMS), Appraisal Methods: MBO, 360°, BARS, KPI-based systems, Potential Appraisal and Talent Review, Job Evaluation and Compensation Management, Reward Systems, Incentives and Employee Benefits, Pay Equity and Internal Consistency, HR Metrics and HR Analytics *IKS Integration: Concept of Karma and accountability, Fairness and equity in Indian ethical traditions, Balanced reward philosophy*
UNIT V	**Employee Relations & Industrial Relations** Employee Relations and Engagement, Trade Unions and Collective Bargaining, Grievance Handling and Dispute Resolution, Industrial Relations Framework in India, Employee Involvement and Participation, Conflict Management and Negotiation *IKS Integration: Samatva (equanimity) in conflict resolution, Consensus-building traditions in Indian governance, Community-oriented workplace culture*
UNIT-VI	**Contemporary HRM & Indian Perspectives** *IKS Integration: Value-based leadership for sustainable organizations, Holistic view of human capital development, Ethical governance and long-term orientation*, Indian HRM and Cross-Cultural Management, Diversity, Equity & Inclusion (DEI), Digital HR and HR Analytics, HR in Gig Economy and Remote Work, Sustainability, ESG and Human Capital Reporting, HR Challenges in Indian MNCs and Startups, Future Trends in HRM
	Case Studies: HR Issues in Corporate

Textbooks:

1. Human Resource Management — *K. Aswathappa* (McGraw Hill)
2. Human Resource Management: Text & Cases — *V. S. P. Rao & A. Singh* (Excel Books)

Reference Books:

1. Human Resource Management: Theory & Practice — *Biju Varkkey* (McGraw Hill)
2. Human Resource Management — *T. N. Chhabra* (Sun India)
3. Human Resource Management in Practice — *Sanjay Patro* (Prentice Hall India)
4. Strategic Human Resource Management — *Michael Armstrong & S. Taylor* (Kogan Page) (Many India case additions)
5. Cases in Human Resource Management — *Debi S. Saini* (Himalaya)

Course: Production Management & Operations Research (ODLMGT409)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Student must have completed Bachelor's Degree
2	Effective problem-solving skills
	Real life experience of manufacturing plant visits
Course Objective:	
1	To acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services;.

2	To acquaint the students with techniques of productivity improvement in operations through layout engineering and quality management etc;
3	To acquaint the students with techniques of effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations
Course Outcomes: The students will be able to	
1	Understand the managing production processes
2	Understand modern production techniques
3	Manage effective operation management techniques
Course Content:	
UNIT I	**Introduction:** History and overview of production management; Types of production process; Concepts on Operation Management; Differences between manufacturing and service operations, Classification of manufacturing processes; Production planning system, Production control and steps; Capacity planning:Short, Intermediate, Long range capacity planning, determinants of effective capacity, capacity planning decisions.
UNIT II	**Production Process Analysis and Design:** Process analysis, Types of process, Measuring process performance; Process throughput time reduction; Process Selection: process flow structure, product process matrix, Assembly line balancing; Time Study, Method Study and Work Measurement
UNIT III	**Production Planning and Design:** Plant location:Need, effect of location on costs and revenues, location selection procedure, factors affecting selection of location, Location models, Theories of industrial location Plant layout: Meaning, objectives, influencing factors, principles, types of layout; Aggregate Planning
UNIT IV	**Quality Control and Material Management:** Concept of quality circle, Total Quality Management, Developing quality specification, cost of quality, Statistical Quality Control (SQC) techniques. JIT and Six sigma concepts. Materials management: **S**cope & importance of material management, inventory, types, material requirement planning system, Inventory Control: Basics, Inventory Models, EOQ Analysis.
UNIT V	**Operation Research Techniques-I:** Linear Programming Problem: Model Formulation, Graphical Method & Simplex Method of Solution; Transportation Problem; Assignment Problem; Queuing Theory and Waiting Line Management
UNIT VI	**Operation Research Techniques-II:** Definitions of terms in Game theory, Types of games, Rules of the games, Rules of Dominance and Saddle points; Planning Models of Project Management (CPM & PERT)
Text Books:	
1. Adam, Everette E. Jr. and Ebert, Ronald J., Production and Operations management Concepts, Models and Behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 1994, 5thed	
2. Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2008, 2nded.	
Reference Books:	
1. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, Wiley India Pvt. Ltd., New Delhi, 2008, 8thed	
2. Gopalakrishnan, P., Purchasing & Materials management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001	

3. Gopalakrishnan, P., Purchasing & Materials management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001
4. Schroeder, Roger, Operations management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2009

Course: Strategic Management (ODLMGT 501)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Student must demonstrate knowledge of functional areas of management, such as Marketing, HR, Finance and Operations		
Course Objective:			
	To impart knowledge of formulation, implementation and evaluation of Business Policy and Strategies		
Course Outcomes: The students will be able to			
1	Learn the business policies and strategic decision-making practices		
2	Demonstrate effective applications of concepts, tools and techniques to practical business situations		
3	Develop their capacity to think and execute business decisions strategically to formulate organizational vision, mission, goals, and values		
4	Analyze the corporate environment and conduct SWOT analysis for respective organizations		
5	Design different corporate strategies and evaluating strategic decisions in real business world		
6	Develop Strategic framework in contingent environment		
Course Content:			
UNIT I	**Business policy:** Nature, Objectives and importance of business policy. **Strategic management:** Strategic decision making; Approaches & Process of strategic decision making, Strategic Management Model		
UNIT II	**Strategy formulation:** Strategic Intents: Company's vision, mission, objectives & goals; Environmental appraisal and organizational appraisal, Industry Analysis		
UNIT III	**Strategic Analysis:** SWOT Analysis, BCG Matrix, GE- Nine Cell, McKinsey's 7'S Framework, Experience Curve, Impact Matrix. Concept of value chain and competitive advantage		
UNIT IV	**Strategic Alternatives and Choice** Types of strategies: Corporate Level Strategy, Business Level Strategy, Functional Strategy		
UNIT V	**Strategy Implementation:** Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioural and Functional implementation.		
UNIT VI	**Strategy Evaluation:** Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.		
	Case Studies based on above curriculum		
Text Books:			
1. AzharKazmi, Business Policy and Strategic Management by Tata McGraw Hill			
2. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.			
Reference Books:			
1. Thampson A.A. and Stickland A.J, Strategic Management- Concept and cases			

2. Michael Porter, Competitive Advantage of Nations
3. Jauch&Glueek, Business Policy and Strategic Management
4. Kenneth, A. Andrews, Concepts of corporate Strategy
5. Melvin J. Stanford, Management Policy

Course: BUSINESS ETHICS (ODLMGT 502)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Student must have aptitude for management		
Course Objective:			
	To orient and sensitise students towards ethical issues in business, and prepare them as future managers, with strong grounding in ethics and Indian ethos. To make students responsive to complex social and ethical phenomena and enable them to resolve ethical dilemmas while making managerial decisions rooted in Indian ethical traditions.		
Course Outcomes: The students will be able to			
1	Define, explain and the theoretical foundations of business ethics and Indian ethical traditions.		
2	Reflect on and critically examine their own values and the importance of ethical dimensions in business and workplace.		
3	Able to apply ethical principles in decision making with particular emphasis on learnings from ancient Indian wisdom.		
Course Content:			
UNIT I	**What is Business Ethics** Definition and meaning of ethics; relationship of ethics with values, morals, science, religion and law. Stages of moral development. Theories of ethics: Consequentialist/result-based and non-consequentialist/duty-based theories. Business Ethics - Definition, meaning and theories - shareholder theory, stakeholder theory, social contract.		
UNIT II	**Ethical dilemma and ethical climate** Challenges to ethical decision-making. Ethical dilemma, how to resolve ethical dilemma. Creating ethical organisations/ building an ethical climate.		
UNIT III	**Business Sustainability, Corporate Social Responsibility and Creating Shared Value** Business sustainability, triple bottomline, corporate social responsibility – definition, meaning, relevant legal provisions for CSR, critique of CSR. Creating shared value – definition, meaning, models of shared value creation(Amul model, ITC e-choupal, HUL Project Shakti),		
UNIT IV	**Corporate governance** Corporate governance - definition, meaning, regulatory framework, challenges and opportunities.		
UNIT V	**Ethics in Functional Areas of Management** Ethics in Marketing, Ethics in HRM, Ethics in Finance, Ethics in Supply Chains, Ethics in IT, Ethical dimensions of AI applications in management		
UNIT VI	Indian ethical traditions and their relevance for managers, Indian ethos of management: Concept of Purusharthas (Dharma, Artha, Kama, Moksha), concept of Dharma in business, Nishkam Karma, Vasudhaiva Kutumbakam, Panch Kosha theory. Indian values for stakeholder management: Pancha Rina, trusteeship. Lessons in ethics from Ramayana, Bhagavad Gita, Vedas and Upanishads. Application of ancient Indian wisdom to resolve ethical dilemmas (Dharma Sankat). Application of principles of Chanakya's Arthashastra in		

	corporate governance**.**
Text Books:	
1.Fernando, A.C. (2019) *Business Ethics: An Indian Perspective. 3rd ed.* Pearson. Kindersley	
2.Mahadevan, B., Bhat, V.R., & Nagendra Pavana, R.N. (2022). Introduction to Indian Knowledge System: Concept and Applications. PHI.	
Reference Books:	
1.Chakraborty S.K., *Management by Values,* New Delhi, Oxford University Press, 1992.	
2.Chakraborty S.K., Chakraborty Debangshu, *Spirituality in Management: Means Or End?,* Oxford University Press, 2008.	
3. Crane, Andrew, and Matten, Dirk (2010) *Business Ethics. 3rd ed.* New Delhi, Oxford University Press.	
4.Gini Al, Case Studies in Business Ethics, 6th edition, Pearson Education, 2009.	
5.Mandal, S.K. (2019). *Ethics in Business and Corporate Governance. 2nd ed.,* McGraw Hill.	
6.Velasquez, Manuel G. (2012) *Business Ethics: Concepts and Cases. 7th ed.* Pearson.	
7. Weiss, *Business Ethics concept & cases,* 1st edition, Cengage Learning, 2009.	
8.Deshpande, R., et al. (2017). India's Amul: Keeping Up with the Times. Harvard Business School Case 516-116.	
9.Chakraborty, S.K. (1995). *Ethics in Management: Vedantic Perspectives.* Oxford University Press.	
10.Mahadevan, B. (2008). Management Lessons from the Bhagavad Gita. *The Vedanta Kesari. pp. 558-561.*	
11.Chatterjee, Debashis. (2012). Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita. John Wiley & Sons.	
12.Mishra, Narendranath. (2025). 50 Lessons from Ramayan for Corporate Excellence. Storymirror.	
13.Bowonder, B., Gupta, V., & Singh, A. *Developing a Rural Market e-hub: The Case Study of the e-Choupal Experience of ITC.*	

Skill Enhancement Compulsory Courses (SECC)

Course: Soft Skills & Business Communication (ODLMGT 421)			
EXAMINATION SCHEME	End Semester Examination: 70 marks Internal Assessment: 30 marks	**CREDITS ALLOTTED**	Theory: 3 Practical 1 Total: 4

Course Pre-requisites:	
1	Student must have completed bachelor's degree
2	Aptitude for management
Course Objective:	
1	To develop managerial soft skills and strategic business communication competencies essential for effective leadership, professional excellence, and organizational success. The course aims to equip MBA students with advanced interpersonal skills, emotional intelligence, persuasive communication abilities, corporate etiquette, negotiation skills, and cross-cultural communication competence required in dynamic business environments. It also focuses on enhancing self-awareness, critical thinking, teamwork, presentation skills, and digital communication proficiency to prepare students for global professional roles.
Course Outcomes: The students will be able to	
1	Analyze the communication process, identify barriers in organizational settings, and apply appropriate strategies to enhance communication effectiveness.
2	Demonstrate professional verbal, non-verbal, and interpersonal communication skills in diverse business contexts including meetings, negotiations, interviews, and group discussions.
3	Apply emotional intelligence, active listening, and cross-cultural sensitivity to manage workplace relationships and resolve professional conflicts.
4	Design and deliver structured business presentations, reports, and persuasive proposals using appropriate digital tools and communication technologies.
5	Draft clear, concise, and audience-oriented business correspondence including emails, memos, reports, and social media communication in corporate settings.
6	Exhibit leadership-oriented soft skills such as teamwork, adaptability, professional etiquette, networking ability, and decision-making in simulated and real-time business situations
Course Content:	
UNIT I	**Foundations of Managerial Communication and Soft Skills** Communication as a Managerial Competency, Communication Process: Models, Elements & Organizational Relevance, Principles of Effective Communication (7 Cs) in Corporate Context, Barriers to Communication in Digital and Multicultural Workplaces, Active Listening, Empathic Listening & Constructive Feedback, Emotional Intelligence in Professional Communication *Indian Perspectives on Communication: Concept of Vak Shakti (Power of Speech), Communication ethics from Indian philosophical traditions, Dialogue tradition in Indian thought (e.g., Guru–Shishya parampara), Communication as Dharma (duty-based responsibility)*
UNIT II	**Interpersonal, Group and Leadership Communication** Interpersonal Communication and Workplace Relationships, Non-Verbal Communication (Kinesics, Proxemics, Paralanguage, Chronemics), Cross-Cultural and Global Business Communication, Conflict Management and Negotiation Skills, Corporate Ethics in Communication, Communication for Leadership and Influence *Indian Knowledge System Inputs: Leadership communication lessons from the Ramayana and Mahabharata, Concept of Samatva (equanimity) in professional interactions, Value-based*

	communication inspired by Indian ethos, Panchatantra principles for persuasive communication and diplomacy
UNIT III	**Business Writing and Corporate Correspondence** Essentials of Effective Business Writing, Professional Emails, Digital Communication & Social Media Etiquette, Business Letters (Enquiry, Complaint, Sales, Follow-up, Persuasive Letters), Internal Corporate Communication (Memos, Notices, Circulars), Writing for Clarity, Precision and Impact *IKS Component: Clarity and brevity in classical Indian texts, Ethical persuasion vs manipulation (Niti Shastra insights), Respectful and value-centered written communication*
UNIT IV	**HR Communication and Employability Skills** Resume/CV Writing and Professional Profiling, Interview Skills (Behavioral, Panel, Virtual Interviews), Workplace Documentation and Exit Communication, Professional Branding and Personal Image *IKS Perspective: Concept of Swadharma (role clarity and professional responsibility), Self-awareness and self-mastery from Indian psychology, Character, integrity and credibility in professional life*
UNIT V	**Corporate Documentation, Presentation, Public Speaking and Corporate Influence** Business Report Writing: Types & Structure, Executive Summary Writing, Proposal Writing and Pitch Documents, Writing for Decision-Making, Ethical Use of AI in Business Communication Presentation Skills and Executive Presence, Storytelling for Business Leadership, Persuasive Communication and, Negotiation, Public Speaking & Speaking Beyond the Podium, Elevator Pitch & Corporate Influence
UNIT VI	**IKS Perspective** *Evidence-based reasoning tradition (Nyaya school of logic), Structured argumentation in Indian, philosophical discourse, Ethical accountability in documentation* *Art of Oratory in Indian tradition (Sabha culture), Bhagavad Gita's model of persuasive dialogue, Mindfulness and composure before public speaking, Voice modulation practices from classical traditions*
	Lab (Practical Component) – • Seminar Presentation • Mock Interview • Group Discussion • Corporate Report Drafting • Elevator Pitch • Negotiation Role Play • Case Studies (including cases based on Indian corporate and cultural contexts) Reflection Assignment: Application of Indian Wisdom in Modern Corporate Communication
Textbooks:	
1.Business Communication — *K. K. Sinha, P. Sinha & R. Sinha* (McGraw Hill)	
2.Business Communication: A Skill Building Approach — *Seema Sharma & N. D. Sharma* (Excel Books)	
Reference Books:	
1. Effective Business Communication — *Ray & Bhattacharya* (Oxford University Press)	
2. Business Communication — *Meenakshi Raman & Sangeeta Sharma* (Oxford)	
3. Developing Communication Skills — *Krishna Mohan & Meera Banerji* (Macmillan)	
4. Business Communication Concepts & Skills — *C. S. Rayudu* (Himalaya Publishing)	
5. Communication Skills for Managers — *Leena Sen* (Sage Publications)	

Ability Enhancement Compulsory Courses (AECC)

Course: Entrepreneurial Skills (ODLMGT 431)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree.		
2	Aptitude for entrepreneurship.		
Course Objective:			
	To equip the students with an understanding of entrepreneurship process, along with the skill sets and knowledge required to establish and run an enterprise successfully.		
Course Outcomes: The students will be able to			
1	Understand the organization, market related, financial, and social dimensions of a real-world business organization from the perspective of Indian management ethos.		
2	Identify the key challenges and opportunities for a real-world business organization in the future.		
3	Develop entrepreneurial skills to launch and successfully operate a business organization.		
Course Content:			
UNIT I	**Foundations of Entrepreneurship** Entrepreneurs and entrepreneurship: definition and meaning, how to be a successful entrepreneur. Different types of entrepreneurs, emerging trends in entrepreneurship: e-commerce, women entrepreneurs, grassroots entrepreneurship, social entrepreneurship, sustainable entrepreneurship.		
UNIT II	**Creativity and innovation** Creativity definition and meaning, creative thinking process, barriers to creativity, how to enhance organisational and individual creativity. Innovation definition and meaning, types of innovation, frugal and grassroots innovation. Intellectual Property Rights – definition and types. Business idea, techniques for identification of a business idea, pitching business idea.		
UNIT III	Entrepreneurial Skills and Competencies: Skills required for entrepreneurial success. Entrepreneurial competencies: meaning and types.		
UNIT IV	**Business Plan Formulation I** Feasibility analysis – industry, market and financial feasibility. Elements of a successful business plan: Executive summary, vision, mission and value statement, SWOT analysis, business strategy, company goals and objectives, company profile and management team, types of business ownership, industry profile, Product/service description, marketing strategy, competitor analysis.		
UNIT V	**Business Plan Formulation II** Plan of operations/ production process, location and layout, cash flow management, projected financial statements, break-even analysis, sources of financing: debt and equity, loan/ investment proposal.		
UNIT VI	**Indian Knowledge System to Promote Entrepreneurship** Indian approach to entrepreneurship: Vishwa Kalyan and Atmanirbharta. Entrepreneurship and wealth creation or Lakshmi (prosperity with grace), Social entrepreneurship as trusteeship, Shreni system – ancient Indian guilds. Policies and schemes formulated and implemented by Government of India and State governments to promote entrepreneurship, for e.g., initiatives by MSME, DIPP, RIICO, RFC, and other institutions, Make in India, Atmanirbhar Bharat, Vocal for Local, Start-Up ecosystem and unicorns in India. Study of entrepreneurial competencies of successful Indian entrepreneurs and application of Indian Knowledge Systems		

	for business success.
Text Books:	
1.Scarborough, N. M., & Cornwall, J.R. (2016). *Essentials of Entrepreneurship and Small Business Management, 8th ed.* Pearson.	
2.Khanka, S.S. (2026). *Entrepreneurial Development.* S. Chand.	
3.Hisrich, R.D., Peters, M.P., Shepherd, D.A., & Sinha, S. (2020). *Entrepreneurship, 11th ed.* McGraw Hill.	
4.Mahadevan, B., Bhat, V.R., & Nagendra Pavana, R.N. (2022). Introduction to Indian Knowledge System: Concept and Applications. PHI.	
Reference Books:	
1.Jeffry Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8th Edition, ISBN: 9780071276320	
2.Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education	
3. Desai Vasant, The Dynamic of entrepreneurial development and management, Himalaya Publishing house (2010).	
4.Murthy CBS, Entrepreneurship Development, Himalaya Publishing house (2009)	
5.Taneja Satish, Entrepreneurship Development, Himalaya Publishing house (2009)	
6. Gupta CB, Srinivasan NP, Entrepreneurship Development in India, Text & Cases, Sultan Chand & Sons.	
7. Dollinger Marc J, Entrepreneurship-Strategy & Resource, Pearson	

Open Elective Courses

Course: Management Information System (ODLMGT 570)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Student must have basic knowledge on business management functions and IT
2	Analytical skill and knowledge of few business application software tools
3	Must have knowledge on basic structure of an organization
Course Objective:	
	To analyze and synthesize business related information and suitable developed systems for facilitation of evaluation process of strategic alternatives.
Course Outcomes: The students will be able to	
1	Relate the basic functions of business management with information technology
2	Process and compare the development of various specific information systems used in business organization
3	Outline various ethical and security issues attached with information systems
Course Content:	
UNIT I	**System Concepts:** Definition of System, Feedback and Control, Information system (IS) and its role in Business, Purpose and Components of IS, Types of IS and its Trends, Systems development Life Cycle, Managerial Challenges of Information Technology.
UNIT II	**Basics of MIS:** Characteristics of MIS, MIS and Other Sub Systems, Application of IT for Strategic Advantages, Reengineering Business Process.
UNIT III	**Enterprise Business System:** Business Intelligence, Enterprise Application Integration (EAI), Customer Relationship Management (CRM), Supply Chain Management (SCM).E-commerce: application and issues. Case Analysis
UNIT IV	**Business Application-I:** Transaction Processing System, (TPS) its Types and applications, MIS and its application in Business, Decision Support System (DSS) in business, DSS and its Components. Case Analysis
UNIT V	**Business Application-II:** Executive Information System (EIS) and its features, Knowledge Management System, Expert system and its components. Case Analysis
UNIT VI	**Security Management and IT:** Computer Crime, Privacy Issues, Tools of Security management, security measures, System Control and Audits. Case Analysis
Text Books:	
1.O'Brien, J,Marakas G & Behl R, Management Information System, McGraw Hill, New Delhi, 10th Edition, 2013	
2Laudon & Laudon, Management Information System, Prentice Hall of India, New Delhi,2nd Edition, 2010	
Reference Books:	
1.Murthy C.S.V; Management Information System; Himalaya Publishing House, 2020	
2.Waman S. Jawadekar, Management Information Systems: Text and Cases; McGraw Hill Education (India), 2013	

3.Jaytilak Biswas, Management Information Systems, Sage Publication

Course: International Business (ODLMGT 571)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Student must have aptitude for business management.		
Course Objective:			
	To expose the students to the international business environment and decision areas required to operate successfully in international businesses.		
Course Outcomes: The students will be able to			
1	Understand the key factors, challenges and opportunities related to the operation of business in international context.		
2	Develop critical thinking grounded in IKS to understand the global footprint of real world International business organizations		
3	Develop the ability to make decisions from IKS perspective to operate successfully in the international business environment		
Course Content:			
UNIT I	Concepts: Definition and importance of international business, difference between International trade and International business, Factors in the international business environment. EPRG Framework (Ethnocentric, Polycentric, Regiocentric, Geocentric) and LPG Framework (Liberalization, Privatization, Globalization). Contribution of IKS to international business: Vasudhaiva Kutumbakam, ancient Indian Trade Routes, ancient Indian ports as global trade hubs.		
UNIT II	International Business Environment: PESTEL Analysis; Impact of political environment on business; Economic environment: Balance of Payments, Balance of Trade, exchange rate determination, foreign exchange markets, interest rate/inflation rate relationships; Socio-cultural environment, demographic factors, dimensions of national culture (Hofstede's Dimensions); Technological environment, global innovation; Ecological environment, sustainability; Legal systems, Intellectual Property Rights. Multinational Corporations: Concept of Multinational Corporations (MNCs) and Transnational corporations, functions of MNCs, Role of MNCs in the process of development of the country; Pros and Cons of MNCs. Global Integration versus local responsiveness strategies.		
UNIT III	International Marketing: Definition, Nature, Scope and Benefits; Domestic Marketing versus Global Marketing. Reasons and Motives Underlying Global Trade and Global Business; Segmentation, Targeting and Positioning, Marketing Mix Decisions, Marketing Strategy in International Marketing.		
UNIT IV	Basic Modes for Entry – Exporting, Licensing, Franchising, Contract Manufacturing, Joint Venture, Strategic Alliances, Wholly Owned Subsidiaries. Managing global supply chains, Instruments of Commercial Policy: Tariffs, Subsidies, Quotas, and Voluntary Export Restraints; Trade Protectionism and its impact.		
UNIT V	International Financial management**:** International financial system, Concept of Risks and rewards in international business., Foreign Trade Promotion in India: Measures and Organizations (EPCs, DGFT), Export-Import Plans, and Government Schemes like Make in India, FDI policies, EXIM policies; International Economic Institutions: Bretton Woods Agreement, IMF, World Bank, and WTO (GATT, GATS, TRIPS, TRIMS). Regional Economic Cooperation: Levels of Integration; Case studies on EU, ASEAN, SAARC, and NAFTA (USMCA). The Guild System (Shreni) as an early model of Multilateral Trade		

	Organizations; Mandala theory (Circle of States) of Chanakya as a model of regional economic integration.
UNIT VI	Human and Cultural variables in international business and global organizations; Cross Cultural differences and managerial implications. Global talent management, managing virtual teams, international labour relations, Diversity, Equity and Inclusion initiatives, compensation for international workers, global gig economy.
Text Books:	
1.Cherunilam, Francis, International business Text and Cases, Prentice-Hall of India, New Delhi, 2007, 4th ed.	
2.Charles W.L. Hill & Arun Kumar Jain. International Business: Competing in the Global Marketplace. 13th ed. McGraw Hill Education (India). 2023.	
3.John D. Daniels, Lee H. Radebaugh, & Daniel P. Sullivan. International Business: Environments and Operations. 17th ed. Pearson Education. 2022.	
4.Aswathappa, K., International business, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2008.	
Reference Books:	
1.Paul, Justin, International business, Prentice-Hall of India Pvt. Ltd., New Delhi, 2008.	
2.Subba Rao, International business Text and Cases, Himalaya Publishing House, Mumbai, 5th ed. 2022.	
3.Peter J. Dowling, Marion Festing, & Allen Engle, International Human Resource Management, 7th ed. 2023. Cengage Learning.	
4.B. Mahadevan, Vinayak Rajat Bhat, and Nagendra Pavana R. Introduction to Indian Knowledge System: Concepts and Applications. 2022. PHI Learning.	
5.The Indian Way: Strategies for an Uncertain World – S. Jaishankar (HarperCollins, 2020).	
6.Kautilya's Arthashastra – Edited by L.N. Rangarajan (Penguin Classics).	

Course: Indian Knowledge System in Business (IKS in Business) (ODL MGT572)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Basic knowledge of Bhartiya Gyan Parampara at UG level		
2	Ability to understand Indian Languages (Sanskrit, Hindi etc)		
3	Aptitude for Indian value system		
4.	Basic knowledge in Ayurveda and Bhartiya medicinal practices		
Course Objective:			
	To make the students to integrate India's traditional knowledge—spanning science, philosophy, arts, and literature—into the contemporary education system for better management.		
Course Outcomes: The students will be able to			
1	Sensitizing students to the unique *Bhāratiya Drishti* (Indian perspective) and rich cultural heritage.		
2	Exploring the scientific, mathematical, and technological foundations of ancient Indian texts		
3	Promoting an understanding of the interconnectedness of humans, nature, and society, fostering sustainability, and holistic well-being.		
4	Applying traditional knowledge to modern-day challenges in areas of management, business ethics etc.		
Course Content:			

UNIT I	**Introduction to Indian Knowledge System (IKS)** :Meaning, definition, and scope of IKS, Vedas, Upanishads, Darshanas – philosophical foundation of IKS, Interdisciplinary approach of IKS, Sources of Indian traditional knowledge, Traditional educational institutions: Gurukuls, Pathshalas, Takshashila, and Nalanda, traditional knowledge vs. western knowledge
UNIT II	**Indian Contribution to Science and Technology:** Ancient Indian Mathematics: Sulbasutras, Aryabhata, Brahmagupta, concept of zero and its importance, Large numbers & their representation, Place Value of Numerals, Decimal System, Measurements for time, distance and weight, Unique approaches to represent numbers (Bhūta Saṃkhya System, Kaṭapayādi System), Pingala and the Binary system, Knowledge Pyramid, Prameya – A Vaiśeṣikan approach to physical reality, constituents
UNIT III	**Indian Contribution to Health and Medicine:** Ayurveda: Uderstanding the holistic approach to health encompassing physical, mental, and spiritual well-being, Charaka, Sushruta, health as balance (Tridosha), Application of Ayurveda principles in contemporary healthcare system.Spices in Indian history: A multifaceted exploration of trade, medicine and religious practices, Panchkoshiya Vikas
UNIT IV	**Indian Arts, Education and Knowledge Transmission:** Indian art and architecture: paintings, sculpture, classical dance, music, Role of oral tradition and storytelling in preserving knowledge, Knowledge systems in crafts: textiles, pottery, metallurgy, Role of women in knowledge transmission, Guru-Shishya Parampara
UNIT V	**Indian Knowledge Systems (IKS) in Humanities & Social Sciences:** Health, Wellness & Psychology, Role of water in wellbeing Yoga way of life Indian approach to Psychology, the Triguṇa System Body-Mind-Intellect- Consciousness Complex. Governance, Public Administration & Management reference to ramayana, Artha Sastra, Kauṭilyan State
UNIT VI	**Indian Knowledge Systems (IKS) in Management:** Management and Shasanam (Governance) Spanning through ages Smriti Granthas Yajnavalkya Smriti, Knowledge framework from Sanskrit Literature Selected Contents from Ramayanam, Purana and Mahakavyas Management Principles in Panchatantra Management Principles in Nitishatakam and Hitopadesha,

Text Books:

1.Introduction to Indian Knowledge System- concepts and applications, B Mahadevan, Vinayak Rajat Bhat, Nagendra Pavana R N, 2022, PHI Learning Private Ltd

2.Bhartiya Knowledge Systems by M.C. Bora, Khanna Publishing House.

3.Traditional Knowledge System in India, Amit Jha, 2009, Atlantic Publishers and Distributors (P) Ltd.

4.उच्च - शिक्षाभारतीयदृस्टि- डॉ अतुल कोठारी अवं डॉ चांदकिरण सलूजा प्रकाशक - शिक्षा संस्कृति उत्थानन्यास, नईदिल्ली

Reference Books:

1.Indian Knowledge Systems - Vol 1 & 2 - Avadhesh K. Singh, Kapil Kapoor.

2.Yajnavalkya smriti. With the commentary of Vijnanevara called the Mitaksara and notes from the gloss of Balambhatta.

3.R. Shamasastry-Kautilya's Arthashastra (1915).

4.Governance In Ancient India - Anup Chandra Pandey.

5.http://www.iitkgp.ac.in/department/KS;jsessionid=C5042785F727F6EB46CBF432D7683B63

5.http://nptel.ac.in/courses/121106003/

6.https://www.youtube.com/watch?v=LZP1StpYEPM

Course: Logistics & Supply Chain Management (ODLMGT 573)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have basic knowledge on business management functions and operation management		
2	Analytical skill and knowledge of few operation research techniques, concerned software tools		
3	Must have knowledge on basic structure of an organization and its logistic plan		
Course Objective:			
	To give knowledge of the relations of the logistics and supply chain systems in business environment and its management and the operations		
Course Outcomes: The students will be able to			
1	Define and establish the strategic importance of logistics to achieve business success by creating value through supply chains		
2	Develop an understanding of the importance of logistics in the formulation of the business strategy and the conduct of supply chain operations		
3	Design and provide a practical approach to support the business' decision-making within the context of supply chain management and the real world		
Course Content:			
UNIT I	**Introduction:** The concept of logistics and supply chain management, Supply Chain performance and strategic supply chain management, Different views of Supply Chain Management, Typical supply chain problems; Case Analysis		
UNIT II	**Planning and Coordination:** Supply chain models; Supply chain coordination mechanisms; sustainability in supply chain; Demand forecasting in supply chain; Aggregate planning in supply chain; Managing supply and demand. Case Analysis		
UNIT III	**Inventory Management in Supply Chain:** Role of cycle inventory, Economies of scale, Inventory cost estimation, Safety stock and its level, Replenishment policy, optimal level of product availability. Case Analysis		
UNIT IV	**Warehousing Decisions:** Nature and importance of warehousing, Warehousing location decisions and operations, Layout and Space decisions in warehousing. Case Analysis		
UNIT V	**Transportation Issues:** Role of Transportation in a Supply chain, Factors affecting Transport Decisions, Modes of Transportation and their Performance characteristics, Transportation pricing issues, transportation strategy. Case Analysis		
UNIT VI	**Concept of Green Supply Chain:** Traditional vs. green supply chain, drivers, and the need for sustainability; Sustainable supplier selection, environmental auditing; recycling, and waste management. Case Analysis		
Text Books:			
1. Donald, J. Bowersox, Dand, J., Closs, M. Coluper, Supply Chain Logistics Management, TMH, 2nd Edition, 2008			
2. Chopra, S., Kalra, D. V. & Dwivedi G; Supply Chain Management -Strategy, Planning and Operation, Pearson/PHI, 7thEdition, 2024			
Reference Books:			

1. Mohanty, R. P. & Deshmukh, S. G., Supply Chain Management-Theories and Practices, Dreamtech Press, 1st edition, 2005

Project Courses (PC)

Course: Internship Project (ODLMGT 561)	
Course Objective:	
	This project provides practical exposure to the students/learners of the programme to different industries and application of various concepts learned under different functional areas of management
Course Outcomes: The students/learners will be able to	
1	Understand and analyze the practical aspects of different functional area of management.
Course Content:	
	The students/learners are required to undertake internship in any organization/ company for 8 weeks after semester II of the programme. They have to work in any of the functional area of management to explore the practical aspects of that functional area. The students/learners will be working for the project under the supervision of internal faculty guide allotted by the CDOE and external guide allotted by the respective company.
Assessment:	
	The students/learners are required to submit their internship project report as per the guidelines prescribed by the CDOE at the end of the internship. The students/learners are also required to attend viva voce examination during the Semester III of the programme. Out of total 100 marks in this internship project, 50 marks are related to Internship Report, to be assessed by the CDOE (by constituting a panel of one or more examiners, including internal and/or external examiners) and the remaining 50 marks are for the viva voce to be awarded by internal and/or external examiners)

.

Course: Dissertation-I and II (ODLMGT 461, ODLMGT 562)	
Course Objective:	
	This dissertation provides students/learners to learn application of different concept taught under different functional areas of management and apply business research and analytical tools to provide solution/ advancement/ innovativeness to some business problems /concepts/ functions.
Course Outcomes: The students/learners will be able to	
1	Apply different analytical and research techniques on problems / concepts related to different functional areas of Management
Course Content and Assessment (dissertation-I):	
	The students/learners are required to work on specific topics / problems assigned by the faculty supervisor. The students/learners will be working for the dissertation under the supervision of faculty supervisor allotted by the CDOE. This dissertation work is mainly on the basis of field and literature survey. It can be on case-based research also. Students/learners should begin work on this, **starting from semester II** (as dissertation-I) by presenting a proposal about their proposed theme before faculty supervisor allotted by the CDOE. In this semester students/learners have to review the relevant literature and present the progress before a board of internal and/or external examiners constituted by the CDOE. Final marks out of 100 will be given to each student for this dissertation-I on the basis of the review report submitted and

	performance in the viva voce. 50 marks will be for report and 50 marks will be for viva voce performance. Writing and publishing research papers on this project work will be highly appreciated.
Course Content and Assessment (dissertation -II):	
	The students/learners are required to submit their dissertation report as per guidelines prescribed by the CDOE at the end of the specified period. This report must be the extended form of study done in dissertation-I in 2nd semester. Students/learners should continue study on this dissertation from 2nd semester to 4th semester. The students/learners are also required to attend viva voce examination during the end of the Semester IV of the programme. Out of total 100 marks in this dissertation project, 50 marks are related to dissertation report, to be assessed by the CDOE (by constituting a panel of examiners including internal and external examiners) and rest 50 marks are of viva voce to be awarded by internal and external examiners.

Discipline Specific Elective Courses (DSE)

Marketing Specialisation Elective Courses

Course: Marketing of Services (ODLMGT 521)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Customer Experience in few Indian service sector
2	Ability of observing or dealing with service providers
Course Objective:	
	To develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the marketing of services.
Course Outcomes: The students will be able to	
1	Identify the key issues and challenges in modern service industry
2	Examine and assess the service quality and implement the solution to decisional problems in service sector
3	Explain the service marketing strategy and brand development
Course Content:	
UNIT I	**Introduction to Services Marketing:** Emergence of Service Economy; Growth of Services in India and abroad; Characteristics of Services with reference to marketing; Challenges in marketing of services; Services Classification; Service-dominant logic; Role of services in digital economy; Customer experience as a competitive differentiator; Case study analysis
UNIT II	**Service marketing framework:** Marketing Mix framework for Service Organizations; Service Management Trinity: Internal, External and Interactive Marketing; Service blueprinting; Customer journey mapping in services; Role of technology in service delivery; Case study analysis.
UNIT III	**Service Product and Strategy** Service Product Development; Segmentation and service positioning; Advertising; Branding and Packaging of Services; Consumer Behavior in Services; Service branding strategies; Digital promotion of services; Relationship marketing in services; Case study analysis.
UNIT IV	**Service Quality and Customer Experience** Customer Expectation and Perception of Services; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Customer experience management (CEM); Net promoter score; Complaint management systems; Case study analysis
UNIT V	**Demand-Supply Analysis and Service Recovery** Demand-Supply Management; Service Failure and Service Recovery; Capacity management strategies; Yield management ; Service recovery paradox; Case study analysis
UNIT VI	**Sectoral Applications in Services** Marketing in banking & insurance, tourism, transport, healthcare, education and other sectors in India; FinTech and digital banking; E-health and telemedicine services; EdTech platforms; Role of AI & automation in services; Case study analysis
Text Books:	
1. J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.	

2. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.

Reference Books:

1. Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.
2. Shankar, Ravi, Service Marketing, Excel, 2002.
3. Rampal M.K. & Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
4. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.

Course: Sales & Distribution Management (ODLMGT 522)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Sense of salesmanship
2	Knowledge of basic managerial skill in product distribution
Course Objective:	
	To develop conceptual and managerial competence in sales force management, channel design, and logistics systems, with exposure to digital selling, CRM systems, and modern supply chain practices.
Course Outcomes: The students will be able to	
1	Gain skill on personal selling and its appropriateness in the field
2	Explain key managerial issues on sales force allocation and control
3	Discuss alternative approaches of channels of distribution and logistics management
Course Content:	
UNIT I	**Sales Management and Personal Selling:** Nature, Scope and objectives of Sales Management; Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling; Consultative and solution selling approaches; Digital selling and social selling concepts; Case study analysis.
UNIT II	**Sales Force Management-I:** Determination of size of sales force**;** Sales organization; Conducting sales training programs; Designing and Administering Compensation Plan; Motivating and Supervising sales personnel; Sales force automation (SFA); CRM systems; Performance analytics in sales management; Case study analysis
UNIT III	**Sales Force Management-II:** Sales Meetings and Contests, Designing Territories and allocating sales efforts**;** Sales Quota; Sales evaluation Programme; Sales Budgeting and Control; Data-driven territory planning; Sales pipeline management; Forecasting using basic analytical tools; Case study analysis
UNIT IV	**Distribution Channels**: Role of Marketing Channels, Factors affecting choice of Distribution; Channel Structure; Channel Conflict and Co-ordination; Omni-channel distribution strategy; E-commerce and direct-to-consumer (D2C) models; Channel integration in digital markets; Case study analysis
UNIT V	**Logistics Management:** Nature, Importance and Scope; Transportation and Physical Distribution: Selection of transportation modes; Routing and scheduling in transportation; Third-party logistics (3PL) concept; Supply chain integration; Use of technology in logistics tracking; Case study analysis

UNIT VI	**Warehousing:** Role and modern concept of warehousing; Types of warehouses; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling; Automated warehousing systems; Inventory management techniques; Cold chain logistics; Case study analysis
Text Books:	
1. Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.	
2. Richard R. Still, Edward W. Cundiff , Norman A. P. Govoni; Sales Management: Decisions, Strategies, and Cases; Prentice Hall Inc, 2020	
Reference Books:	
1. Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.	
2. Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.	
3. Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.	
4. Calvin; Sales Management; Tata McGraw Hill, New Delhi.	
5. Futrell, Charles, Sales Management, Thomson Learning,Mumbai.	

Course: Integrated Marketing Communication (ODLMGT 523)			
EXAMINATION SCHEME	End Semester Examination: 70 marks Internal Assessment: 30 marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Creative thinking and innovation ability		
2	Exposure to latest advertisements and other promotional tools		
Course Objective:			
	To acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective communication programs.		
Course Outcomes: The students will be able to			
1	Reproduce the various principles and frameworks related to the need & role of marketing communication.		
2	Make plans for designing suitable business promotional tools		
3	Strategize the promotion mix elements for improvement of consumer awareness		
Course Content:			
UNIT I	**Fundamentals of IMC:** Concept, definition of IMC; Role of IMC in marketing; Integrated vs traditional communication models Communication process models; Evolution and growing importance of IMC; IMC and brand equity creation; Paid-Owned-Earned Media (POEM) framework; Case analysis.		
UNIT II	**IMC Strategy & Planning:** The communication or promotional mix; The role of IMC in the marketing strategy, Marketing analysis and competitive positioning; The target marketing process (STP); Alignment of STP with IMC strategy; Customer journey mapping; Touchpoint planning approach; Developing the IMC planning programme; Case analysis.		
UNIT III	**Communication Objectives, Budgeting & Metrics:** Setting IMC objectives, DAGMAR Approach in Setting Objectives; Budgeting methods; Developing Communications strategy; Analyzing the communication process; Communication funnel metrics; Marketing ROI (ROMI); Case analysis.		

UNIT IV	**Creative Strategy & Media Planning:** Creative Strategy Planning and Development; Message appeals and execution styles; Media Planning and Strategy; Media scheduling and allocation; Developing, Monitoring and Evaluating the IMC Programme; Measuring the effectiveness of promotional programme; Overview of digital media planning; Basic digital performance metrics (CPM, CPC, CTR); Case analysis.
UNIT V	**Promotion Mix and Customer Engagement:** Advertising; Direct marketing; Sales promotion; Personal selling; The internet and interactive media; Experiential marketing; Content marketing; Future perspectives of IMC; Case analysis.
UNIT VI	**Social, Ethical and Regulatory issues in IMC:** Social, ethical and economic aspects of IMC; IMC ethics and Government regulations; Responsibility of IMC to Society; Role of Advertising Standards Council of India; Data privacy concerns in marketing communication; Influencer disclosure norms; Sustainability in communication practices; Case analysis.
Text Books:	
1. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.	
2. O' Guinn, Advertising & Integrated Brand Production; Vikas Publishing House, New Delhi.	
Reference Books:	
1.Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.	
2.Kenneth E. Clow and Donald Baack (2004); Integrated Advertising, Promotion and Marketing Communications; PHI Ltd., New Delhi.	
3.Boree, Thill, Dovee and Wood (1995); Advertising Excellence; International Edition; McGraw-Hill Ltd.	
4.Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 2002.	

Course: Retail Management (ODLMGT 524)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Supervisory skills and leadership ability
2	Basic knowledge in E-Retailing practice
Course Objective:	
	To provide knowledge on marketing planning and strategy in retail business.
Course Outcomes: The students will be able to	
1	Understand strategic retail management concepts.
2	Analyze retail formats and emerging business models.
3	Design omni channel retail strategies.
4	Apply analytics and technology in retail decisions
5	Evaluate customer experience and retail profitability.
Course Content:	
UNIT I	**Foundations of Retail Management:** Concept, definition and functions and scope of retailing; Evolution of retailing; Unorganized and organized retailing; Retail ecosystem and value chain; retail business models; Role of private labels in retail strategy; retail economics & profitability drivers; Trends in retailing in India and abroad.

UNIT II	**Retail Strategy & Retailing Mix:** Social, economic, technological and competitive forces; Retail positioning and target market selection; Retail branding strategy; Retailing Structure and Different Formats: Super Market, Specialty Store, Departmental Store, Plaza, Mall, Emporium, Bazaar, Stop-Over, Single size Denomination, Kiosk; Omnichannel retail strategy; Marketplace vs inventory models; Category management; Customer lifetime value (CLV); Case analysis
UNIT III	**Store Location, Design & Experience Management** Retail location analysis: Trading area analysis; Store layout and visual merchandising; Traffic flow analysis, Population and its Mobility, Exteriors and Layout. Customer Traffic Flows and Pattern, Creative Display; Customer experience management (CX); Retail atmospherics & sensory marketing; Experiential retail design; Mall management concepts; Case analysis
UNIT IV	**Merchandise & Supply Chain Management** Merchandise planning; Assortment management; Retail pricing strategies; Promotion planning; Warehousing & logistics; Demand forecasting & retail analytics; Inventory optimization models; Vendor relationship management; Data-driven merchandising decisions; Case analysis
UNIT V	**Retail Business Models & Emerging Formats** Franchising models; Chain stores & discount retailing; Direct selling & exclusive outlets; E-retailing & non-store retail formats; Platform retailing (Amazon/Flipkart models); Quick commerce & hyperlocal retail; Subscription retail models; D2C (Direct-to-Consumer) brands; Case analysis
UNIT VI	**Technology, Analytics & Future of Retail** Retail technology applications; Retail promotion strategies; Retail equity & branding; Retail analytics & dashboards; AI and automation in retail; CRM & personalization engines; Digital payments ecosystem; Sustainability & ethical retailing; Phygital retail (physical + digital integration); Case analysis
Text Books:	
1. Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.	
2. Levy Michael &WeitzBartcn W.; Retailing Management; Tata McGraw Hill. New Delhi.	
Reference Books:	
1. Newman, Andrew J. & Cullen, Peter; Retailing: Environment & Operations: Vikas Publishing House; New Delhi.	
2. Duane; Retailing; Thomson Learning; Mumbai	
3. Gilber, David; Retail Marketing Management; Pearson Education; New Delhi.	
4. Diamond. Jay and Gerald Pintel Retailing. Prentice-Hall, NJ, 1996.	
5. Morgenstein, Melvin and Harriat Strong in Modem Retailing, Prentice-HaIl, NJ. 1992.	

Course: Consumer Behaviour (ODLMGT 525)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Knowledge of Industrial Psychology / Organizational Behaviour		
2	Analytical skills		
Course Objective:			
	Develop an advanced understanding of consumer decision-making integrating modern behavioural theories, digital insights, and Indian knowledge systems (IKS) for ethically grounded and culturally relevant marketing strategies.		

Course Outcomes: The students will be able to	
1	Explain consumer behaviour theories and decision processes.
2	Analyse socio-cultural and psychological influences including Indian cultural contexts.
3	Apply behavioural insights and IKS principles to marketing strategy.
4	Evaluate digital and omnichannel consumer behaviour.
5	Interpret consumer analytics for managerial decision-making.
6	Integrate Indian Knowledge Systems into consumer understanding and ethical marketing practices.
Course Content:	
UNIT I	**Introduction to Consumer Behaviour:** Meaning, scope and importance of consumer behaviour; Consumer decision-making process; Buying roles and types of buying behaviour; Consumer behaviour and marketing strategy; Individual and environmental influences; Consumer research applications; Customer journey mapping; Behavioural economics concepts; Neuromarketing basics; Case analysis.
UNIT II	**External determinants:** Influence of Culture, Subculture and social class; Reference Group, Opinion leadership and Family Influence; Cross-Cultural Consumer Behavior; Social media influence on consumers; Influencer marketing psychology; Electronic Word of Mouth (e-WOM); Case analysis.
UNIT III	**Personal determinants-I:** Demographics, Psychographics & Lifestyle; Consumer attitudes & Beliefs formation; Influence of Personality and Self; Brand personality framework; Symbolic consumption behaviour; Consumer identity theory; Consumer motivation, Buying motives; Information processing and consumer perception; Consumer learning; Consumer involvement, Development of brand loyalty; Emotional branding; Customer engagement behaviour; Decision fatigue & attention economy; Case analysis.
UNIT IV	**Diffusion of Innovations:** Concept and types of innovation, Strategy of diffusion of innovation, Adoption of innovation, Types of adopter category. Marketing implications; Technology adoption behaviour; Digital innovation adoption; Platform and network effects; Case analysis.
UNIT V	**Consumer Behavior Models:** Nichosia Model, Howard-Seth model, Engel Kollat Blackwell Model, Seth's Family decision making model; Consumer analytics & AI insights; Omnichannel consumer behaviour; Ethical consumption & sustainability; Data privacy and consumer trust; Case analysis.
UNIT VI	**Indian Knowledge Systems (IKS) in Consumer Behaviour:** Introduction to Indian Knowledge Systems (IKS) and relevance to consumer behaviour; Purusharthas (Dharma, Artha, Kama) and their influence on consumption choices; Cultural values and traditional consumption patterns in India (festivals, family, rituals); Indian psychological insights: Gunas (Sattva, Rajas, Tamas) and consumer personality; Ethical consumption: Concepts of Dharma and Aparigraha in responsible buying; Trust, relationships, and word-of-mouth in Indian markets; Application of IKS in modern marketing: wellness, Ayurveda-based products, and sustainable consumption. Case analysis
Text Books:	
1. Assael, H. Consumer Behavior and Marketing Action, Asian Books Pvt. Ltd., New Delhi, 2001.	
2. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.	
Reference Books:	
1. Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.	
2. Engle, J F. etc. Consumer Behavior. Chicago, Dryden Press, 1993.	
3. Loudon & Loudon; Consumer Behavior; TMH; New Delhi	

4. Soloman, Michael E.; Consumer Behavior; Buying; Having, Being; PHI Pearson Edu., New Delhi.

Course: Product & Brand Management (ODLMGT 526)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Knowledge of various consumer goods along with their brand profile
2	Innovative skill on new product design
Course Objective:	
	To develop managerial competence in product strategy, brand creation, brand equity management, innovation, and digital branding for competitive global markets.
Course Outcomes: The students will be able to	
1	Conceptualize the managerial issues related to product & brand and their development
2	Use the strategy of brand positioning for developing a relevant brand in target market
3	Measure the worth and value of a brand as perceived by customers
Course Content:	
UNIT I	**Product Portfolio Analysis:** Product concepts and classification; Product mix and Line decisions; Managing premium products; Product portfolio strategy (BCG & GE models); Product differentiation strategy; Sustainable product development; Product cannibalization management; Case analysis.
UNIT II	**New Product Development & Product Life Cycle** Product & technology life cycle; Product development process; New product launches; Pricing decision & strategies; Design thinking for product innovation; Agile product development; Minimum Viable Product (MVP) concept; Failure analysis of new products; Case analysis.
UNIT III	**Concept and importance of Branding:** Basic branding concepts: brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Brand storytelling; Emotional branding; Consumer-based brand equity (CBBE model); Brand communities & brand engagement; Case analysis.
UNIT IV	**Major Branding Decisions:** Selecting a brand name; Brand extension decision; Family versus individual brand names; multiple branding; Private versus national branding, Handling brand name changes; Co-branding and ingredient branding; Personal branding & influencer brands; Rebranding strategy in competitive markets; Brand architecture strategy; Case analysis.
UNIT V	**Brand Equity & Measurement:** Brand positioning and Re-launch, Brand building and communication. Brand equity: sources & benefits; Designing marketing programs to build brand equity; Measurement of brand equity; Brand valuation models; Digital brand metrics & analytics; Customer experience and brand equity; Brand trust and reputation management; Case analysis.
UNIT VI	**Branding in Specific Sectors:** Consumer market, Industrial market, Retail, Service, E-branding, Branding for international marketing; Digital-first brands & D2C branding; Global brand localization strategy; Luxury branding strategy; Sustainable and ethical branding; Case analysis.
Text Books:	
1. Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3rd edition, 2002.	
2. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.	
Reference Books:	

1. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.4.
2. Czerniawskd, Richard D. & Michael W. Maloney Creating Brand Loyalty, AMACOM, NY,
3. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992

Course: Digital Marketing (ODLMGT 527)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed a core course in Marketing Management		
2	IT skills and analytical skills		
3	Sense and feel of digital business era		
4	Knowledge of transactions in social media and online retail platforms		
Course Objective:			
1	To develop strategic and analytical competencies in digital marketing planning, customer acquisition, engagement analytics, and technology-enabled marketing decision making in the digital business ecosystem.		
Course Outcomes: The students will be able to			
1	Explain emerging trends of digital marketing and develop critical thinking of this		
2	Get insights into the digital marketing plans and strategy formulation		
3	Learn how to target appropriate digital media for effective result		
Course Content:			
UNIT I	**Digital Marketing Ecosystem:** Concepts and evolution of Digital marketing; Traditional vs Digital marketing; Digital marketing mix; Digital consumer journey; Owned, Paid & Earned media; MarTech ecosystem overview; AI-driven marketing transformation; First-party data strategy (cookieless future); Omnichannel customer experience; Platform economy & creator economy; Case analysis		
UNIT II	**Digital Strategy & Campaign Planning** Principles of digital marketing campaigns, Digital campaign objectives; Campaign planning framework; Technology platforms; Performance marketing models; Full funnel marketing strategy; Customer acquisition vs retention strategy; Marketing automation workflows; Agile campaign management; KPI and ROI measurement frameworks; Case analysis		
UNIT III	**Digital Media Channels and Techniques:** Search marketing, Email marketing, Social media and Viral marketing, Online & display advertising; Influencer & creator marketing; Short-video platforms strategy; Social commerce & live commerce; Community-led growth; Growth hacking techniques; Programmatic advertising; Case analysis		
UNIT IV	**Search, Analytics & Optimization:** SEO fundamentals; Online advertising; Affiliate marketing; Online customer service; Search Engine Marketing (SEM & PPC); Conversion Rate Optimization (CRO); Marketing analytics dashboards; Attribution modelling; Marketing data visualization; AI chatbots & conversational marketing; Case analysis		
UNIT V	**Content, Experience & Personalization** Digital consumers; Website development; Content marketing; Online PR; Content strategy & storytelling; UX/UI for marketing effectiveness; Personalization engines; Customer experience (CX) design; Voice search optimization; Marketing for mobile-first consumers; Case analysis		

UNIT VI	**E-Commerce, AI & Ethical Digital Marketing** Analyzing trends of internet marketing in India, Determining target markets, E-branding, Retailing Vs. E-tailing, B2B E-commerce, Social & Ethical issues related to E-commerce; AI in digital marketing; Generative AI tools for marketing; Digital payment ecosystems; Privacy regulations & data ethics; Sustainable digital marketing; Web3, Metaverse & immersive marketing overview; Case analysis
Text Books:	
1. Ryan Damian and Jones Calvin, (2009), Understanding Digital Marketing, Kogan Page Limited	
2. Kenneth C. Laudon and Carol Guercio Traver, (2011), E-Commerce: Business, Technology, Society, 7th edition, Pearson/Prentice Hall.	
Reference Books:	
1. Judy Strauss and Raymond Frost, (2012), E-Marketing, 6th edition, Pearson.	
2. Jaiswal S (2012), Doing Business on the Internet E-Commerce: Electronic Communication for Business, Galgotia Publications Pvt. Ltd.	
3. P.T. Joseph S.J. (2012), E-Commerce: An Indian prospective, 4th Edition, PHI	

Course: Marketing Analytics (ODLMGT 528)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	**Theory: 4**
Course Pre-requisites:			
1	Knowledge of fundamental business statistics		
2	Analytical skill and knowledge of few decision science software tools		
3	Knowledge in basic research methods and design		
Course Objective: To develop managerial and analytical capabilities for data-driven marketing decision making by integrating marketing research, statistical modelling, digital analytics, AI-enabled analytics and business intelligence tools.			
Course Outcomes: The students will be able to			
1	Apply marketing analytics frameworks for solving managerial decision problems.		
2	Use statistical and analytical tools for marketing data interpretation.		
3	Develop predictive and prescriptive marketing strategies using analytics platforms.		
4	Implement digital, AI and customer analytics for contemporary business environments.		
Course Content:			
UNIT I	**Foundations of Marketing Analytics:** Marketing analytics: Decision-driven perspective; Evolution from marketing research to analytics; Types of analytics: Descriptive, Diagnostic, Predictive, Prescriptive; Problem definition & research design; Qualitative analytics: Focus Groups; Projective Techniques; Text & Sentiment Analysis; Analytics applications in platform economy; Case Analysis.		
UNIT II	**Data Collection, Measurement and Data Management:** Scales of measurement; Reliability & Validity analysis; Questionnaire & Research instrument design; Sampling design & Fieldwork issues; Data preparation & Cleaning; Handling missing data; Introduction to marketing databases & Data warehousing; Data visualization principles; Case analysis.		
UNIT III	**Multivariate Analysis & Forecasting** Basic statistical tools, Variance analysis, Multiple regression analysis, Techniques of sales forecasting, Time series analysis; Forecasting models; Data reduction: Factor analysis; Predictive modelling; Machine learning in marketing analytics; Case Analysis.		

UNIT IV	**Customer & Market Analytics** Data classification: Cluster analysis, Multidimensional scaling & Perceptual map, Discriminant analysis, Choice modelling; Logit model, Basics of Structural Equation Models; Customer Lifetime Value (CLV) analytics; Customer churn analytics; Behavioural segmentation using analytics; Case Analysis.
UNIT V	**Marketing Decision Applications** STP analytics; New product analytics; Brand analytics; Pricing decisions; Marketing mix modelling; A/B testing & experimentation; Data-driven campaign optimization; Case Analysis.
UNIT VI	**Digital & AI-Based Marketing Analytics** Pricing Analytics, Media Analytics, Strategy Formulation, Brand Value, Other Managerial Implications, Case Analysis.
Text Books:	
1. Malhotra, N. K., Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2005	
2. Hair, Joseph F., Bush Robert, P. &Ortinau, David J., Marketing Research: Within a Changing Information Environment; Tata McGraw Hill, 3rd Edition, 2008	
Reference Books:	
1. Beri, G. C., Marketing Research; Tata McGraw Hill, 4th Edition, 2008	
2. Nargundkar, Rajendra, Marketing Research: Text and Cases, Tata McGraw Hill, 3rd Edition, 2009	
3. Chawla, Deepak &Sondhi, Neena, Research Methodology: Concepts & Cases, Vikash Publishing House, 1st Edition, 2011	

Finance Specialisation Elective Courses

Course: Security Analysis and Portfolio Management (ODLMGT 529)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Student must have completed Bachelor's Degree
2	Student must have basic analytical skills and aptitude towards quantitative calculations
3	Added knowledge of financial concepts will be preferred.
Course Objective:	
1	This course aims at providing a clear understanding of the changing domestic and global investment scenario with reference to availability of various financial products and operations of stock exchanges.
2	This course aims at providing a clear understanding of Important theories, techniques, regulations and certain advancements in theory of investment with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment.
Course Outcomes: The students will be able to	
1	Perform all the required calculations through relevant numerical problems to analyze various financial situations
2	Understand reasons for movement in prices of different securities in security market and predict their future behavior
3	Estimate and evaluate securities performance and build portfolio
Course Content:	
UNIT I	Investment, types of investment, Process of Investment in Financial Assets, Salient Features & Operations of Stock Exchanges, Changing Scenario of Indian Stock Market
UNIT II	Risk and Return in the Context of Portfolio, Common Stock Valuation Models, Bond Valuation, Term Structure of Interest Rates, Macaulay's Duration, Redington's Immunization,
UNIT III	Equity Research- Fundamental Analysis – Economic, Industry & Company Analysis, Technical Analysis, Efficient Market Theory
UNIT IV	Concept of Portfolio, Portfolio Management, Traditional Portfolio Theory, Markowitz's Risk-Return Optimization Generating the Efficient Frontier
UNIT V	Sharpe Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory
UNIT VI	Managed Portfolios and Performance Examination - Sharpe's, Treynor's, Jensen's and Fama's Performance Measures, Mutual Funds & Portfolio Management Case lets based on best Indian Practices
Text Books:	
1Chandra, P. 2002, Investment Analysis, Tata McGraw Hill	
2.Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8th Ed	
Reference Books:	
1 Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India	
2 Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.	
3 Avdhani V.A. 1994, Security Analysis & Portfolio Management, Himalaya	
4.Hull, J.C. 1995, Introduction to Futures & Options Markets, Prentice Hall, Eaglewood Cliffs, New Jersey.	

5.Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India

Course: Financial Analytics (ODLMGT 530)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Student must have basic knowledge about different concepts related to research methodology & tools as well as financial concepts		
3	The Students must have basic analytical skills and aptitude towards quantitative calculations		
Course Objective:			
1	To understand the different predictive and mathematical tool that are applied to business finance problems to find their solutions		
2	To able to predict the behavior of different variables on the basis of data sets& information for assisting the management in business decision making		
Course Outcomes: The students will be able to			
1	Evaluate different financial problem& information and connect them to the practical situation.		
2	prepare and successfully design, build, evaluate and implement predictive models for various business applications.		
3	Analyze & predict various financial variables using financial analytics tools		
Course Content:			
UNIT I	Introduction to Analytics, Analytics in Decision Making , Introduction to Financial Analytics , Predictive Analytics		
UNIT II	Introduction to Regression, Model Development , Model Validation , The Nature of Stochastic Regression Analysis, Two-Variable Regression: Basic Ideas, Estimation, Hypothesis Testing. Assumptions of Classical Linear regression Model, Applications in Finance, Demo using Excel , SPSS & EVIEWS		
UNIT III	Multiple Linear Regression , Estimation of Regression Parameters , Model Diagnostics, Dummy, Derived & Interaction Variables , Multi-collinearity, Autocorrelation and Heteroscedasticity, Applications in Finance, Demo using Excel , SPSS & EVIEWS		
UNIT IV	Forecasting , Time Series Analysis , Basic Concepts, Unit Root Test , Additive & Multiplicative models , Exponential smoothing techniques , Auto-regressive and Moving average models, Co- integration. Vector Auto regression (VAR), ARCH and GARCH Models:, Applications in Finance, Demo using Excel , SPSS & EVIEWS		
UNIT V	Discrete choice models , Logistic Regression , MLE Estimation of Parameters , Logistic Model Interpretation , Logistic Model Diagnostics, Logistic Model Deployment , Demo using Excel , SPSS & EVIEWS		
UNIT VI	Introduction to Decision Trees , CHI-Square Automatic Interaction Detectors (CHAID) , Classification and Regression Tree (CART) , Analysis of Unstructured data , Demo using Excel , SPSS & EVIEWS		
Text Books:			
1. Damodar and Gujrati – Basic Econometrics, Tata McGraw-Hill Education, latest Edition			
2.Forecasting and Predictive Analytics by Swapnil Saurabh, Eka press			
3.. Koutsoyiannis A. – Theory of Econometrics E L B S/Macmillan, Latest Edition			
Reference Books:			
1. Schmidt P. – Econometrics, Marcel Dekker, N.Y. Latest Edition			
2. Maddala, G.S., Econometrics, McGraw Hill, Latest Edition			

3.	Rao& Miller, Applied Econometrics, Prentice-Hall, Latest Edition
4.	Schmidt P. – Econometrics, Marcel Dekker, N.Y. Latest Edition
5.	Maddala, G.S., Econometrics, McGraw Hill, Latest Edition

\

Course: Financial Services & Institutions (ODLMGT 531)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Student must have basic analytical skills and aptitude towards quantitative calculations		
Course Objective:			
1	The course aims at making the students understand the role of Financial Services in producing and maximizing value, understanding basic Financial Services and their need and factors determining dynamism in the Financial Services industry.		
Course Outcomes: The students will be able to			
1	Understand the concepts of different types of financial services		
2	Understand the working of different organizations providing financial services		
3	Analyze and evaluate the need & usefulness of different financial services		
4	Describe the basic concepts of Financial Institutions		
5	Understand how all the financial institutions works		
6	Evaluate financial institutions and practical issues related to them in current financial environment.		
Course Content:			
UNIT I	Financial institutions and economic development, Types of Financial Institutions, Development Institutions: History & working of development institutions in India Regulatory Institutions : RBI , SEBI & IRDA, PFRDA their role and functions		
UNIT II	Investment Institutions : Role of Investment Institutions, Types of Investment Institutions Role of Insurance companies, Life Insurance & general Insurance, Recent developments in insurance sector Mutual Funds : types, Organization and Management, Regulations of Mutual Funds , Recent developments in mutual fund Industry		
UNIT III	Banking Institutions : Evolution and growth of banking system , Project Appraisal Criteria, Narsimhan Committee Recommendations, Management of NPA , Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets, Asset Liability Management in Commercial Banks, Retail and Wholesale Banking, , Bank assurance, Universal Banking, Payment Banks, Small Finance Banks, Recent Developments in Banking Sector Non-Banking Finance Companies :Nature, types, performance, salient features of NBFC , Recent development in NBFC Sector		
UNIT IV	Role of Financial Services in Economic Development , Different types of Financial services Merchant Banking : Meaning, Importance & Role in the Indian Financial System,. Procedural aspects of public issues , Book Building, Pre-Issue Decision; Post Issue Management and related provisions of Companies Act Depository: Concept, Depository participants; Functions of depository system.		

UNIT V	Venture Capital : Financing, Process, benefits, Exit routes, Venture Capital Financing in India, Factoring Services: Features, Merits and Demerits, Forfeiting : Features, Merits and Demerits Leasing & Hire Purchase, Types of Leasing, Legal Framework for Leasing and Hire Purchase Companies, Leasing Vs. Buying- , Securitization , Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India
UNIT VI	Credit Rating: Concept of Credit Rating, Types of Credit Rating, Advantages and Disadvantages of Credit Rating, Credit Rating Agencies and Their Methodology and Process Best Indian Practices – Case lets
Text Books:	
1.Khan M Y, 1999, Indian Financial System, 2nd Ed., Tata McGraw Hill	
Reference Books:	
1. Chandra, P. 1999, Financial Management: Theory and Practice, 4th Ed., Tata McGraw Hill.	
2.Dietrich J Kimball, 1996, Financial Services & Financial Institutions, Value Creation in theory and Practice, 10th Ed., Prentice Hall	
3. Pandey, I.M. 1999, Financial Management, 8th Ed., Vikas Publishing House	
4.Sriram, K. 1996, Handbook of Leasing, Hire Purchase and Factoring, ICFAI. 5.Bhole L M, 2000, Financial Institutions and Markets: Structure, Growth & Innovations, 3rdEdition, Tata McGraw Hill 6.Regular reading of the Financial & Business Journals, Analyst, Economist is essential. References	

Course: International Financial Management (ODLMGT 532)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Student must have completed Bachelor's Degree
2	Student must have basic analytical skills and aptitude towards quantitative calculations
Course Objective:	
1	To develop an understanding of the conceptual framework within which the key financial decisions of multinational firm are analyzed
2	To enable to undertake financial management decisions while doing business in international market
Course Outcomes: The students will be able to	
1	Understand international capital and foreign exchange market
2	Identify and appraise investment opportunities in the international environment
3	Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
Course Content:	
UNIT I	Multinational Financial Management - Growth and importance of international finance; Types of risk in international finance; Benefits of international finance
UNIT II	Foreign Exchange market - International monetary system, Balance of Payment, Spot rate & Forward rate, Exchange rate Quotations
UNIT III	International Financing- Long term and short-term sources of finance in International financing, Cost of capital for international financing
UNIT IV	International Investment Decisions - Capital Budgeting for multinational corporations, International management of cash, accounts receivables and inventory management

UNIT V	Portfolio Investment - Benefits of international portfolio investment, spreading risk through International Diversification, international capital asset pricing, Withholding Taxes duties and tariffs; Tax havens
UNIT VI	International Accounting and Reporting - Foreign currency Exposures; Multinational transfer pricing; Consolidated financial reporting; International accounting standards. Best Indian Practices – Case lets
Text Books:	
1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.	
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.	
Reference Books:	
1. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley.	
2. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill,	
3. Levi, Maurice D: International Finance, McGraw- Hill, International Edition	
4. Rodriqufe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition	
5. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.	
6. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition	

Course: Financial Engineering (ODLMGT 533)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2.	Student must have basic analytical skills and aptitude towards quantitative calculations		
Course Objective:			
1	To enable the students to understand the different financial products and their pay off structure for risk management		
2	To enable the students to think in terms of innovative solutions to financial problems with particular emphasis on understanding new risks, which the changing scenario of finance is creating for individuals and firms.		
Course Outcomes: The students will be able to			
1	Comprehend common financial engineering techniques (toolkit)		
2	Ability to identify and apply the appropriate techniques (tools) to real financial engineering opportunities and problems		
3	Ability to use techniques for risk management		
Course Content:			
UNIT I	Changing Environment and Increasing Price Risks, Financial Engineering as a response to Increased Risks, Types of Risks and Risk Management, Tools of Risk Management, Conceptual and Physical Tools of Financial Engineering, Derivative Market in India		
UNIT II	Future Markets; The Futures Markets, Buying and Selling Futures, Devising a Hedging Strategy Using Futures, Stock & Index Futures, Interest Rate Futures, Foreign Currency Futures and Commodity Futures Direct and Cross Hedges		
UNIT III	Options Markets; Properties of Stock Option Prices; Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies		
UNIT IV	Swap Markets; Structure of a Swap, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Other Swaps, Role of a Swap Dealer		

UNIT V	Multi-Period Options – Caps, Floors, Collars, Captions, Swaptions, Exotic Options, Option Greeks, Option Pricing Models – Binomial Model, Black-Scholes; Model,Put Call Parity
UNIT VI	Value at Risk, Debt Market Innovations, Future Trends and Issues in Financial Engineering
Text Books:	
1. Marshall, J. F. and Bansal, V. K. 2006. Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.	
2 Edwards, F. R. and Ma, C. W. 1992, Futures and Options, McGraw-Hill International.	
Reference Books:	
1.Rebonato, R. 1996, Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.	
2 Kolb, R. W. 1997, Understanding Futures Markets, Prentice Hall of India.	
3 Hull, J. C. 1999, Introduction to Futures and Options Markets, Prentice Hall of India.	
4 Articles from selected journals and magazines	

Course: Behavioural Finance (ODLMGT 534)
Details syllabus of this course will be uploaded soon

Course: Corporate Tax Planning (ODLMGT 535)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Student must have basic analytical skills and aptitude towards quantitative calculations		
Course Objective:			
1	To understand the various taxations and their procedural guidelines for a corporate entity		
2	To make the students understand various tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimizing the corporate tax liability		
Course Outcomes: The students will be able to			
1	Understand the practical knowledge required for Tax procedures and systems.		
2	Realize financial reporting and corporate governance. Taxation implications must be considered during decision making processes		
3	Understand the need and importance of Tax Planning and Management as well as the Basic concept and framework under GST Act & Customs Act.		
Course Content:			
UNIT I	**Basic Concepts:** Introduction to Income Tax Act, 1961, Residential Status, Income tax Provisions related to Individuals & Companies, Exempted Incomes of Companies. Concept of avoidance of double taxation		
UNIT II	Computation of taxable income, MAT, Set off & carry forward of losses in companies,		
UNIT III	Tax planning with reference to new projects/expansions/rehabilitation / mergers, amalgamation /de-mergers of companies, Tax planning with reference to new projects/expansions/rehabilitation / mergers, amalgamation /de-mergers of companies		

UNIT IV	*Goods & Services Tax (GST),* Merging of Indirect taxes like Excise duty, Service tax, VAT, CST in to GST, Structure of GST, Working Mechanism of GST, filing of GST return
UNIT V	Dividend distribution tax, Capital Gain Tax, Procedure of filing of company's tax returns
UNIT VI	Recent Developments:,Impact of Recent annual union budget on tax structure, Recent changes in taxation system.
Text Books:	
1. Singhania V.K. &Singhania Kapil, Direct taxes law & practices, Taxmann.	
2. Lakhotia, R.N. &Lakhotia, Corporate Tax Planning, Vision books	
Reference Books:	
1. Singhania, V.K., Student's guide to Income Tax, Taxmann.	
2. International dictionary of taxation by Indian Tax Institute, 1st Edition.	

Course: Financial Modeling (ODLMGT 536)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Student must have basic analytical skills and aptitude towards quantitative calculations		
Course Objective:			
1	To understand different concepts & models related to valuation of companies , projects and equity		
2	To understand how to use of different financial information in valuation of companies , projects and equity		
Course Outcomes: The students will be able to			
1	To use different functions of MS Excel for data processing & analysis for valuation		
2	To apply the different valuation models for valuation of companies , projects and equity shares		
3	To analyze different financial information and data for valuation		
Course Content:			
UNIT I	**Basic Excel for Financial Modeling** - Formatting of Excel Sheets, Use of Excel Formula Function, Advanced Modeling Techniques, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, pivot tables		
UNIT II	**Financial Statement Analysis** - Introduction to Financial Statement Analysis, Financial Reporting Mechanics, Understanding Income Statement, Balance Sheet, Cash Flow Statement, Financial Analysis Techniques, Inventories, Long Lived Assets, Non- Current Liabilities		
UNIT III	**Financial Ratios -** Ratio analysis of industries , Du point Analysis , Peer to peer analysis , Preparation of Financial Analysis report on an industry		
UNIT IV	**Financial Management & Corporate Finance -** Time value of money, Long term financing , Cost of capital , Measure Of Leverage		
UNIT V	**Project Finance -** Project evaluation; stage of project; construction & development phase; funding during investment phase; costs during investment phase; life of project;, interest during construction.		
UNIT VI	**Equity Research Modeling -** Preparing Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers , Forecast Geographic & Segment Revenues, Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart) , Assumptions for Valuation Model, Preparing		

	Valuation Model, Preparing Presentation Sheet, Preparing Company Overview , Sector Overview
Text Books:	
1.Using Excel for Business and Financial Modelling: A Practical Guide, 3rd Edition by Danielle Stein Fairhurst, Wiley Publications	
2.Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity by Paul Pignataro ,Wiley Finance	
3.Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Level by Michael Rees, Wiley Finance	
Reference Books:	
1.Financial Modelling by Simon Benninga	
2. Financial Modelling by Paul Pignataro	

HR Specialisation Elective Courses

Course: Human Resource Planning & Development (ODLMGT 537)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Must have basic knowledge of Management Practices and Organizational Behaviour		
3	Deep Knowledge of core paper i.e. Human Resource Management		
Course Objective:			
	To provide strategic and practical understanding of Human Resource Planning and Development processes. The course enables students to design workforce planning systems, competency frameworks, and HRD interventions aligned with organizational growth and sustainability.		
Course Outcomes: After successful completion of the course, students will be able to:			
1	Understand key concepts and frameworks of Human Resource Planning and Development.		
2	Design and map HR planning models and workforce forecasting systems.		
3	Analyze determinants of human resource requirements and workforce optimization strategies.		
4	Develop HRD strategies and interventions aligned with corporate objectives.		
5	Assess training needs and design structured development programs.		
6	Apply HRD tools and techniques in contingent organizational scenarios.		
Course Content:			
UNIT I	**Foundations of Human Resource Planning (HRP)** Concept, Scope and Evolution of HRP, Contemporary Approaches to HRP, Macro-Level Manpower Planning and National Skill Framework, Organizational HR Planning and Strategic Alignment, Linkages between HRP and Other HR Functions, Productivity and Cost Considerations, Workforce Demographics and Talent Sustainability *IKS Integration: Purushartha framework and purposeful workforce engagement, Human-centric development philosophy in Indian thought, Ethical responsibility (Dharma) in workforce planning*		
UNIT II	**HR Forecasting and Workforce Analytics** Demand and Supply Forecasting Techniques (Quantitative & Qualitative), Workforce Analytics and HR Metrics, Manpower Inventory & Skills Mapping, Workforce Flow Analysis and Replacement Charts, Labour Turnover, Wastage Analysis & Retention Strategies, Behavioral Factors in Work Study and Work Measurement *IKS Integration: Merit-based role allocation principles in ancient Indian systems, Swadharma and role–competency alignment*		
UNIT III	**Action Planning and Talent Optimization** Matching Demand and Supply: Gap Analysis, Talent Resourcing Strategies, Flexible Workforce Models, Downsizing, Restructuring and Ethical Exit Management, Redeployment and Succession Mapping, Managing Redundancy and Alternatives to Redundancy *IKS Integration: Dignity of labour in Indian ethos, Consensus-oriented decision-making traditions, Ethical restructuring practices*		

UNIT IV	**Human Resource Development (HRD) Systems** HRD: Concept, Objectives and Strategic Role, HRD Systems and Subsystems, Roles and Competencies of HRD Professionals, HRD Climate and Organizational Learning, Human Resource Accounting and HR Audit, HRD Matrix and HRD Mechanisms *IKS Integration: Guru–Shishya model as mentoring system, Lifelong learning and self-development traditions, Reflective growth practices*
UNIT V	**Training, Leadership & Capability Development** Training Need Analysis (TNA), Designing, Implementing and Evaluating HRD Programs, Leadership Development and High-Potential Identification, Career Planning and Succession Planning, Competency Mapping and Capability Frameworks, Balanced Scorecard, PCMM & Development Metrics, Appreciative Inquiry and Strength-Based Development *IKS Integration: Concept of Karma and accountability in performance, Holistic development (Body–Mind–Intellect alignment), Character-based leadership philosophy*
UNIT VI	**Contemporary HRD Trends & Organizational Effectiveness** HRD Interventions and Organizational Development, TQM and HRD Strategies, Digital HRD and E-Learning Systems Employee Counselling and Workplace Well-being, HRD in Indian Organizations and MNCs, Sustainability, ESG and Human Capital Development, Future Trends in HR Planning and Talent Management *IKS Integration: Samatva (equanimity) in employee counselling, Community-oriented work culture, Value-based organizational effectiveness*
	Case Studies based on above curriculum

Text Books:

1. Human Resource Development — *T. V. Rao* (Sage Publications)
2. Human Resource Planning — *M. R. Satpathy* (PHI Learning)

Reference Books:

3. Human Resource Development: Perspectives & Practices — *Uday Kumar Haldar* (Oxford)
4. Human Resource Development: Text & Cases — *P. Subba Rao* (Himalaya)
5. Case Studies in Human Resource Planning — *Tata McGraw Hill (HRM Case book)*
6. HR Analytics for Talent Management: A Practical Approach — *S. K. Bhatia* (Excel) *[Relevant analytics intersections]*
7. Learning & Development in HRM — *J. J. Phillips & P. P. Phillips* (Wiley) — useful Indian cases in publisher editions

Course: Organisational Change & Development (ODL MGT 538)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4

Course Pre-requisites:	
1	Student must have completed Bachelor's Degree
2	Must have knowledge of Management Practices and Organizational Behaviour
Course Objective:	
	To make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.
Course Outcomes: The students will be able to	
1	Understand the major theories, concepts, terms, models, frameworks and research findings in the field of organizational change and development.

2	Understand the implications of organizational change from the perspectives of employees, managers, leaders and the organization.
3	Apply the Theories, Models, Principles and Frameworks of organizational change and development in specific organizational settings.
Course Content:	
UNIT I	Organizational change – definition and meaning. Systems approach in change. Models of organizational change (contributions of Lewin, Kotter, Nadler-Tushman, Burke-Litwin, Weisbord), role of change agent in facilitating change.
UNIT II	History of organization development, core values and ethics of OD
UNIT III	OD process, action research steps and process, role of OD practitioner/ consultant.
UNIT IV	Steps in OD – entry, contracting, data gathering, diagnosis and feedback, evaluation and exit
UNIT V	OD interventions – individual, group and organizational level.
UNIT VI	Future of OD
Text Books:	
1.Anderson, Donald L. (2017). Organization Development: The Process of Leading Organizational Change. New York: Sage.	
2.Ramnarayan, S. & Rao, T.V. (2011). Organization Development: Accelerating Learning and Transformation. New Delhi: Response.	
Reference Books:	
1. Abad, Ahmad. Etc; Developing Effective Organization; Sri Ram Center for Industrial Relations; New Delhi; 1980.	
2. De Nitish; Alternative Designs of Human Organizations; Sage; London; 1988.	
3.French, W. H. and Bell; CH. Organisation Development; Prentice Hall of India; New Delhi; 1991.	

Course Employee Relations and Labour Laws (ODLMGT 539)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Must have knowledge of Human Resource Management		
Course Objective:			
	To appreciate the conceptual and practical aspects of industrial relations at the micro and macro levels.		
Course Outcomes: The students will be able to			
1	To apply the concept of Industrial Relations to manage industrial disputes and create harmonious relations between employers and employees.		
2	To effectively manage relations with trade unions for achievement of organizational objectives.		
3	To apply labour laws to provide social and economic security to workers.		
Course Content:			
UNIT I	**Introduction:** Philosophy of labour welfare, Marxism, theories of labour welfare. Overview of Indian judicial system. Constitution: Preamble and other relevant provisions for labour welfare.		

UNIT II	Factories Act 1948, Employees' Compensation Act 1923, EPF and Miscellaneous Provisions Act 1952, ESIC Act 1948, Payment of Gratuity Act, 1972. Minimum Wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965.
UNIT III	Trade Unions Act 1926**,** Industrial Disputes Act 1947, conflict management, collective bargaining, negotiation.
UNIT IV	Industrial relations: meaning and scope, systems framework, theoretical perspectives.
UNIT V	Social and economic security for migrant labourers, women labourers and unorganised sector workers
UNIT VI	International Labour Organization: Role, functions and international labour standards.
Text Books:	
1. Sarma, AM (2015) *Industrial Jurisprudence and Labour Legislation.* Mumbai: Himalaya.	
2. Sarma, AM (2015) *Aspects of Labour Welfare and Social Security.* Mumbai: Himalaya	
Reference Books:	
3. VenkataRatnam, C.S. (2014) *Industrial Relations.* New Delhi: Oxford.	
4. Niland, J R. etc., The Future of Industrial Relations, Sage, New Delhi. 1994.	
5. Papola, T S & Rodgers. G. Labour Institutions and Economic Development in India, ILO, Geneva, 1992.	
6. Ramaswamy, E A. The Strategic Management of industrial Relations, Oxford University Press, New Delhi, 1994.	
7. Virmani. B R. Participative Management vs. Collective Bargaining. New Delhi. Vision Books, 1988. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Longman. Melbourne, 1987.	
8. Pylee, M.V. and George Simon; Industrial Relations and Personnel Management; Vikas Publishing House Pvt Ltd., New Delhi; 2003.	
9. Davar; R.S; Personnel Management and Industrial Relations; Vikas Publishing House Pvt Ltd., New Delhi; 2003.	
10. ManappaArun; Industrial Relations; Tata Mc Graw Hill Publishing Company Ltd., New Deelhi.	
11. Drivedi; R.S.. Managing Human Resources and Industrial Relations. Galgotia Publishing Company; New Delhi. 2005	
12. Srivastava; SC; Industrial Relations and Labor Laws; Vikas Publishing House Pvt Ltd., New Delhi; 2003.	
13. VenkataRatnam; C.S; Industrial Relations; Oxford university Press; New Delhi; 2006	
14. Ghaiye, B R. Law and Procedure of Department Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994	
15. Malhotra, O P. The Law of Industrial Disputes, Vol. 1 and 2. N M Tripathi, Bombay,1985.	

Course: Performance & Compensation Management (ODLMGT 540)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 3 Practical: 1 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Basic knowledge of Management Concepts		
3	Deep knowledge of core paper *i.e.*, Human Resource Management		
Course Objective:			

	To provide strategic and practical understanding of performance management and compensation systems. The course enables students to design performance-linked reward structures aligned with organizational strategy, equity principles, and legal frameworks in Indian and global contexts.
Course Outcomes: After successful completion of the course, students will be able to:	
1	Analyze strategic performance management systems and compensation frameworks in diverse organizational contexts, including compliance with Indian labour and employment legislation.
2	Design and evaluate integrated performance management systems (PMS) aligned with organizational goals, competency frameworks, and business strategy.
3	Develop equitable and competitive compensation structures incorporating job evaluation, pay structures, incentives, benefits, and total reward strategies.
4	Apply HR analytics and performance metrics to assess effectiveness, productivity outcomes, and return on compensation investments.
5	Formulate performance-linked reward strategies to attract, motivate, and retain high-performing talent in dynamic business environments.
6	Apply competency mapping and solve performance–compensation problems analytically.
Course Content:	
UNIT I	**Foundations of Performance Management** Evolution from Performance Appraisal to Performance Management, Need and Objectives of Performance Management, Performance Planning and Goal Setting (KRA & KPI Design),Traditional Appraisal Methods (Rating Scale, Ranking, Critical Incident, etc.), Modern Methods (360° Feedback, Assessment Centres, Web-based Systems),Challenges and Biases in Appraisal, Role of Managers in Performance Evaluation, Work–Life Balance and Employee Well-being *IKS Integration: Concept of Karma and accountability in performance, Duty-oriented work ethic (Dharma),Self-reflection and continuous improvement traditions*
UNIT II	**Strategic Performance Management Systems** Nature and Scope of Performance Management Systems (PMS),Linking PMS with Organizational Strategy, Performance Documentation and Metrics, Building a High-Performance Culture, Performance Feedback and Developmental Counselling, Performance Management & Employee Development, Linking Performance with Rewards *IKS Integration: Holistic performance perspective (Body–Mind–Intellect alignment),Guru–Shishya feedback tradition, Ethical leadership and fairness principles*
UNIT III	**Performance Measurement Models & Analytics** Ethics in Performance Management, Balanced Scorecard (BSC), EFQM Excellence Model, Economic Value Added (EVA), Outcome Metrics and Business Impact, HR Analytics in Performance Evaluation, Data-driven Decision Making *IKS Integration: Nyaya (logic-based reasoning) for objective evaluation, Equity and justice principles in assessment, Value-based measurement orientation*
UNIT IV	**Compensation Management & Pay Structures** Concepts and Theories of Wages and Salary, Salary Benchmarking and Market Surveys, Designing Pay Levels, Pay Mix and Pay Structures, Internal & External Equity, Job Evaluation Methods, Incentive Plans (Individual & Group),Variable Pay & Performance-Linked Pay *IKS Integration: Fairness and distributive justice in Indian ethical traditions, Balanced reward philosophy, Merit-based recognition principles*

UNIT V	**Strategic Rewards & Executive Compensation** Total Rewards Framework, Executive Compensation and Governance, Employee Benefits and Services, Flexible Benefits & Cafeteria Plans, ESOPs and Long-Term Incentive Plans, Designing Reward Policies, Compensation Strategy in Service & Knowledge Sector *IKS Integration: Trusteeship concept (Gandhian philosophy) in executive rewards, Long-term orientation in leadership compensation, Community-sensitive reward systems*
UNIT VI	**Legal, Regulatory & Contemporary Issues in Compensation** Overview of Indian Labour Codes related to wages and social security, Minimum Wage, Payment of Wages, Bonus & Equal Remuneration (updated legal framework),Pay Commissions and Wage Boards, Tax Considerations in Compensation, Pension Schemes and Social Security, Gig Economy & Compensation Challenges, Global Compensation Practices *IKS Integration: Social justice orientation in wage determination, Ethical governance in compensation administration, Welfare-centric economic philosophy*
	Practical Component *Designing a PMS Framework for an Organization* *Compensation Benchmarking Exercise* *Executive Pay Case Analysis* *Performance Feedback Role Play* *Legal Compliance Case Study* *Analytics-Based Incentive Plan Design*
Text Books:	
1. Performance Management — *T. V. Rao* (Sage)	
2. Compensation & Reward Management — *B. D. Singh & A. Ansari* (Excel Books)	
Reference Books:	
1.Performance Management: Concepts, Skills & Practices — *R. K. Srivastava* (Excel)	
2.Compensation Management in a Knowledge-Based World — *Richard I. Levin & David M. Devaraj* (Cengage) - strong Indian case references in recent editions	
3.Handbook of Performance Management — *T. V. Rao* (Excel)	
4.Strategic Reward Management: Design, Implementation & Evaluation — *Michael Armstrong & Helen Murlis* (Kogan Page)	
5.Cases in Compensation Management — *Debi S. Saini / Industry Case Serie*s (Himalaya)	

Course: Leadership Development (ODLMGT 541)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Basic knowledge of Management Practices and Organizational Behaviour		
3	Deep knowledge of core paper *i.e.*, Human Resource Management		
Course Objective:			
	To develop self-aware, ethical, and strategically competent leaders capable of influencing individuals, leading teams, and driving organizational transformation in complex and dynamic environments. The course aims to integrate contemporary leadership theories, systems thinking, and interdisciplinary perspectives with value-based and reflective approaches to		

	personal and professional leadership development. It seeks to enhance students' capabilities in decision-making, talent management, conflict resolution, collaboration, and trust-building to become high-impact leaders across organizational contexts.
Course Outcomes: After successful completion of the course, students will be able to:	
1	Analyze diverse leadership theories and models to understand the multifaceted roles and responsibilities of leaders in contemporary organizations.
2	Critically evaluate their own leadership values, strengths, and behavioral styles through self-assessment and reflective practices.
3	Apply appropriate leadership styles and decision-making approaches in varied organizational and contingent situations.
4	Develop competencies in team leadership, conflict resolution, communication, and change management to enhance organizational effectiveness.
5	Design strategies for talent development, collaboration, and cross-functional leadership in complex systems.
6	Demonstrate ethical leadership, integrity, innovation, and creativity in influencing and guiding individuals and teams.
Course Content:	
UNIT I	**Foundations of Leadership – Classical and Indian Perspectives** Conceptual background of leadership; individual and situational factors influencing leadership effectiveness. Leadership theories: Trait, Behavioral, Contingency, Transactional and Transformational Leadership. *IKS Component: Leadership philosophy from the **Bhagavad Gita** – Nishkama Karma (selfless action), duty-based leadership, Rajadharma principles from the **Mahabharata,** Ethical statecraft and governance insights from **Arthashastra** by **Kautilya,** Concept of Dharma-centered leadership and moral authority*
UNIT II	**Self-Leadership and Personality Development** Leader personality; leadership assessments; self-introspection and reflective practice. Psychodynamic approach; behavioral modification techniques; experiential learning; parameters of leader effectiveness; assertiveness training. *IKS Component: Self-mastery and emotional discipline in the **Bhagavad Gita,** Yogic psychology and personality balance from **Patanjali's** Yoga Sutras, Concept of Triguna (Sattva, Rajas, Tamas) in leadership behavior, Meditation and mindfulness as leadership development tools*
UNIT III	**Leadership Styles, Emotional Intelligence and High-Impact Capabilities** Leadership styles and adaptability; High-impact leadership competencies; Emotional Intelligence and leadership effectiveness. *IKS Component: Emotional balance and equanimity (Sthitaprajna) from the **Bhagavad Gita,** Compassionate and servant-oriented leadership traditions in Indian philosophy, Integrating head–heart–hand alignment in leadership practice*
UNIT IV	**Leadership in Teams and Social Systems** Leadership and group dynamics; building and leading high-performance teams; followership culture; interpersonal leadership; leader as change agent; Appreciative Inquiry; conflict management. *IKS Component: Collective harmony and consensus traditions in Panchayat systems, Concept of Vasudhaiva Kutumbakam (global fraternity), Dialogic leadership and ethical persuasion in Indian traditions, Duty-based conflict resolution, frameworks from Indian epics*

UNIT V	**Strategic and Organizational Leadership** Developing and implementing vision and strategy; organizational design; change management; corporate governance; corporate social responsibility; network interventions. *IKS Component: Strategic governance and administrative wisdom from the **Arthashastra,** Trusteeship model of leadership inspired by **Mahatma Gandhi,** Ethical wealth creation and stakeholder-centric leadership, Sustainability and Dharma-based corporate governance*
UNIT VI	**Contemporary and Emerging Leadership Models (Global & Indian Lens)** Gender-based leadership; ethical leadership; charismatic leadership; cross-cultural and multicultural leadership; instrumental leadership; authentic leadership; spiritual leadership; neuro leadership; psychological androgyny leadership; servant leadership; dark side of leadership; everyday leadership. *IKS Component: Spiritual leadership traditions from **Swami Vivekananda,** Integral leadership philosophy of **Sri Aurobindo,** Ethical leadership narratives from Indian history, Balancing power, morality and responsibility in leadership roles*
	Case Studies: Indian corporate leadership cases, Ethical dilemmas in governance, Comparative analysis: Western vs Indian leadership philosophy, Reflective journals on self-leadership and Dharma
Text Books:	
Leadership: Text & Cases — *Nitin Seth & Sujit Prasad* (McGraw Hill)	
Leadership: Perspectives from Indian Organisations — *T. V. Rao/Geetika Gupta* (Sage) *(Indian case-rich)*	
Reference Books:	
Leadership: Theory & Practice — *Peter G. Northouse* (Sage) *(Applicable globally with many India examples in recent editions)*	
Transformational Leadership — *Bernard Bass & Ronald Riggio* (Psychology Press)	
Authentic Leadership — *Bill George* (Wiley)	
Indian Ethos and Values in Management — *Biswajeet Pattanayak* (Excel) *(includes leadership cases)*	
Cases in Leadership — *HBR/ICFAI Leadership Case Book(many Asia/India cases)*	

Course: Strategic Human Resource Management (ODLMGT 542)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed bachelor's degree		
2	Basic knowledge of core paper i.e., Management Principles and Organizational Behaviour		
3	Deep Knowledge of core paper i.e., Human Resource Management and Strategic Management		
Course Objective:			
1	This subject provides an understanding of the contribution to strategies to Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategy, dimension to illustrate the concept of competitive advantage applied to human resources. The emphasis will be on the strategic significance of HRM.		
Course Outcomes: The students will be able to			
1	Define the key terms related to SHRM and competency development at various levels and across a variety of organizations.		
2	Explain various models of Strategic HRM.		
3	Implement various HR strategies to enable an organisation to achieve its strategic objectives.		

Course Content:	
UNIT I	Issues and challenges for HRM in the modern world, evolution of SHRM. HRM models – hard HRM and soft HRM.
UNIT II	Introduction to business strategy, basic concepts of strategy, competitive advantage, core competency, strategic management. Resource-based view of the firm, SHRM, and the resource-based view of the firm.
UNIT III	SHRM basic concepts – strategic fit and strategic flexibility.
UNIT IV	SHRM perspectives – universalist perspective, contingency perspective, configurational perspective.
UNIT V	HR strategies – human capital management strategy, high-performance strategy, employee engagement strategy, knowledge management strategy, employee resourcing strategy, talent management strategy, learning and development strategy, employee relations strategy, sustainability strategy.
UNIT VI	Contemporary approaches to HR evaluation. Career stages and career management.
Textbooks:	
1. TanujaAgarawala (2007) Strategic Human Resource Management, Thompson Press Publishing.	
2. Michael Armstrong, Strategic Human Resource Management: Strategy and Action, KoganPageN. Gregory Mankiw; Principle of Economics, Harcourt Publication, 2020	
Reference Books:	
1. Mello Jeffrey A., 2001, Strategic Human Resource Management, Thompson Press Publishing.	
2. Mahey C and Salman G., 1996, Strategic Human Resource Management, Oxford Blackwell.	
3. Srinivas R. Kandula, 2002, Strategic Human Resource Development, Prentice Hall of India.	
4. Beardwell and Holden, 1996, Human Resource Management, London Pitman.	
5. Gary Dessler, 1997Human Resource Management, Prentice Hall of India.	

Course: HR Analytics (ODLMGT 543)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 3 Practical: 1 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Basic knowledge of Management Practices and Organizational Behaviour		
3	Deep knowledge of core paper *i.e.*, Human Resource Management		
Course Objective:			
	The course aims to develop analytical competencies in the domain of Human Resource Management by integrating statistical, technological, and business decision-making tools. It enables students to understand, measure, and analyze HR data to support strategic organizational decisions.		
Course Outcomes: The students will be able to			
1	Understand the theoretical foundations, concepts, and business relevance of HR Analytics.		

2	Apply quantitative and qualitative analytical techniques to Human Resource Planning, Recruitment & Selection, Performance Management, Training Effectiveness, and Compensation Systems.
3	Use appropriate analytical tools and software to collect, store, manage, retrieve, and interpret HR data.
4	Develop and interpret HR metrics, dashboards, and benchmarks for evidence-based decision-making.
5	Establish linkages between HR metrics and business outcomes to enhance organizational effectiveness and strategic alignment.
6	Understand the theoretical foundations, concepts, and business relevance of HR Analytics.
Course Content:	
UNIT I	**Foundations of People Analytics and Evidence-Based HR** Foundation of People/HR Analytics; Evolution and application of People Analytics; Importance of analytics in HR decision-making; HR Metrics lifecycle; Data-driven culture; People Analytics in practice. *IKS Component: Evidence-based governance principles from the **Arthashastra,** Administrative data systems and, performance monitoring in ancient Indian statecraft, Concept of rational decision-making (Yukti) in Indian logic traditions, Ethical responsibility in data interpretation aligned with Dharma principles*
UNIT II	**HR Metrics, Valuation and Benchmarking** HR valuation and benchmarking through data and metrics; HR value chain; Designing HR metrics; HR process metrics and HR outcome metrics; Strategic alignment of HR KPIs. IKS Component**:** Measurement of productivity and welfare in classical Indian administrative systems, Concept of balanced prosperity (*Artha* with *Dharma*), Indigenous management philosophy linking human capital with societal welfare, Trusteeship concept inspired by **Mahatma Gandhi** in evaluating organizational value.
UNIT III	**HR Analytics Frameworks and Analytical Models** HR Analytics Value Pyramid; Phases of People Analytics; Exploring, analyzing, interpreting and implementing people analytics results; Data visualization principles. *IKS Component: Multi-layered decision hierarchy analogous to Panchakosha model from the **Taittiriya Upanishad** (holistic interpretation of human dimensions), Systems thinking and interconnectedness (Rta – cosmic order), Integrating quantitative insights with qualitative wisdom (Jnana).*
UNIT IV	**Building HR Analytics Capability and Organizational Readiness** HR Analytics competencies: business acumen, consulting orientation, data literacy, stakeholder communication, transparency; Transforming organizations through analytics-driven interventions. IKS Component: Ethical advisory role of ministers in the **Arthashastra,** Collective consultation traditions (*Sabha* and *Samiti* systems), Transparency and accountability in governance, Values-based data stewardship.
UNIT V	**Strategic HR Dashboards and Design Thinking** People analytics skills; dashboard design; data integrity; strategic KPIs; Design thinking in HR analytics; Linking analytics to workforce strategy; Data governance. *IKS Component: Holistic decision frameworks from Indian philosophical traditions, Balance between efficiency and employee well-being (Lokasangraha principle from the **Bhagavad Gita**), Sustainable workforce analytics integrating human dignity and productivity*
UNIT VI	**HR Analytics Lab and Applied Analytics**

	Practical Lab Component: Descriptive HR Analytics, Predictive Analytics, Prescriptive Analytics, Dashboarding and Visualization, Staffing Analytics, Training Effectiveness Analytics, Performance Analytics, Employee Engagement Analytics, Career and Leadership Analytics, Use of tools such as Excel/SPSS/R/Power BI (as applicable). IKS Component: Integrating ethical decision filters before predictive deployment, Bias awareness and fairness in algorithmic HR decisions, Human-centered analytics inspired by Indian philosophical emphasis on holistic human development.
	Case Studies Indian corporate analytics practices, Ethical dilemmas in AI-driven HR decisions, Comparative analysis of data-driven governance models, Application-based lab assignments
	Practical Component • Preparation and analysis of HR datasets (Data cleaning, coding and validation) • Calculation and interpretation of HR metrics (Attrition rate, Absenteeism rate, Cost per hire, Training effectiveness, Diversity ratio, Revenue per employee) • Designing HR dashboards for workforce analytics • Descriptive analytics for staffing, performance and training data • Predictive analytics models for employee attrition and performance forecasting • Compensation analytics: Pay equity analysis, salary benchmarking and incentive modeling • Development of HR scorecards and KPI-based reporting systems • Data visualization and interpretation for managerial decision-making • Ethical considerations and bias identification in HR data analysis • Case analysis based on analytics-driven HR decisions in Indian organizations
Text Books:	
1.People Analytics: A Practical Introduction — *Rajiv Lal & Co.* (Pearson) *(India-focused cases in latest editions)*	
2.HR Analytics: Understanding HR Data — *Dipak Kumar Bhattacharyya* (Wiley India)	
Reference Books:	
1.Predictive HR Analytics: Mastering the HR Metric — *Martin Edwards & Kirsten Edwards* (Kogan Page) — includes case applications	
2.HR Analytics: A Beginner's Guide — *Sanjay Kumar* (Excel Books)	
3.Business Analytics with HR Case Applications — *S. R. Sarangi & A. Singh* (Springer)	
4.People Analytics in the Era of Big Data — *Jean Paul Isson & Jesse Harriott* (Wiley) *(Useful methods with case applications)*	
5.Applied Multivariate Statistical Analysis for HR — *R. Krishnan & Co.* (PHI) *(statistics for HR analytics)*	

Course: Sustainable Human Resource Management (ODLMGT 544)			
EXAMINATION SCHEME	End Semester Examination: 70 Marks Internal Assessment: 30 Marks	**CREDITS ALLOTTED**	Theory: 4 Total: 4
Course Pre-requisites:			
1	Student must have completed Bachelor's Degree		
2	Must have knowledge of Human Resource Management		
Course Objective:			

	To provide knowledge and understanding of HRM in the context of sustainability and to develop the understanding and skills necessary to design and implement HRM practices that are aligned with IKS and create value for stakeholders and contribute to business sustainability.
Course Outcomes: The students will be able to	
1	Critically review different philosophies, frameworks, theories and practices related to sustainable HRM and aligned with IKS in order to create value for stakeholders.
2	Develop approaches to implement, measure and report on sustainable HRM strategies.
3	Understand the impacts of Sustainable HRM practices on stakeholders.
Course Content:	
UNIT I	Introduction to Sustainable HRM, Evolution from Strategic HRM to Sustainable HRM; Regenerative HR vs. Sustainable HR; policy and institutional framework for Sustainable HRM, Sustainable Development Goals linked with Sustainable HRM; The Triple Bottom Line (TBL) in People Management. Indian Knowledge Systems (IKS) and their contribution to sustainable work ethics (e.g., Lokasamgraha and Dharmic management).
UNIT II	Sustainable HR strategies and their linkage with business strategy and corporate sustainability outcomes; The role of HR in achieving Net Zero targets; Green Recruitment, Selection, and Orientation. Ethical AI in Talent Acquisition; Sustainable EVP (Employee Value Proposition) for Gen Z; Diversity, Equity and Inclusion initiatives; Neurodiversity as a social sustainability pillar.
UNIT III	Stakeholder perspective of Sustainable HRM; Stakeholder Analysis Strategies, Stakeholder management Strategies. Sustainable leadership.
UNIT IV	Health and Safety, Work-life Balance, Decent Work Agenda (SDG 8); Managing 'Technostress' in hybrid models; Right to Disconnect policies; Psychological Safety as a prerequisite for sustainability.
UNIT V	Implementation, measurement and reporting on sustainable HRM practices, HR Audit and CSR; SEBI's BRSR (Business Responsibility and Sustainability Reporting) framework; Role of HRM role in ESG Scores; Measuring Social impact in ESG through Diversity, Equity, and Inclusion (DEI) analytics.
UNIT VI	Green HRM for environmental management; Sustainable HR roles, global sustainable HR practices
Text Books:	
1 Vanka, S., Rao, M.B. et al. (2020). Sustainable Human Resource Management: Transforming Organizations, Societies and Environment. Springer Nature.	
2 Mariappanadar, S. (2024). *Sustainable Human Resource Management: Strategies and Practices.* 2nd ed., Springer.	
3 Ehnert, I., Parsons, H.J., et. al. (2016). *Sustainability and Human Resource Management: Developing Sustainable Business Organizations.* Springer Berlin.	
4.Chakraborty, S.K. (1992). Management by Values. *Oxford University Press*.	
References:	
1.Macke, J. and Genari, D., 2019. Systematic literature review on sustainable human resource management. *Journal of Cleaner Production, 208*, pp.806-815.	
2.Guerci, M., Decramer, A., Van Waeyenberg, T. and Aust, I., 2019. Moving beyond the link between HRM and economic performance: A study on the individual reactions of HR managers and professionals to sustainable HRM. J*ournal of Business Ethics, 160*(3), pp.783-800.	

3.Alcaraz, J.M., Susaeta, L., Suarez, E., Colón, C., Gutiérrez-Martínez, I., Cunha, R., Leguizamón, F., Idrovo, S., Weisz, N., Correia, M.F. and Pin, J.R., 2019. The human resources management contribution to social responsibility and environmental sustainability: explorations from Ibero-America. *The International Journal of Human Resource Management, 30*(22), pp.3166-3189.
