



Program of Study
Master of Business Administration
(Dual Specialisation)
(Entrepreneurship & Family Business Management and
Functional Specialisation)
MBA (Dual Specialization)

Admission session 2026
Semester I Exam (December, 2026)
Semester II Exam (May, 2027)
Semester III Exam (December, 2027)
Semester IV Exam (May, 2028)

Maharshi Dayanand Saraswati University
Ajmer 305009 Rajasthan

Master of Business Administration (Dual Specialization)

Ordinance for MBA (DS) Programme

Master of Business Administration (Dual Specialization) in Entrepreneurship and Family Business Management and Functional Area is a unique innovative professional program conceived, designed by and to be offered at Center for Entrepreneurship and Small Business Management (Center for ESBM) at Maharshi Dayanand Saraswati University Campus Ajmer.

The programme of study aims at preparing graduates for taking up self-employment preferably and / or carrying forward their family businesses and to take up the managerial responsibilities in the corporate sector. The objectives of this programme of study are as follows-

- i. Enable young entrepreneurs/ managers develop a business sense and have a thorough understanding of the core aspects of business
- ii. Learn principles and practices of management so that they are able to identify, analyze and create business opportunities as well as solve business problems
- iii. Equip and enable learners to start a new business venture/ manage family businesses / to work for corporate houses.
- iv. Equip them for lifelong learning
- v. To inspire and make them practice ethical standards in business.

Accordingly, the programme has a large component of working in real world situations under the careful guidance of mentors.

Programme Outcomes ((Pos)

Following are the Programme outcomes (POs) of the programme of study:

1. Ability to apply business acumen gained in practice in their own venture/ corporate house
2. Ability to understand and solve entrepreneurial/ family business specific/ managerial issues
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals
4. Ability to upgrade professional and managerial skills in their place of work
5. Ability to explore and reflect upon managerial challenges, develop informed managerial decisions in a dynamic environment
6. Ability to self-analysis and then set achievable targets and accomplish them
7. Ability to pursue lifelong learning and having a fulfilling career and become a responsible corporate citizen of this great nation.

1. Eligibility

- a. Candidates seeking admission to the MBA (Dual Specialization) programme shall be required to possess a bachelors degree in any discipline with 50% marks (45% for SC/ST/OBC) in aggregate from any UGC recognised University in India or abroad recognised equivalent thereto. OR
- b. Candidates shall be required to have a 3-year/6-semester bachelor's degree with 5.5 NCrF Level with a minimum of 120 credits for a 2-year/4- semester PG program.

c. **Admission Process:** Admission process of MBA (DS) program shall be determined by relevant authorities/ University. If the number of applicants is less admission may be offered on the merit based on marks obtained in qualifying examination.

2. Programme

Master of Business Administration (Dual Specialization) is a professional program to be offered at Center for Entrepreneurship and Small Business and is a 2-year MBA programme. Each year consists of two semesters. There shall be four semesters of taught programmes. Minimum credits for the program are 100.

3. Definitions and Credit Requirements

Program: An educational programme leading to the award of a Degree, Diploma or Certificate is a Program of Learning.

Course: A course is a component of a program of learning which was earlier called as ‘paper’. It may comprise lectures/ tutorials/ laboratory work/ field work, visit, exercise/ outreach activities/ project work/ vocational training/ viva/ seminars/ internship/ term papers/ assignments/ presentations/ e-content/ dissertation/ self-study etc. or a combination of some of these.

Courses are categorised as Discipline Specific Core Courses (DSC), Discipline Specific Elective Courses (DE), Skill Enhancement Courses (SEC), Ability Enhancement Courses (AEC), Specialization Specific Elective Course (SSE) and Internship/ Dissertation/ Research Project/ Seminar.

- I. **Discipline Specific Core Course (DSC)** - Series of essential and fundamental courses without which the Certificate/ Diploma/ Degree cannot be awarded,
- II. **Discipline Specific Elective Courses (DE)**- Elective courses offered by the Center i.e., within discipline, as per the decision of Center (Elective courses that may be opted in any other Department/ Discipline and Discipline specific),
- III. **Skill Enhancement Courses (SEC)** – Skill courses include trainings and workshops that may be assigned credits, assessed and graded.

IV. Ability Enhancement Courses (AEC) - Ability Enhancement Course:

Teaching Pedagogy	Credits	Time (h/ week)	Total Hours/ Semester
Lecture	1 L	1	15-17
Tutorial	1 T	1	15-17
Practical/ Field work/ Short project / Laboratory work	1 P	2*	30-34
*1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations 2 hours/ week			

- 3.1. The maximum number of credits that a student may opt in a Semester shall not exceed 36 hours per week of teaching, and he/she shall be required to register for such number of courses accordingly.
- 3.2. Some courses have pre-requisites, i.e. they may be opted only when the course listed as pre-requisite has been completed. Similarly, there may be courses with co-requisites, i.e. they are complete when the co-requisites are also completed and thus cannot be opted in isolation.

4. **Beginning of Semester**

- Elective courses of Center may be offered or not in a particular semester at Center, depending on the availability of faculty and infrastructure. Thus, the list of electives being offered must be displayed on the Notice Board of the Center.
- **The 1st working day of each semester:** Orientation and allotment of students to Center's advisors/ mentors.
- **The 2nd working day of each semester:** Advisor-student meets in the Center and registration of students with the concerned course leaders.
- Students shall have to register for the courses for the semester within the first week of admission.
- The maximum number of students to be registered in each course shall depend upon the physical and other facilities available.
- In Center, preference for registration shall be given to those students of the Center for whom the course is a Core course.
- The registration for the elective course shall be on first come first served basis, provided the student fulfils prerequisites for that course, if any.
- Normally, every course shall be offered by one course leader.
- No course shall be offered unless a minimum of 05 students are registered.
- Students admitted late will have to contact the Director/ Deputy Director of the Center, who in turn must introduce and guide him/ her to the process of registration.
- **Auditing a course:** Subject to the permission of the course leader, a student may opt to audit maximum two courses without assigning any credits. The student will be assessed the same way but will be awarded either 'satisfactory' ($\geq 40\%$) or 'unsatisfactory' grade based on performance.
- If all classes cannot be accommodated to the usual period, then teaching hours may be extended. Teachers having classes starting early or in the late hours shall be free to leave/come to the campus compensating this time. Total stay in the campus shall be as per the UGC norms.
- In no case however, a teacher must be given a time slot of both early and late hours on the same day.

5. **Scheme of Examination, Evaluation and Progression:**

a. Scheme

- 5a.1 There shall be 70 marks for term end examination and 30 marks for internal examinations until and unless indicated otherwise.
- 5a.2 A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass and also a minimum of 50% marks in aggregate in remaining courses except Allowed To Keep Terms (ATKT) courses.
- 5a.3 Internal examination shall consist of continuous evaluation. Each course shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-15 hours of teaching. Feedback test may be a written exam, quiz, presentation and class participation, exercise, essay, personal interview, simulation, viva, project etc. Each feedback test shall be of 15 marks. Two best scores shall be added to obtain the total of internal scores.

5a.4 All Question Papers for the End Semester will be set out of a maximum of 70 marks.

Question paper for each Core and Elective theory course with more than 2 credits will have three sections: Part A, B and C.

Section A shall be of **20 marks** and consist of **10 questions** carrying **2 marks** each to be answered in approximately *20 words* each. All questions shall be compulsory. The examiner shall set the question paper choosing at least 3 questions from each unit.

Section B shall be of **30 marks** and consist of **9 questions** 3 question from each unit carrying **5 marks** each to be answered in approximately *250 words* each. A Candidate shall attempt any six questions at least 1 question from each unit. The examiner shall set the questions ensuring that at least three questions are drawn from each Unit.

Section C shall be of **20 marks** and consist of three questions carrying 10 marks each to be answered in *500 words* each. A Candidate shall attempt any two questions. The examiner shall set one question from each Unit.

5a.5 The student has to qualify both the Internal Assessment and External Assessment separately. The minimum qualifying marks in both shall be 40 percent.

b. Examination, Grading and Grade Card:

5b.1 **Examination Result and Grading:** To pass a semester a student has to score 40% marks in each course and also 50% marks in aggregate. In CBCS Grade Point is a numerical weight allotted to each letter grade on a 10-point scale. Credit Point is the product of grade point and number of credits for a course and Letter Grade is an indication of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P, F and FA.

Range of Marks in %	Letter Grades	Points for Calculation of GPA/ CGPA
80 to 100	O (outstanding)	10
70 to less than 80	A+ (Excellent)	9
65 to less than 70	A (Very Good)	8
60 to less than 65	B+ (Good)	7
55 to less than 60	B (Above Average)	6
50 to less than 55	C (Average)	5
40 to less than 50	P (Pass)	4
Less than 40	F (Fail)	0
Failure due to short attendance	FA	0
	AB (Absent)	

- i. The GPA and CGPA will be calculated as weighted average of points secured by the student in all the courses registered by him/ her. The weights are the number of credits for each course. For example, a student getting an A+ grade in 4 credit course, A grade in 2 credit course, O grade in a 3 credit course and F grade in a 3 credit course will have a GPA as $(9 \times 4 + 8 \times 2 + 10 \times 3 + 0 \times 3) / (4 + 2 + 3 + 3) =$

$(36+16+30+0)/12 = 82/12 = 6.83$ out of 10.0; GPA = 6.83. Where 12 indicate the sum of credit availed.

- ii. The CGPA shall also be calculated on similar lines taking all courses taken by the students in all semesters.
- iii. A CGPA of 6.0 and above shall be placed in First class.
- iv. Student who has secured less than 40% marks in any course gets F Grade and he is treated as failed in that course.
- v. The medium of instruction will exclusively be in English and student has to answer all the question papers in the prescribed course in English only in both internal and external examinations.
- vi. At the end of second (II) semester, all the students will have to undergo compulsory Summer Training for a continuous period of minimum of 4 weeks with an industrial, business or service organization by taking up a project. The student will undergo on-the-job training under the close supervision of a supervisor in the business organization. This training should help her/ him develop a perspective of wholesome management of business activities. This would enable her/ him to appreciate the importance of different business activities and see how different business activities are interrelated. She/ He will have to submit a report on the organization she/ he has undergone training and make a presentation before a panel of faculty members during Semester III of Part II. Training Report Evaluation shall be done as follows: 70 marks for Training Project Report to be evaluated by External Examiner and Director/ Deputy Director of the Center based upon Viva-Voce, 30 marks for internal evaluation, 15 of which would be based on student presentation before the Faculty members of the Center and the other 15 marks on the Summer Training Project Report submitted by the student.
- vii. Dissertation would be based upon a topic of relevance under the supervision of one of the designated Faculty members. It should be based on issues related to business management. This is a full-term effort and Director/ Deputy Director of the Center will allocate the students to the faculty member available in the Center. 30 marks are to be evaluated by Supervisor and rest 70 marks by the External examiner and Director/ Deputy Director of the Center during semester end Viva-Voce.
- viii. To pass each semester a student will be Allowed To Keep Terms (ATKT) to next semester if she/ he obtains a minimum of 50% marks in aggregate excluding ATKT courses and fails in not more than two courses. In a semester examination a student can hold at most four ATKT at any point of time. Whenever a student appears at an ATKT examination she/ he will do so according to syllabus at that time and fulfills the requirements of the course enforced at that time. A student has to clear all the courses of Semester I to be eligible for appearing in IV semester of Part II.

- ix. Candidates re-appearing at an examination in a subsequent year shall be examined in accordance with the scheme and syllabi in force (at the time of her/ his admission) and shall be entitled to the award of degree of the year in which they clear the last failing/ unclear course.
- x. A student shall be required to successfully complete the program within a continuous span of four years from the date of admission. During this period if there is any ATKT in any course/s, the same has to be passed with a maximum of three chances within a span of four year from the date of admission.
- xi. A candidate who has successfully completed all the Core courses in a semester and accumulated not less than minimum number of Credits prescribed shall be eligible to receive the Certificate/ Diploma/ Advanced Diploma/ Degree.
- xii. A student shall be eligible for the award of Master of Business Administration-Dual Specialization (MBA-DS) degree only if she/ he fulfills the following conditions:
 - a) Passes all the four semesters as laid down in the syllabus as well as all the Viva-Voce examination and also secures minimum prescribed pass marks in the Dissertation and Seminar on Training Project Report etc.
 - b) Fulfills all other requirements prescribed by the competent authority from time to time for satisfactory completion of each course of study in each of the two years.
- xiii. Division: Division of marks shall be awarded on the basis of aggregate marks obtained in all the courses prescribed for all the Four (04) semester examinations as follows:

First Division	60% and above
Second Division	50% and above & below 60%
- xiv. Attendance: As per prevalent University rules.

5b.2 Conditions for the Award of the Degree/ Advanced Diploma/ Diploma/ Certificate

If a student admitted to the Program wants to opt out of the program, he/ she can do so after successful completion of -

- i. 25 credits of Semester I, he/ she will be awarded PG Certificate in Business Administration & Entrepreneurship
- ii. 50 credits of Semester I and II he/ she will be awarded PG Diploma in Business Administration & Entrepreneurship
- iii. 75 credits of Semester I, II and III, he/she will be awarded Advanced PG Diploma in Business Administration & Entrepreneurship
- iv. 100 credits till Semester I, II, III and IV, he/she will be awarded Master of Business Administration (Dual Specialization)

5b.3 Students opting out with the PG Certificate/ PG Diploma/ Advanced PG Diploma may be permitted to get entry into the Program within a maximum period of two years to complete their Master's Degree.

c. General Rules

- 5c.1 There will be reservation as per rules of Maharshi Dayanand Saraswati University, Ajmer.
- 5c.2 There shall be upto 10 super ordinate seats for business families' candidates. There shall be a 5%-point relaxation in minimum admission eligibility for business families' candidates (45% for General candidates and 40% for SC/ST/OBC candidates).
- 5c.4 There will be one super numeral seat for ward of Maharshi Dayanand Saraswati University employees/ teachers. The admission would be as per prevailing rules.

6. Semester Wise Courses for MBA (DS)
Semester I

Year/ Semester	Type of Course	Course Id	Title of the Course	Ins. Hrs./ Week	Credit	Contact Hours			Univ. Exam Hours	Max. Marks		
						L	T	F/ P		Internal	Univ. Exam	Total
I Year I Semester	Core	DS 101 DSC	Management Concepts	3	3	3	--	--	3	30	70	100
	Core	DS 102 DSC	Managerial Economics	3	3	3	--	--	3	30	70	100
	Core	DS 103 DSC	Individual and Organisational Behaviour	3	3	3	--	--	3	30	70	100
	Core	DS 104 DSC	Financial Statement Analysis	4	4	4	--	--	3	30	70	100
	Core	DS105 DSC	Statistics for Management	4	4	4	--	--	3	30	70	100
	Core	DS 106 DSC	Quantitative Techniques for Management	4	4	4	--	--	3	30	70	100
	SEC	DS 107 SEC	Data Analytics & Spreadsheet Modelling for Managers	3	2	1	--	2	--	50	--	50
	Ability Enhancement	DS 108 AEC	Seminar on Business Law for Managers	3	2	1	2	--	--	50	--	50
				25	25					280	420	700

Abbreviations: L: Lecture T: Tutorials F/ P: Field Visit/ Practical SEC= Skill Enhancement Course, Core = Core Course
1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations. 2 hours/ week

Semester II

Year/ Semester	Type of Course	Course Code	Title of the Course	Ins. Hrs./ Week	Credit	Contact Hours			Univ. Exam Hours	Max. Marks		
						L	T	F/P		Internal	Univ. Exam	Total
I Year II Semester	Core	DS 201DSC	Marketing Management	4	4	3	--	1	3	30	70	100
	Core	DS 202 DSC	Financial Management	4	4	4	--	--	3	30	70	100
	Core	DS 203 DSC	Human Resource Management	4	4	4	--	--	3	30	70	100
	Core	DS 204 DSC	Production and Operations Management	3	3	3	--	--	3	30	70	100
	Core	DS 205 DSC	Research Methods	3	3	3	--	--	3	30	70	100
	Core	DS 206 DSC	Business Environment	3	3	3	--	--	3	30	70	100
	SEC	DS 207 SEC	Business Communication	3	2	1	2	--	--	50	--	50
	Ability Enhancement	DS 208 AEC	Personality Development & Interpersonal Skills	3	2	1	--	2	--	50	--	50
				25	25					280	420	700

Abbreviations: L: Lecture T: Tutorials F/ P: Field Visit/ Practical SEC= Skill Enhancement Course, Core = Core Course
1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations. 2 hours/ week

Semester III

Year/ Semester	Type of Course	Course Code	Title of the Course	Ins. Hrs./ Week	Credit	Contact Hours			Univ. Exam Hours	Max. Marks		
						L	T	F/P		Internal	Univ. Exam	Total
	Core	DS 301 DSC	Entrepreneurship & Small Business Management	2	2	2	--	--	3	30	70	100
	E1 E I	DSE 302	Electives of Entrepreneurship and Family Business Management (Any Four)	4	4	4	--	--	3	30	70	100
	E1 E II	DSE 303		4	4	4	--	--	3	30	70	100
	E1 E III	DSE 304		4	4	4	--	--	3	30	70	100
	E1 E IV	DSE 305		4	4	4	--	--	3	30	70	100
	Core	DS 306 DSC	Summer Training Project & Viva-Voce	3	3		--	--	3	100	--	100
	SEC	DS 307 SEC	Walk the Talk with an Entrepreneur	4	2	--	--	4	--	50	--	50
	AEC	DS 308 AEC	MSME Environment	4	2	--	--	4	--	50	--	50
				25	25					350	350	700

Abbreviations: L: Lecture T: Tutorials F/ P: Field Visit/ Practical SEC= Skill Enhancement Course, Core = Core Course

E1 EC = Elective 1 Entrepreneurship Course

1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations. 2 hours/ week

Semester IV

Year/ Semester	Type of Course	Course Code	Title of the Course	Ins. Hrs./ Week	Credit	Contact Hours			Univ. Exam Hours	Max. Marks		
						L	T	F/P		Internal	Univ. Exam	Total
II Year IV Semester	AEC	DS 401 AEC	Information Systems for Managers	3	3	3	--	--	3	30	70	100
	Core	DS 402 DSC	Business Policy and Strategic Management	3	3	3	--	--	3	30	70	100
	E2 M/F/H/Ec I	DS E2 FSC1	M/F/H/Ec I	4	4	4	--	--	3	30	70	100
	E2 M/F/H/Ec II	DS E2 FSC2	M/F/H/Ec II	4	4	4	--	--	3	30	70	100
	E2 M/F/H/Ec III	DS E2 FSC3	M/F/H/Ec III	4	4	4	--	--	3	30	70	100
	E2 M/F/H/Ec IV	DS E2 FSC4	M/F/H/Ec IV	4	4	4	--	--	3	30	70	100
	Core	DS 407 DSC	Dissertation	5	3	1	--	4	--	100	--	100
				25	25					280	420	700

Abbreviations: L: Lecture T: Tutorials F/ P: Field Visit/ Practical SEC= Skill Course, Core = Core Course

1P credit includes tutorial and Practical/ Field Exercise and/or demonstrations. 2 hours/ week

E2 FSC = Elective 2 Functional Specialization Course

7. Detailed outline of Courses offered

SEMESTER I

DS 101 DSC Management Concepts

- Unit 1** Nature, meaning and significance of management; Managerial processes, functions, skills, and roles in organisation. Introduction to Indian Knowledge System (IKS): Meaning, scope, and significance of IKS, Relevance of Indian philosophy in management
- Unit 2** Overview of functions of planning, organising, staffing, directing and controlling. Management lessons from Bhagavad Gita. Concept of Dharma and duty in managerial roles. IKS-Based Decision-Making
- Unit 3** Concept of Managerial Ethics, Social responsibility, and Value based Management.
- Suggested Readings** **Koontz "O" Donnell.** Management, 8th Ed. International Student and Weihrich Edition, Kogakusha, Tokyo
Stoner, Management, Prentice Hall of India, New Delhi, 1992
L M Prasad, Principles and Practices of Management, Sultan Chand & Sons, New Delhi
J S Chandan, Management Theory and Practice, Vikas Publishing House Pvt Ltd, New Delhi

DS 102 DSC Managerial Economics

- Unit 1** Introduction to managerial economics, Fundamentals of Demand and Supply analysis, Consumer Demand Theory (Cardinal & Ordinal measures), Concept, determinants and importance of elasticity; The four life goals (Purusharthas).
- Unit 2** Theory of production, laws of production, Stages of production, Concepts of cost and revenue; Inclusion of Social & Environmental costs and Ethical Revenue (Dharma - based Artha) (Lokasamgraha).
- Unit 3** Pricing Decision: Pricing and output decision under perfect and imperfect competition, oligopoly and monopoly; Pricing based on the welfare model of Kautilya's Arthashastra.
- Suggested Readings** **Ahuja H. L.** Micro Economics, Himalaya Publishing House, New Delhi
Mehta P. L., Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, New Delhi.
Siddiqui S A and Siddiqui A S, Managerial Economics and Financial Management, New Age International Publishers, New Delhi

DS 103 DSC Individual and Organisational Behaviour

- Unit 1** Introduction to Organisation Behaviour: nature, scope and approaches of OB. Understanding and managing individual behaviour – Personality, Perception, Values, attitudes, Learning, Work motivation, Individual decision making and problem solving. Panchakosha (Five Sheaths of Personality), Triguna Theory (Sattva, Rajas, Tamas) and individual behavior
- Unit 2** Understanding and managing group processes – interpersonal and group dynamics, application of emotional intelligence in organizations, communication, group decision making, Transactional analysis.

Unit 3 Leadership and influence process, Ancient Indian approaches to leadership and administration. understanding and managing organizational system- organizational design and structure, change and development, work stress & stress management, conflict management

Suggested Readings **Luthans, F. Organisational Behaviour.** *Prentice Hall of India*, New Delhi.
Robbins, S. Organisational Behaviour. *Pearson Education*, New Delhi.
Khanka S S, Organizational Behaviour, S Chand and Company, New Delhi

DS 104 DSC Financial Statement Analysis

Unit 1 Introduction to accounting, concepts & conventions of accounting, Basic terminology, Various accounting standards and IFRS, Contents of annual reports, Recording of Business Transactions: Brief outline of Journalizing, Posting & Trial Balance. Financial record-keeping practices described in Arthashastra.

Unit 2 Trading, Profit & Loss Accounting, Balance Sheet, Adjustment Entries, Tools and techniques of financial statement analysis, Ratio Analysis, reporting to management, window dressing. Ethical management of financial information.

Unit 3 Marginal costing, CVP & BEP analysis, Types of Decision, make or buy, addition/discontinuation of a product line, sell or process further, operate or shut down, exploring new markets, product mix, maintaining a desired level of profit; Standard Costing & Variance Analysis.

Suggested Readings **Maheshwari, S.N.**, Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
Bhattacharya, S.K. and **Dearden, J.** **Accounting for Management: Texts and Cases.** *Vikas Publishing*, New Delhi.

DS 105 DSC Statistics for Management

Unit 1 Statistics; Characteristics, functions, limitations and scope; statistics in business management; Data collection and presentation, frequency distribution and analysis, measure of central tendency and dispersion, correlation and regression. IKS: structured data gathering methods detailed in Kautilya's Arthashastra, ancient state superintendents (*Gopa*) logged demographic censuses, agricultural yields, and animal populations for revenue management and other early forms of descriptive statistics.

Unit 2 Basic concepts of probability and probability distribution- binomial, poisson and normal; Probability and non probability sampling, sampling distribution of means and proportions, estimation.

Unit 3 Hypothesis testing of means and proportions for large and small samples, X^2 test & ANOVA.

Suggested Readings **Sharma J K**, Business Statistics, Pearson Education
S.P. Gupta. Statistics, Sultan Chand & Sons
Levin and **Rubin.** Statistics for management, Prentice Hall of India Ltd., New Delhi

DS 106 DSC Quantitative Techniques for Management

- Unit 1** Linear Programming Problem – Concept, Problem formulation, Graphical and Simplex method, sensitivity analysis and duality; Transportation Problem – Understanding, conditions, methods to obtain IBFS, Degeneracy, Optimality test – MODI method, Unbalanced & Maximization problem; Assignment Problem – Meaning, algorithm, HAM, unbalanced, maximization, impossible assignment problems & multiple optimum solutions. IKS: Mathematical methods of Aryabhata and Brahmagupta.
- Unit 2** Game Theory – Introduction, terminology, strategies, assumptions, rules, determining saddle point, Oddomont's rule, Principle of dominance, $m \times 2$, $2 \times n$ sub game & graphical method, word problem formulation, significance and limitations; Queuing Theory – Introduction, terminology, assumptions, limitations, applications and understanding; Decision Theory – Meaning, decision making environments, rules, methods and criterions; Replacement Analysis – Intro, types of replacement situations & decisions; Simulation – Meaning, advantages, disadvantages & Monte Carlo simulation. IKS: Competitive strategy and conflict management in Kautilya's statecraft.
- Unit 3** Networking Techniques – Introduction, nature, application, terminology, CPM - network diagram construction & its rules, identifying CP, computing EST, EFT, LST & LFT, finding slack, types of floats; PERT - computing time estimate, length & variance of CP, probability of project completion; Project Crashing – Introduction, applications, terminology, computing cost slope, measuring optimum duration, minimum duration & its cost for decision making, crashing analysis; Markov Analysis – Meaning, process, business forecasting using markov models; Learning Curve – Concept, features, applications in manufacturing and services, limitations, LC Ratio, financial impact of LC. IKS: Project planning insights from historical Indian infrastructure projects.
- Suggested Readings **Kapoor, V.K.** (1999). **Operations Research**. *Sultan Chand and Sons*, New Delhi.
Sharma, J.K. (2001). **Fundamentals of Operations Research**. *Macmillan India Ltd.*, New Delhi.

DS 107 SEC Data Analytics & Spreadsheet Modelling for Managers

- Unit 1** Spreadsheet Applications for Business: MS Excel – Introduction, Workbook and Worksheet Management, Data Entry and Validation, Cell Referencing, Formatting and Reporting, Charts and Graphs, Conditional Formatting; Practical Applications – Sales Reports, HR Reports, Financial Statements and Budget Preparation. IKS Component – Ancient Indian methods of record keeping and business accounting. Business documentation systems described in Arthashastra.
- Unit 2** Advanced Excel and Data Analytics MS Excel – Lookup Functions - VLOOKUP, HLOOKUP, XLOOKUP; Logical Functions - IF, IFS, AND, OR; Text Functions; Date Functions; Pivot Tables; Pivot Charts; What-if Analysis; Goal Seek; Scenario Manager; Data Tables; Practical Applications – Sales Analysis, Customer Analysis, Inventory Analysis and Financial Modelling. IKS Component – Analytical decision-making principles from Arthashastra.
- Unit 3** Business Intelligence and Data Visualization Dashboard Design, KPI Development, Power Query (Introduction), Power Pivot (Introduction), Introduction to Power BI, Data Visualization Principles, Business Analytics Applications, AI-enabled Reporting Tools, Generative AI for Managers; Practical Applications – Executive

Dashboard Creation, Financial Dashboard, HR Dashboard, Marketing Dashboard.
IKS Component – Evidence-based decision making and governance principles in ancient Indian administration.

Suggested Readings Sanjay Saxena, A First Course in Computers, Vikas Publishing House Pvt Ltd., New Delhi
PK Sinha- Computer Fundamentals, BPB Publications, New Delhi
Sanjay Saxena, MS Office 2010 for Everyone, Vikas Publishing House Pvt Ltd., New Delhi
Leon Alexis and Leon Mathews, Introduction to Computers, UBS Publishers Limited, Chennai

DS 108 SEC Seminar on Business law for Managers

Unit 1 Main provisions of Contract Act 1872, Sale of Goods Act 1930, Negotiable Instruments Act 1881, Indian Partnership Act 1932, Indigenous instruments like hundis and chit funds.

Unit 2 Main provisions of Companies Act 2013, Competition Act, IKS-inspired cooperative models (Amul, Khadi institutions)

Unit 3 Main Provision of: Consumer Protection Act (CPA) 1986, The Information Technology Act, 2000, Cyber Law. IKS: perspective on fair trade and dharmic competition.

Suggested Readings **K R Bulchandani**, Business law for Management, Himalaya Publishing House
Porwal, L. M. and Kumar Sanjeev, Legal Regulatory Framework, Vrinda Publications (P) Ltd.
Sheth, Tejpal, Business Law, Pearson Education, New Delhi

SEMESTER II

DS 201 DSC Marketing Management

Unit 1 Introduction: Concept and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System, Functions of Marketing Management, Marketing – Mix, Strategic Marketing Planning. Marketing inspired by Indian Knowledge Systems moves from being: Transactional to relational, Extractive to responsible and regenerative, Uniform to deeply contextual and local Short-term sales-driven to long-term, trust-driven

Unit 2 Market Segmentation, Market Segmentation Procedure, Basis for Consumer/ Industrial Market Segmentation. Market Targeting: Procedure, Product Positioning - Introduction, Objectives, Product Positioning Strategy. Consumer Behaviour Concept, Theories and Pattern.

Unit 3 Marketing Mix Decisions: Product Decisions- New Product Development- Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. Pricing Decisions- Pricing Objectives, Policies, Methods of Setting Price, Pricing Strategies. Place Decisions- Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion Decisions: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. Direct Marketing, Social Media Marketing

Suggested Readings **Kotler, P.**, Marketing Management. Prentice Hall of India, New Delhi.
Ramaswamy, V.S. and Namakumari, S. (2002). Marketing Management, Planning and Control. Macmillan India Ltd., New Delhi.

DS 202 DSC Financial Management

Unit 1 Financial Management – Meaning, objectives, scope, role, purpose and environment, functions of finance executives in an organisation, financial distress and insolvency; Sources of Finance – Long-term, Short-term and International; Lease Financing, Sale & Lease back, convertible debt, venture capital, seed capital, crowd funding, angel financing, private equity, fintech lending, etc.; Cost of Capital – Concept, significance, factors, measurement of cost of individual components of capital, WACC; Capital Structure Decisions – Significance, determinants, planning and designing, optimum capital structure, theories, EBIT-EPS Analysis, under/over capitalization IKS Component: Ancient Indian Financial Governance and Statecraft Kautilya's principles of resource allocation and risk management .

Unit 2 Leverages – Concept, types – OL, FL, CL, analysis of leverages; Time Value of Money – Basic understanding along with future and present value; Capital Budgeting – Concept, objectives, methods of investment appraisal; Dividend Decisions – Basics, forms, determinants, Walter's model, Gordon's model and MM Hypothesis. IKS Component – Decision-Making & Wealth Creation in Indian Thought Ethical decision-making from Bhagavad Gita

Unit 3 Management of Working Capital – Intro, liquidity and profitability, operating cycle, effectiveness of working capital based on its operating and cash conversion cycles, assessment of working capital requirement; Budgeting & Budgetary Control – Meaning, essentials of budget, objectives and importance, different types of budgets, prepare flexible and cash budget, control ratios, zero-based budgeting and performance budgeting. Cash Flow Forecasting; Financial Analytics and AI in Finance; Corporate Governance and Financial Ethics. IKS Component – Resource Optimization & Sustainable Management Resource conservation and efficient utilization in traditional Indian business communities

Suggested Readings **Chandra, P. Financial Management: Theory & Practice. Tata McGraw Hill, New Delhi.**
Bhattacharya. Financial Accounting for Business Managers. Prentice Hall of India, New Delhi.
Pandey, I.M. Finance: A Management Guide for Managing Company Funds and Profits. Prentice Hall of India, New Delhi.

DS 203 DSC **Human Resource Management**

- Unit 1** Nature and scope of human resources management; human resource planning, equal opportunity and the law, HRM strategy and analysis, Job analysis and design; Dharma-Based Workforce Planning
- Unit 2** Recruitment and selection; induction; training and development; Guru–Shishya model career planning; performance management and appraisal
- Unit 3** Employee remuneration, Incentive payments, Employee benefits and services, Employee welfare, Lokasangraha (Collective Welfare), Industrial relations, Introduction to HR Information system and HRM audit.

Suggested Readings **Aswathappa, K.**, Human resources and Personnel Management, Tata McGraw Hill, New Delhi.
Dressler. Human Resource Management. *Prentice Hall of India*, New Delhi.

DS 204 DSC **Production and Operations Management**

- Unit 1** Role of operations management in business; Operations strategy; types of production systems; plant location and layout; new product development; managing processes
- Unit 2** Production planning and control- forecasting; routing, scheduling, expediting; aggregate planning; master scheduling, MRP; PPC in job shop, batch production, mass production and projects; Inventory control- quantity control and selective control;
- Unit 3** Quality control; maintenance; materials handling, work study- method study and work measurement; Contemporary issue- JIT, lean manufacturing, Concurrent, engineering, optimised production technology, historical Indian merchant and artisan guilds (Shrenis) and quality control, skill standardization, certification.

Suggested Readings **Aswathappa K, Bhat Sridhar K**, Production & Operations Management, Himalaya Publication Ltd.
Chase, Aquilino, Jacobs Agarwal, Operations Management for Competitive Advantage, Tata McGraw Hill.
Krajewski L., Rizman L. & Malhotra M., Operations Management- Process value chains, Pearson Educations.
Bedi Kanishka, production and Operations Management, Oxford University Press, New Delhi
Adam, E. Everett, Ebert J. Ronald, Production and Operations Management *concept, models, and behaviour*, Fifth Ed. Prentice Hall of India, New Delhi.
Russell S. Roberta, Taylor W. Bernard, Operations Management, Fourth Edition, Pearson Education.

DS 205 DSC **Research Methods**

- Unit 1** Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs;
- Unit 2** Primary methods of Data Collection - Observational and Survey Methods,

Measurement & Scaling, Attitude Measurement Techniques; Questionnaire Design, Administration of Surveys; Sample Design, Secondary methods of Data Collections. classical Indian school of logic and epistemology to define how valid knowledge is acquired. IKS perspective on data collection types: the Six Pramanas (Sources of Knowledge)

Unit 3 Analysis of Data: Selecting an Appropriate Statistical Technique; Field work and Tabulation of Data, Techniques for Data Analysis- ANOVA, nonparametric tests: chi square, sign test, Mann Whitney U test, Kruskal Wallis H test;

Suggested Readings **Donald R. Cooper, Pamela S. Schindler.** Business Research Methods, *Tata McGraw Hill Publication*, New Delhi.

Kothari C.R. (2006). *Research Methodology Methods and Techniques*, New Age International Publication, New Delhi

DS 206 DSC Business Environment

Unit 1 Nature and significance of business environment, Economic role of government, Industrial policy, Industrial sickness, NRI investment policy, Indian banking system.

Unit 2 Monetary and Fiscal policy, Basic concepts of: National Income, Business cycle, Balance of Payments. Historical insights from Arthashastra on taxation.

Unit 3 Foreign Exchange, FEMA, Role and functions of SEBI, Economic growth and Contemporary Issues in Indian economy.

Suggested Readings **Francis Cherunilam**, Business Environment: Text and Cases, Himalaya Publishing House

Mishra S K and Puri V K, Economic Environment of Business, Himalaya Publishinh House, New Delhi

DS 207 SEC Business Communication

Unit 1 Business Communication: Nature, scope, processing role of Business Communication, listening, qualities of a good listener essentials of good communication, Relationship between Communication morale productivity & objectives. Essentials of good communication and IKS perspective: satya (truth), ahimsa (non-violence in speech), and samvad (dialogue).

Unit 2 Barriers of Business communication and management of barriers, Types of communication: Formal - informal, inter personal Intra personal, Verbal; non-verbal; individual and group Communication network.

Unit 3 Communication Media: Individual oriented: Letters memo, reports, presentations, legal oriented; proposals, agreements, directives; organization oriented; manuals, forms, brochures, notices, Telecommunication, Negotiations

Suggested Readings **Meenakshi Raman and Singh Prakash**, Business Communication, Oxford University Press, New Delhi

Sharma R.C. and Mohan K. Business Report, Writing & Correspondence, Tata McGraw Hill, New Delhi.

Pearse, C Glenn etc. (2000). Business Communications: Principles and Applications, Prentice Hall of India, New Delhi.

DS 208 AEC Personality Development and Interpersonal Skills

Self development Skills: Introduction to personality, Self esteem, Self confidence, Self efficacy, Problem solving skills,
Hard and soft skills, Interview skills, Social Empathy, Leadership, Time management,
Interpersonal behaviour: Understanding self, SWOT analysis, Goal setting,
Effect of interpersonal behaviour on Interpersonal Relations,
Transactional Analysis, Concept of success and failure, Gender Sensitization

Suggested Readings The instructor will provide the reading and weekly/ fortnightly/ monthly workshops can be organized for the students for this Course.

SEMESTER III

DS 301 DSC Entrepreneurship & Small Business Management

Unit 1 Concept of entrepreneurship; Characteristics of an entrepreneur, entrepreneur vs. manager; types of entrepreneur, Entrepreneurship and Economic development; Role of Entrepreneurship in Nation Building, Entrepreneurial Competencies and Leadership. IKS: Entrepreneurial insights from Arthashastra.

Unit 2 Effects of culture on Entrepreneurship; Theories of entrepreneurship: sociological and psychological theories; Entrepreneurial development- role of training facilities, incentives, protection; Entrepreneurial Opportunity Recognition. IKS: Influence of Indian culture, family business traditions and community networks on entrepreneurship.

Unit 3 Role and importance of small business; defining small business; Challenges of marketing for small businesses; Sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations; Recent developments related to small businesses.

Suggested Readings **Gupta C B and Khanka S S**, Sultan Chand and Sons, New Delhi
Khanka S S, Entrepreneurial Development, S Chand, New Delhi
Desai, Vasant (1997). Small-Scale Industries and Entrepreneurship, 3/re, Himalayan Publishing House, Mumbai.

Entrepreneurship Optional Courses

DSE E1 Family Business Management

Unit 1 Defining family business; Why family businesses are special, Family business dynamics: people, systems & growing complexity, The family's relationship with the business: developing a strategic vision & building teamwork, Dealing with nepotism, encouraging change in family business.

Unit 2	The next generation: Human resource management and leadership perspective, getting help: making the most of outside resources, Women issue in the family business, Avoiding mismanagement, Family business start-up, licensing buyout opportunities & franchising Competitive. Professionalizing the boardroom: the role of balanced board of directors Cousin companies: family governance in multigenerational family firms.
Unit 3	Succession Planning: Managing succession: the leadership challenge, Hindu Undivided Family, role of Karta, succession laws, and dissolution of HUF. Building financial security and relinquishing control, Wealth management: family offices and philanthropy, Social Entrepreneurship & Family Business
Suggested Readings	Peter Leach , Family Business Jain, Rajesh , Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.

DSE E2 Creativity and Innovation

Unit 1	Creativity; creativity Tools and techniques; Lateral thinking, Enablers and barriers to creativity; Creative Personality; Brainstorming, Entrepreneurial creativity.
Unit 2	Innovation; Innovation process, Commercialization of innovation, Imperatives to Innovation, Enterprise Innovation, Types of innovations, Innovative organizations, barriers and enablers to enterprise innovation.
Unit 3	Diffusion of innovation, Trends in technical innovation, Technopreneurs, Exercises in brainstorming, creative problem solving and business innovation.
Suggested Readings	Rastogi P.N. - 'Managing Creativity for corporate Excellence', Macmillan India Ltd. Timple, A. Dale - 'Creativity', Jaico Publishing House. Martal, Shlomo & Seshadri, Dve - 'Innovation Management:- Strategies, Concepts & Tools for Growth & Profit', Response Books, Sage Publication. Prahalad, C.K., Krishnan M.S. , 'The New age of Innovation', Tata McGraw Hill.

DSE E3 New Venture Creation

Unit 1	Entrepreneurial revolution and entrepreneurial process, Analyzing and Evaluating Business Opportunities, Structural analysis of industries, Criteria for New Venture Screening
Unit 2	Resources one needs to start a new business, Financial issues in New Venture Creation, New Venture Team: the role of teams in entrepreneurial process. Forms of Business Ventures: Retail, Franchising, Manufacturing, Service Enterprise.
Unit 3	Problems and pitfalls in starting new ventures, failure symptoms and management, risk management.
Suggested Readings	Timmons A Jeffry and Spinelli Stephen , New Venture Creation- Entrepreneurship for the 21 st century, Tata Mc Graw Hill. Kuratko F Donald& Hornsby S Jeffry , New venture Management- The Entrepreneur's Roadmap, Pearson Education.

Sahay A, Sharma V, Entrepreneurship and New Venture Creation, Excel Books.

DSS E4 Growth Strategy

- Unit 1** Managerial issues in managing a growing organization; Growth – how to manage and sustain it
- Unit 2** Finance – how to institute appropriate disciplines and controls; Executive Leadership – the role of the founder/MD, Building the Management Team
- Unit 3** Crisis – how to analyze and resolve critical situations; Product and market expansion: risks and returns
- Suggested Readings To be suggested by the instructor.

DSE E5 Business Plan Development

This component of program would result in development of a business plan based on research and survey.

- Work outline** Based on academic inputs and training, the candidate would finally develop a business plan that can be submitted for funding. The candidate will undertake the necessary research, survey and field work to develop a viable business plan in a format acceptable to financial institutions. This will be evaluated by experts including invitee from financial institution and an internal examiner.
- There are 70 points for the business plan and 30 points for the negotiation and presentation.
- For this course the end-term evaluation will be internal and no paper setting is required.

DS 306 DSC Summer Training Project and Viva-Voce

- Work outline** At the end of second (II) semester, all the students will have to undergo compulsory Summer Training for a period of minimum of 4 weeks with an industrial, business or service organization by taking up a project. The student will undergo on-the-job training under the close supervision of a supervisor in the business organization. This training should help her/ him develop a perspective of wholesome management of business activities. This would enable her/ him to appreciate the importance of different business activities and see how different business activities are interrelated. She/ He will have to submit a report on the organization she/ he has undergone training and make a presentation before a panel of faculty members during Semester III of Part II. Training Report Evaluation shall be done as follows: 70 marks for Training Project Report to be evaluated by External Examiner and Director/ Deputy

Director of the Center based upon Viva-Voce, 30 marks for internal evaluation, 15 of which would be based on student presentation before the Faculty members of the Center and the other 15 marks on the Summer Training Project Report submitted by the student.

DS 307 SEC Walk the Talk with an Entrepreneur

All the students who register for this Course have to interview an Entrepreneur (in person) of their choice or one assigned to them by the instructor/ authorities of the Center with reference to the journey being undertaken by that particular entrepreneur. The interview gist has to be presented in the classroom in front of the panel of Teachers/ Mentors/ Experts and the rest of the class.

The presentation can be in the form a presentation, documentary, role play or any other creative way.

The objective of the course is to make student to learn lessons from the life cycle of the entrepreneurs.

Suggested Readings The instructor will organize weekly/ fortnightly/ monthly presentation for the students for this Course.

DS 308 AEC MSME Environment

Unit 1 Importance of MSME in India, Micro, Small and Medium Enterprise 2006 Act and recent amendments, Central and State government's Policy interventions for MSME Development; Problems of MSMEs in India; Contribution of MSMEs to GDP, Exports, Employment and Inclusive Growth; IKS: Ancient Indian guild systems and their relevance to modern MSME clusters.

Unit 2 MSME Supporting Framework, Institutional support for MSMEs - SIDO, DIC, NSIC, SIDBI, RFC, RIICO etc. Sickness and Other challenges before MSMEs, Revival and Rehabilitation of Stressed MSMEs; IKS: How traditional business communities supported enterprise growth before modern financial institutions.

Unit 3 Other related agencies like, NISIET, NIESBUD, EDI, IIE, etc., Subsidies and incentives; Governmental and Non-Governmental assistance - assistance from financial institutions

Suggested Readings **Francis Cherunilam**, Business Environment: Text and Cases, Himalaya Publishing House

Ministry of small, micro and Medium Enterprise – www.msme.gov.in, www.dcmsme.gov.in , latest Policy documents of government,

To familiarize students with the functioning of various organizations, instructor can ask students to collect the relevant information and disseminate information in the campus through setting up Kiosk in the campus on the mutually decided day.

SEMESTER IV

DS 401 AEC Information Systems for Managers

- Unit 1** Introduction to Management information System: definition, components, types; informational needs; systems concept; Application of Simon's Model of Decision Making, application of information systems in business organization- ERP, SCM, CRM, Knowledge worker systems
- Unit 2** Introduction to information system technology: telecommunication and networking systems, database management systems, Business Intelligence (BI) & Analytics: Using data warehousing, data mining, and analytics for forecasting and strategic planning, Business and Artificial intelligence, cloud computing, Decision support system, Group Decision making.
- Unit 3** Building information systems: Traditional Waterfall vs. Agile, Prototyping, and End-User development and contemporary software development models information system security and control
- Suggested Readings **Laudon K C and Laudon J P**, Management Information systems: Managing the digital Firm, Prentice Hall India Ltd., New Delhi
O Brain, Management information System, *PHI*, New Delhi
Jaiswal Mittal, Management information System, Oxford, New Delhi
Jawadekar, Management information System, Tata McGraw, New Delhi

DS 402 DSC Business Policy & Strategic Management

- Unit 1** Nature, importance and concept of strategy; process of strategic management; strategic intent, vision, mission, objectives and goals; components of environmental scanning- SWOT analysis, capability factors, and organisational appraisals. IKS: Statecraft, governance and strategic planning in Arthashastra.
- Unit 2** Grand strategies, different types of strategies; corporate portfolio analysis; industry and competitor analysis, subjective factors in strategic choices; strategic plan. IKS: Kautilya's strategic framework and modern corporate strategy.
- Unit 3** Project and procedural implementation; resource allocation, structural behavioural and functional implementation, Managing Change.
- Suggested Readings **Kazmi, A.** (2002). **Business Policy and Strategic Management.** *Tata McGraw Hill*, New Delhi.
Wheelen, T.L. and **Hunger, J.D.** (2003). **Strategic Management and Business Policy.** *Pearson Education*, (LPE), New Delhi.

Marketing Electives

M1 Marketing of Services

- Unit 1** Nature and Characteristics of Services, Service Marketing Frameworks, Consumer Behavior in Services, Indian Knowledge System View of Service: Service as Seva: Concept of Seva in Indian philosophy—selfless service, duty (*Dharma*), and welfare (*Loka-sangraha*), *Atithi Devo Bhava* ("Guest is like God") as a service ethos: *Thirukkural* and other Indian texts on honesty,

	fairness, and trust in transactions as foundations for service relationships, Indian Service Sectors and Traditional Service Models
Unit 2	Service Product, Positioning & Branding, Service Quality & Measurement, Relationship Marketing & CRM in Services, IKS & Ethics in Service Encounters: <i>Dharma</i> as ethical duty of service providers (fairness, transparency, non-exploitation) and <i>Satya</i> (truth), <i>Ahimsa</i> (non-harm), and <i>Aparigraha</i> (non-greed) applied to selling and cross-selling in services, Servicescape, People & Process Management
Unit 3	Pricing, Communication & Distribution of Services, Technology in Services & Digital Service Delivery, Innovation in Services & Co-Creation, Social, Public & Non-Profit Services with IKS Lens, Service Marketing in Key Indian Sectors – Integrative Cases
Suggested Readings	Chowdhary Nimit & Chowdhary Monika. Textbook of Marketing of Services: The Indian Experience. Macmillan India Ltd. Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. – <i>Services Marketing: Integrating Customer Focus Across the Firm</i> . McGraw Hill (Indian edition). Lovelock, C., Wirtz, J., & Chatterjee, J. – <i>Services Marketing: People, Technology, Strategy</i> . Pearson India. Lovelock, C., & Wirtz, J. – <i>Services Marketing: Global Edition</i> . Pearson. Nargundkar, R. – <i>Services Marketing: Text and Cases</i> . McGraw Hill India / Tata McGraw Hill.

M2 Brand Management

Unit 1	Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Branding in the Digital Era
Unit 2	Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio;
Unit 3	Brand Assessment through Research - Brand Assessment and Change; Brand Revitalization; Branding in Different Sectors: Political, Customer, Industrial, Retail and Service, Managing Brands over Geographic Boundaries and Market Segments
Suggested Readings	Keller Kevin Lane , Strategic Brand Management, Pearson Education, New Delhi Kumar Ramesh S , Managing Indian brands: Marketing Concepts and Strategies, Vikas Publishing House Pvt Ltd, New Delhi Moorthi Y L , Brand Management: The Indian Context, Vikas Publishing House Pvt Ltd, New Delhi Aaker A David , Managing Brand Equity Subroto Sengupta Brand Positioning , TMH, New Delhi

M3 Sales and Distribution Management

Unit 1	Nature and Scope of Sales Management; Selling Process, Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and administering Compensation Plans
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Unit 2	Supervision and Motivating Sales Personnel; Sales Forecasting and Budgeting; Sales Force Automation; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Evaluating and Controlling the sales Force; Sales Cost and Cost Analysis.
Unit 3	An Overview of Marketing Channels: functions and relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; E-Commerce and Distribution Channel Management, Organizational Patterns in Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; Contemporary developments in sales and distribution scenario in India.
Suggested Reading	Panda T K and Sahadev Sunil , Sales and Distribution Management, Oxford University Press, New Delhi Still, R R., Cundiff, Govoni , Sales Management: Decisions, Strategies and Cases, Prentice Hall India Pvt Ltd.

M4 Consumer Behaviour

Unit 1	Introduction to Consumer Behaviour, Consumer Behaviour in the Digital Era, Models of Consumer Behaviour, Consumer Involvement and Decision Making
Unit 2	Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change;
Unit 3	Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence Diffusion of Innovation, Communication and Consumer Behaviour: Persuading Consumers, From Print and Broadcast to Social and Mobile Advertising Industrial Buying Behaviour, Contemporary issues in Consumer Behaviour & studies of Indian Consumer.
Suggested Reading	Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hall of India, (Latest Edition). Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995. Engle, J F etc. Consumer Behaviour. Chicago, Dryden Press, 1993.

M5 Advertising Management

Unit 1	Understanding Marketing Communication: Objective, Models, Introduction to Advertising Management, Role of Advertising in Marketing, DAGMAR Approach, Determination of Target Audience
Unit 2	Strategy and planning process in advertising campaigns, advertising research, creative strategy and development (appeals), Media strategy & planning (Media Buying)

Unit 3	Evaluating Advertising Effectiveness, Legal, Ethical and Social Aspects of Advertising, Advertising agency; structure and processes, Rural advertising in India
Suggested Reading	Batra, Myers and Aaker, David A. , Advertising Management, Prentice Hall of India, New Delhi, Jethwaney & Jain : Advertising Management, Oxford University Press, New Delhi

M6 Retail Management

Unit 1	Introduction to Retailing; Role, relevance & trends, Retail Strategy, Retail environment in India, Retail organization, Retail Customer, Retail Market Segmentation
Unit 2	Retail location strategy, Product and merchandise management, Supply Chain Management, atmospherics and retail space management, Retail pricing
Unit 3	Retail promotion strategy, Relationship marketing in retailing, Retail Equity, Technology in Retailing - Retailing through the Internet, New emerging formats of retailing
Suggested Reading	Bajaj, Tuli, Srivastava ; Retail Management, Oxford University Press, New Delhi

M7 E-Marketing

Unit 1	Introduction: Past, Present and Future; E-Marketing Strategy: E-Business Models; E-Marketing Plan. E-Marketing Environment: Global, Ethical and Legal. E-Marketing Strategy: E-Marketing Research; Consumer Behaviour online; Segmentation, Targeting, Differentiation and Positioning Strategies
Unit 2	E-Marketing Mix, Product: Creating customer value online, Product Benefits, Branding & Labelling, E-Marketing Product Development, Price: Buyer and Seller Perspectives on Price, Factors affecting Online, Pricing, Payment Options, Pricing Strategies and Internet's impact on it.
Unit 3	Distribution Channel on Internet: Introduction, Intermediaries, Channel Functions, Channel Management and Power, Distribution Channel Metrics. E-Marketing Communication: Owned Media, Paid Media, Earned Media; Customer Relationship Management
Suggested Reading	Judy Strauss & Raymond Frost , E-Marketing, Pearson

M8 International Marketing Management

Unit 1	The Concept of International Marketing: Introduction, The globalization imperative, Towards GLOCAL Marketing; Internationalization of Indian Firms; Global Market Environment: Political, Legal and Cultural, Developing a global vision through Marketing Research; Entering International Markets: Concept, mode and factors of International Market Entry
Unit 2	Product strategy: levels, lifecycle management, brand strategy, international

branding strategy, new product development for global markets
 International Pricing: Pricing Decisions, Pricing Approaches for International Markets, Dumping, Counter Trade, Transfer Pricing in International Markets, Grey Marketing

Unit 3 Distribution in global marketing: distribution pattern, alternative middlemen choices, factors affecting choice of channels; Export logistics Communication Decisions for International Markets: Marketing Communication Strategies, Tools for International Marketing Communication: Designing and selecting sales force, global advertising, creative challenges, advertising appeals, message strategy and advertising effectiveness

Suggested Reading **Cateora PR and Graham JL**, International Marketing, Boston: McGraw Hill/Irwin.
Czinkota M. R. and Ronkainen, International Marketing, CinOH: South-Western, Cengage Learning.
Dr. Rakesh Mohan Joshi, International Marketing, Oxford university Press, New Delhi

M9 Rural Marketing

Unit 1 Introduction: What is Rural, Definition, Evolution and Scope, 4A's of Rural Marketing, Rural versus Urban Markets, Rural Marketing Environment: Social, Economic, Technological, Political, Rural Consumer Behavior: Characteristics of rural consumers, The Consumer Buying Behavior Model, What influences consumer behavior, The Buyer Decision Process

Unit 2 Rural Marketing Research; Segmenting and Targeting Rural Markets
 Product Strategy: Rural Product Classification, Product Decisions and Strategies, Product Lifecycle Strategies, Product Branding and Packaging for Rural Markets, Pricing Strategies: Consumer Psychology and Pricing, Factors affecting price for rural products and services, Price Setting strategies

Unit 3 Distribution in Rural Markets: Accessing Rural Markets, Distribution Channels, Prevalent Rural Distribution Models, Rural Retail Members
 Rural Communication: Challenges in Rural Communication, Developing Effective Rural Communication, Advertising and Promotion strategies for Rural markets

Suggested Reading **Pradeep Kashyap**, Rural Marketing, Pearson
C.S.G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing, Pearson
Dogra B., & Ghuman K, Rural Marketing Concepts and Practices. New Delhi: Tata McGraw-Hill.
Gopal Swamy, T. P., Rural Marketing (3rd ed.). New Delhi: Vikas Publishing House

M10 Digital Marketing

Unit 1 Introduction to Digital Marketing, Digital Consumer Behavior *Arthashastra* passages on market regulation, fair pricing, and information; link to transparency and disclosure in digital campaigns, Digital Marketing Ecosystem in India

Unit 2 Website & Content Marketing, IKS in Storytelling & Brand Narratives, Search

& Social Media Marketing, Influencer Marketing & Ethics, Email, Mobile & Local Marketing

Unit 3 Digital Advertising & Performance Marketing, Web & Marketing Analytics, E-Commerce & Marketplaces in India, Social Impact, Sustainability & IKS, Emerging Trends & Future of Digital Marketing

Suggested Reading
Chaffey, D., & Ellis-Chadwick, F. – *Digital Marketing*. Pearson.
Ryan, D. – *Understanding Digital Marketing*. Kogan Page.
Kotler, P., Kartajaya, H., & Setiawan, I. – *Marketing 5.0: Technology for Humanity*. Wiley.
Kingsnorth, S. – *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. Kogan Page.
Tuten, T. L., & Solomon, M. R. – *Social Media Marketing*. Sage

M11 Social Media & Influencer Marketing

Unit 1 Introduction to Social Media Marketing, Major Platforms & Their Characteristics, Social Media Strategy & Planning, Influencer Marketing – Introduction, Legal & Regulatory Overview (India)

Unit 2 Content Strategy & Creation, Community Building & Engagement, Traditional Indian modes of mass and community communication: *Katha, kirtan, pravachan, bhajan mandalis*, folk theatre (Ramleela, Yakshagana, Nautanki, Yakshagana, Harikatha) as early “community content” and “live events” Role of *katha-vachaks*, gurus, bards, and saints as early influencers and opinion leaders, Influencer Identification, Collaboration & Campaign Design, Ethics, Transparency & Reputation Management

Unit 3 Social Media Analytics & Metrics, Paid Social Advertising & Optimization, Social Commerce & Creator Monetization, Policy, Law & Societal Impact, Integrated Projects & Future Trends

Suggested Reading
Tuten, T. L., & Solomon, M. R. – *Social Media Marketing*. Sage.
Barker, M., Barker, D., Bormann, N., & Neher, K. – *Social Media Marketing: A Strategic Approach*. Cengage.
Evans, D., Bratton, S., & McKee, J. – *Social Media Marketing: An Hour a Day*. Wiley.
Brown, D., & Fiorella, S. – *Influencer Marketing: How to Create, Manage, and Measure Brand Influencers in Social Media Marketing*. Que Publishing.
Kapoor, N. – *Social Media Marketing in India* (or similar latest India-centric title; Pearson
Chopra, P., & Others – Practitioner texts or handbooks on digital and social media marketing in Indian context, Pearson India

Finance Electives

F1 Investment Analysis and Portfolio Management

Unit 1 Investment: Meaning, Needs, Objectives, Constraints, Attributes, Types, Process, Principles & Avenues; Investment Analysis: Concept, Approaches & Investment Strategies; Investment Philosophies & Wisdom.

Capital Market: Functions, Constituents, Participants, Primary v/s Secondary.
New Issue Market: Kinds of Issues, Intermediaries, Types of Offer Documents, IPO Grading, Issue - Procedure, Pricing, Book Building, ASBA, GSO.

Security Valuation: Fixed & Variable Income Securities - Bonds, DDB, Debentures, Preference Shares & Equity Shares. IKS: Kautilya's principles of wealth preservation and modern investment management.

Unit 2 Secondary Market: Functions, Process of Share Trading, SLBM; Recent Developments in Indian Stock Market.
Fundamental Analysis: Meaning, Objectives, Top-Down & Bottom-Up Approach.
Technical Analysis: Meaning, Assumptions, Utility, Criticism, Fundamental v/s Technical, DOW Theory, Elliot Wave Theory, Tools & Techniques – Charts, Patterns, Indicators & Oscillators; Efficient Market Hypothesis; Random Walk Theory.

Unit 3 Portfolio Management: Meaning, Importance, Process, Diversification, Risk & Return, Portfolio Theories – Traditional Approach & Markowitz Model, Portfolio Return, Portfolio Risk, Portfolio Beta, Portfolio Strategies.
Capital Market Theory: CAPM, CML, SML, APT; Sharpe Index Model. IKS: Diversification principles reflected in ancient Indian trade practices.

Suggested Readings **Bhalla, V K.**, Investment Management: Security Analysis and Portfolio Management., S. Chand, New Delhi
Pandian Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd, New Delhi.
Avadhani V A, Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi
Avadhani V A, Investment Management., Himalaya Publishing House, New Delhi
Sharpe W F, Alexander G J and Bailey J V, Investments, Prentice Hall India Ltd., New Delhi
Chandra P, Investment Analysis and Portfolio Management, Tata McGraw Hill Publications, New Delhi.

F2 Working Capital Management

Unit 1 Working Capital Management: Meaning, Concept, Importance, Determinants, Levels of Working Capital Investment, Working Capital Policies, Working Capital Decision, Operating Cycle and Cash Conversion Cycle, Estimation of Working capital Requirements, Liquidity vs Profitability Trade-off, Risk-Return Trade-off, Symptoms of Poor Working Capital Management, Industry-wise Working Capital Practices.

Cash Management: Strategies, Systems, Cash Flow Planning & Management. IKS: Resource management principles in Arthashastra and their relevance to modern working capital decisions.

Unit 2 Cash Management: Managing Corporate Liquidity & Financial Flexibility, Determining Optimum Levels of Cash Balance - Baumol Model, Beranek Model, Miller-Orr Model & Stone Model; Short-Term Financing.

Treasury Management: Domestic & International. IKS: Treasury and resource management principles from Arthashastra.

Unit 3 Credit Management: Trade Credit Theories & Strategies, Credit Decision Criteria, Determining Appropriate Receivable Policy, Monitoring & Control; Factoring. IKS: Trust-based credit systems in traditional Indian business communities.

Inventory Management: Kinds of Inventories, Benefits & Costs of Holding Inventories, Valuation of Inventory, Inventory Control Models, Strategies & Techniques of Inventory Management.

Suggested Readings **Bhalla V.K.**, Working Capital Management: Text and Cases, Anmol, New Delhi
Mathur S B, Working Capital Management and Control: Principles and practice, New Age International Publication, New Delhi
Sharma Dheeraj, Working Capital Management: A conceptual approach, Himalaya Publishing House, New Delhi

F3 Financial Planning & Wealth Management

Unit 1 Financial Planning, Investor Profiling, Personal Taxation, Banking Products, Regulatory Guidelines.

Unit 2 Insurance – Life, Health and General, Investment in Mutual Fund, Investment in Equity Shares, Investment in Debt Market, Alternative Assets in Investment Portfolio, Purchase of Cars.

Unit 3 Dynamics of Real Estate, Asset Allocation and Rebalancing, Retirement Planning, Estate Planning, Ethics in Personal Financial Planning, Strategies for Marketing of Financial Services.

Suggested Readings **Murali S & Subbakrishna K R**, Personal Financial Planning (Wealth Management), Himalaya Publishing House, New Delhi.
Indian Institute of Banking & Finance, Introduction to Financial Planning
Dun & Bradstreet, Wealth Management, Tata McGraw Hill Publications, New Delhi.

F4 Financial Derivatives & Risk Management

Unit 1 Derivatives: Meaning, Concept, Features, Users, Types, Myths, Forward Contracts, Future Contracts, Forward v/s Future, Valuation of Forward/Future – Cost of Carrying Model, Arbitrage Opportunity, Types of Traders, Types of Future Contracts, Marking To Market (M2M) Margin, Trading Mechanism, Advantages & Purpose of Futures, Limitations of Forwards, Derivatives Market in India. IKS: Kautilya's approach to uncertainty and modern derivatives markets.

Unit 2 Options: Concept, Terminology, Types of Option Contracts, Options v/s Futures, Properties of Stock Option, Valuation of Options, Valuation Models - Put Call Parity Method, Binomial Model, Risk Neutral Valuation Approach, Black-Scholes Model (BSM), Trading Strategies Involving Options, Naked & Covered Positions, Option Greeks, Advantages & Uses of Options, Basis of Trading, F&O Trading System. IKS: Decision-making frameworks from Bhagavad Gita under conditions of uncertainty.

Unit 3 Risk Management: Basic Hedging Practices, Hedging Through Forwards / Futures / Options, Use of Futures Contracts for Hedging - Elimination, Reduction & Enhancement of Risk, Interest Rate Derivatives – Cap, Floor & Collar, Forward Rate Agreements (FRA), Commodity Derivatives, Currencies Derivatives, General Approach to Pricing Derivatives Securities, Swaps - Interest Rate Swap & Currency Swap. IKS: Traditional Indian business communities and long-term risk management practices.

Suggested **Gupta S.L.**, Financial Derivatives – Theory Concepts and Problems, Prentice Hall of India.

- Readings **Hull**, Introduction to Futures and Options Markets, Prentice Hall of India.
Bell E David, Schleifer, Risk Management Vikas Publishing House.
Hull, J. C., Options futures and other derivatives. Pearson Education India.
Chance, D. M., & Brooks, R., Derivatives and Risk Management Basics. Cengage Learning, New.
Sundaram, R. K., & Das, S. R., Derivatives: principles and practice. New York, NY: McGraw-Hill Irwin.
Vohra, N.D., Futures and Options. Tata McGraw Hill Education Pvt. Limited.
Janakiramanan, S., Derivatives and risk management. Pearson Education India.
Madhumathi, R., Derivatives and Risk Management. Pearson Education India.

F5 International Financial Management

Unit 1 Introduction to Foreign Exchange : Growing Importance of International Finance – Foreign Exchange Markets, Exchange Rate Determinants, Supply & Demand Conditions in Forex Market, Exchange Rate Quotation – Direct & Indirect Quote, Bid, Offer & Spread, Cross Rates, Pips, Techniques of Exchange Rate Forecasting, Spot & Forward Market, Computation of Premium/Discount, Fate of Forward Contracts - Delivery, Cancellation & Extension, Exchange Rate Theories, International Parity Relationship - Interest Rate Parity, Purchasing Power Parity, International Fisher Effect

Unit 2 Foreign Exchange Exposure & Risk Management: Market Participants, Types of Exposures – Transaction, Translation & Economic, Hedging Currency Risk – Internal & External Techniques. Futures Contracts, Forward v/s Future, Strategies for Exposure Management, Hedging through Forward, Money Market Hedge & Hedging through Futures, Arbitrage – Types – Time & Space Arbitrage.
 International Financing: Equity financing – ADRs & GDRs, International Credit Syndication, International Credit Instruments.

Unit 3 International Investing: International Capital Budgeting – NPV using Home Currency Approach & Foreign Currency, Approach, Foreign Direct Investments, International Working Capital Management – Multinational Cash/ Receivable / Inventory Management, International Portfolio Investing.

- Suggested Readings **Sharan V**, International Financial Management, Prentice Hall of India, New Delhi
Apte Prakash G., Global Business Finance. Tata McGraw – Hill.
Bharadwaj H.P., (1994). Foreign exchange handbook. Wheeler Publishing.
Sharan Vyuptakesh., (2009). International Financial Management. New Delhi: PHI Learning Pvt Ltd Publications.
Apte Prakash G., (2008). International Financial Management. New Delhi: Tata McGraw Hills Publications.
Shapiro Alan C., (2008). Multinational Financial Management. New Delhi: Wiley India Pvt. Ltd.

F6 Mergers, Acquisitions & Restructuring

Unit 1 Corporate Restructuring: Introduction, History of Merger Movements, Forms of Corporate Restructuring - Expansions, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell-offs, Spin-offs, Split-offs, Split-ups, Divestitures, Employees Stock Option Plans (ESOPs), Equity Carve Outs, Sale of a Division. Corporate Control Premium, Buybacks, Standstill Agreements, Leveraged Buy-outs.

Mergers & Acquisition: Introduction, Major Types of Mergers - Horizontal, Vertical, Conglomerate, Concentric, Congeneric, Reverse. Economic Rationale for M&A, Gains from Synergy, Problems for M&A in India, Merger Process: Five-Stage Model, Framework for Analysis of Mergers.

Unit 2 Target Valuation for M&A: Earning Based Valuation – DCF/FCF, Cost to Create, Capitalised Earning Method, Chop-Shop Method. Market Based Valuation, Asset Based Valuation. Negotiations for Valuation in M&A Deals.
Cost & Benefit of Merger: Cost & Benefit Analysis of Merger (Mergers as a Capital Budgeting Decision) - Share Exchange Ratio - Problems of Calculating Pre & Post Merger Performances, Impact on EPS, MPS & P/E Ratio.

Unit 3 **Acquisition & Takeover:** Acquisition – Meaning, Process, Takeover – Meaning, Takeover Strategies & Techniques – Street Sweep, Bear Hug, Strategic Alliance, Brand Power. Takeover by Reverse Bid, Defending Company in Takeover Bid, Defensive Tactics – Divestiture, Crown Jewels, Poison Pill, Poison Put, Greenmail, White Knight, White Squire, Golden Parachutes, Pac-man Defence. Legal Aspects of M&A. Due Diligence in M&A. Organizational & Human Aspects - Managerial Challenges in M & A, Financial Restructuring, Merger Failures, Cross-Border M&A. Case Studies of Organization & Industries.

Suggested Readings **Krishnamurthy, C., & Vishwanath, S. R.,** Mergers, Acquisitions and Corporate restructuring, Sage Publications.
DePamphilis, D.M., Mergers, Acquisitions and other Restructuring Activities, Academic Press.
Sherman, A., Mergers and Acquisitions from A to Z. Amacom.
Reed, S. F., Lajoux, A. R., & Nesvold, H. P., The Art of M & A: A Merger Acquisition Buyout Guide. McGraw Hill.
Pignataro, P., Mergers, Acquisitions, Divestitures, and Other Restructurings, Website. John Wiley & Sons.

F7 Management of Risk

Unit 1 Introduction to Risk: Concept of Risk, Distinction between Risk & Uncertainty, Classification of Risks, Dynamic Nature of Risks, Types of Risk – Strategic & Operational Risk, Business Risk, Financial Risk, Market Risk, Information Risk, Liquidity Risk.

Source & Evaluation of Risks: Identification & Sources of Risk, Quantification of Risk & various Methodologies, Tools & Techniques for Risk Quantification, Impact of Business Risk, Identify & Assess Impact upon Stakeholder's, Role of Risk Manager & Risk Committee in Identifying Risk.

Risk Management: Concept, Objective, Process, Importance & Techniques.

Unit 2 Evaluation of Risk Management Strategies: Risk Management Strategy Alignment with Business Strategy, Internal Control Environment & Linkages with Risk Management, Risk Culture & Attitudes to Risk Management, Integrated Risk Reporting & Stakeholder Responsibilities, IT Risk Management — Disaster Recovery.
Risk Model: Value at Risk (VAR), Risk Metrics Approach, Historic Simulation,

Bootstrap Simulation, Monte Carlo Simulations, Stress Testing & Back Testing, Scenario Analysis, Country & Sovereign Risk Models & Management.

- Unit 3** Credit Risk Management: Understanding, Evaluating, Mitigating, Qualitative & Quantitative Techniques to Manage Risk, Credit Scoring Models.
Corporate Governance Risk: Evaluation of Risk Associated with Governance, Description & Evaluation of Framework for Board Level Consideration of Risk, OECD Guidelines for Corporate Governance
Enterprise Risk Management: Definition, Scope & Techniques.

Suggested Readings **Bhalla, V K.**, Investment Management, S. Chand, New Delhi
Hull, J. C., Risk Management and Financial Institutions. New Jersey: John Wiley & Sons.
Christoffersen, P. F., Elements of Financial Risk Management. London: Academic Press.
Crouhy, M., Galai, D., & Mark, R., The Essentials of Risk Management. USA: McGraw-Hill Education.
Jorion, P., Financial Risk Manager Handbook. New Jersey: John Wiley & Sons.

F8 Corporate Financial Reporting

- Unit 1** Corporate Financial Reporting: Issues & Problems with special reference to Published Financial Statements. Consolidated Financial Statements of Group Companies, Concept of a Group, Purposes of Consolidated Financial Statements, Minority Interest, Goodwill. Consolidation Procedures – Minority Interests, Goodwill/Cost of Control & Capital Reserve, Treatment of Pre-Acquisition & Post-Acquisition Profit. Consolidated Profit & Loss Account, Balance Sheet. Treatment of Investment in Associates in Consolidated Financial Statements. Chain holding.

- Unit 2** Accounting for Investments: Issues relating to Accounting for Investment by Companies others than Banks & Financial Institutions, Issues relating to Accounting for Investment in JV, Issues relating to Accounting for Investment in Banking Companies.
Financial Reporting for Financial Institutions: Mutual Funds, NBFC's, Merchant Bankers, Stock & Commodity Market Intermediaries. Treatment of Bonus Issues & Right Issues, Computation of Earnings Per Share - Basic & Diluted, Treatment of Convertibles on EPS.

- Unit 3** Developments in Financial Reporting: Value Added Statement - GVA, NVA. Economic Value Added, Market Value Added, Shareholders' Value Added. Hedge Accounting. Human Resource Accounting - Models of HRA, Implications of Human Capital Reporting, HRA in India, limitations of HRA.
Employee Benefits: Share Based Payments

Suggested Readings **Chandra P.**, Corporate Creation. Tata Mc-Graw Hill, New Delhi.
Banerjee A., Financial Accounting a Managerial Perspective, Excel Books.
Brigham, E.F & Houston, J.F., Fundamentals of Financial Management, Thomson.
ICWA, Corporate Financial Reporting (Final study material).
ICAI, Financial Reporting Volume I & II (Final Course Study Material)
ICSI, Corporate Restructuring & Solvency (Professional Program Study Material).

F9 Financial Institutions & Markets

Unit 1	Introduction to Financial Intermediation: Concept of Intermediation and Disintermediation. Kinds of Intermediation. Flow-of-Funds in Indian Economy. Taxonomy of Financial Markets and Institutions. Regulatory Framework and Super-regulation. Financial Sector Reforms & Contemporary Issues. Depository Institution of Banking: Overview of Banking. Principles of Banking & Credit-Creation. Banking Regulations & Role of Market Regulator. Banking Products & Services. Key Market Players. Evaluation of Banking Sector.
Unit 2	Capital Market: Overview of Capital Market. Primary & Secondary Market. Security Market Regulations & Role of Market Regulator. Capital Market Instruments & Services. Key Market Players. Evaluation of Capital Market. Debt Market: Overview of Money market. Wholesale & Retail Debt market. Debt Market Regulation & Regulators. Debt Market Products & Services. Key Market Players. Evaluation of Debt Market in India.
Unit 3	Other Markets: Overview of the Markets for Various Fee-Based & Fund-Based Services. Regulatory Issues & Roles of Market Regulators. Alternative Financial Instruments & Services. Key Market Players. Evaluation of each of such Financial Markets. External Market: Overview of External Financial Market. International Capital Flows. Capital Account Convertibility & other Regulations. International Financial Instruments. International Financial Centres. Evaluation of External Financial Market.
Suggested Readings	Bhole, L. M., & Mahakud, J., Financial Institutions and Markets. Delhi: McGraw-Hill Education. Fabozzi, F. J., Modigliani, F. P. & Jones, F. J., Capital Markets – Institutions and Instruments. Delhi: PHI Learning. Khan, M. Y., Indian Financial System. Chennai: McGraw-Hill Education. Madura, J., Financial Markets and Institutions. USA: Cengage Learning Mankiw, N. G., & Ball, L. M., Macroeconomics and the Financial Systems. USA: Worth Publishers.

F10 Financial Services & Capital Markets

Unit 1	Global Financial Markets: Introduction to Global Financial Market, Role of Financial Market in Economic Development of a Country, Stakeholders in Financial Market (Domestic and Global), Indian Financial Market Scenario. Impact of various Policies of Financial Markets: Credit Policy of RBI, Fed Policy, Inflation Index, CPI, WPI, etc. Capital Market: Basics, Segments, Instruments, Aspects of Primary Market, Intro to Secondary Market, Development of the Stock Market in India, Share Trading in Secondary Market, Stock Market & its Operations, Risk Management in Secondary Market, Indian Debt Market. Money Market: Basics, Participants, Instruments, Repo & Reverse Repo, CRR, SLR, MIBOR, LIBOR, Government Securities Market, Recent Developments.
Unit 2	Institutions & Intermediaries: Depository, Various Institutional Investors, FPIs, Custodians, Clearing Houses. Commodity Market: Intro, Role, Commodity Market in India, Application of Derivative

in Commodities, Global Commodities Exchanges.

Mutual Funds: Meaning, Evolution, Types, Performance Measures, NAV, Mutual Fund Organisation, Advantages & Disadvantages of Mutual Fund, ETFs, ReITs, InvITs.

Private Equity: Meaning, Classification, Cost of Investing in PE, Exit Routes, Valuation of PE Transactions, PE Funds.

Investment Banking: Concept, Functions, Challenges, Developments, Merchant Banking & Issue Management.

Unit 3

Credit Rating: Introduction, Rating Services, Objectives, Types, Uses, Process, Methodology - CAMEL Model, Rating Revisions, Credit Rating Agencies in India & Abroad, Limitations.

Treasury Operations: Intro, Raising & Deployment of Funds, Risk Management in Treasury Operations.

Leasing: Meaning, Types, Advantages, Disadvantages, Financial Evaluation of Lease Proposal from Perspective of Lessee & Lessor, Break Even Lease Rental (BELR) from Lessee's & Lessor's point of view, Cross Border Leasing, Regulatory Aspects of Leasing.

Factoring: Concept, Definition, Mechanism, Types/Forms, Functions of a Factor, Benefits of Factoring, Factors Inhibiting the Growth of Factoring in India, Forfaiting, Forfaiting v/s Export Factoring, Regulatory Aspects of Factoring.

Suggested Readings

Madura, J., Financial Markets and Institutions, Thomson Business Information.

Mishkin, F.S. & Eakins, E., Financial Markets & Institutions, Pearson Education.

Rose, P., & Hudgins, S.C., Bank Management and Financial Services, McGraw-Hill Education.

Saunders, A. & Cornett, M., Financial Institutions Management, McGraw-Hill Publishing Company.

Vij, M., & Dhawan, S., Merchant Banking and Financial Services, McGraw Hill Education (India) Private Limited.

Human Resource Management Electives

H1 Industrial Relations and Legislations

Unit 1

Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations.

Unit 2

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Management; Negotiation and Collective Settlements.

Unit 3

Participative Management and Go-ownership; Productive Bargaining and Gain Sharing" Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings

Chhabra T N, Suri R K, Industrial Relations Concept and Issues, Dhanpat Rai & Co. (P) Ltd.

Kochan, T.A. & Katz Henry. **Collective Bargaining and Industrial Relations**. Hornewood, Illinois,

Papola, T S & Rodgers, G. **Labour Institutions and Economic Development in**

India. Geneva, ILO

Rarnaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. Oxford University Press, New Delhi

H2 Human Resources Development

- Unit 1** Introduction to HRD - Concepts, Goals, Challenges; HRD system and strategies, HRD Climate. Holistic view of human development in Indian philosophy; Purushartha framework (Dharma, Artha, Kama, Moksha)
- Unit 2** Designing HRD Systems: Development system; Career system; Employee counseling, coaching and mentoring. Guru–Shishya tradition as a model for mentoring and coaching, Concepts of Swadharma, Karma Yoga and continuous self-improvement.
- Unit 3** HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations. Arthashastra Principles for strategic leadership, communication, and managing employee resistance.

Suggested Readings **T Deb, HRD Theory and Practice**, Ane Books, New Delhi
Dayal, Ishwar. Successful Applications of HRD. *New Concepts*, New Delhi
Dayal, Ishwar. Designing HRD Systems. *New Concepts*, New Delhi

H3 Labour Laws

- Unit 1** Emergence and Objectives of Labour Laws and their Socio-economic Environment: Industrial Relations Laws - Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders;
- Unit 2** Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief
- Unit 3** Wages and Bonus Laws - The Law of Minimum Wages, Payment of Wages, Payment Of Bonus; Laws Relating to Working Conditions - The Laws Relating to Factories, Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry

Suggested Readings **Misra S. N.**, Labour & Industrial Laws with Latest Amendments, Low Books
Malhotra, O P. The Law of Industrial Disputes. Vol. I and II, Bombay
Malik, P. L., Handbook of Industrial Law, Lucknow, Eastern Book
Taxmann's, Labour Laws, Taxmann's Editorial Board.

H4 Training and Development

- Unit 1** Training - an Overview; Role, Responsibilities and Challenges to Training Managers, Organization and Management of Training, Function methods of training, Development: concept, overview and methods.
- Unit 2** Learning and training, Identification of training needs and Action Research
- Unit 3** Training Process: Planning, Designing and conducting training and development program, evaluation of training and development programs, Training and Development in

India.

Suggested Readings

T Deb, Training and Development, Ane Books, New Delhi
Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower
Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page
Lynton, R & Pareek, U., Training for Development, Vistaar Publications, New Delhi
Pepper, Allan D., Managing the Training and Development Function. Aldershot, Gower
Rae, L. How to Measure Training Effectiveness. Aldershot, Gower
Reid, M A. etc. Training Interventions: Managing Employee Development. London, IPM
Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century

H5 Human Resource Planning

- Unit 1** Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping;
- Unit 2** Models and Techniques of Manpower Demand and Supply Forecasting; Behavioral Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
- Unit 3** HRD Climate; Culture; OWL and Management of Change; TOM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

Suggested Readings

To be suggested by the instructor.

H6 Organisational Change and Development

- Unit 1** Organisational change and development, meaning and definition, OD in perspective, assumptions and values in OD
- Unit 2** Operational component of OD: Characteristics and foundation of OD process, Action Research and OD, issues in consultant- client relationships.
- Unit 3** OD Interventions: structural, team and comprehensive intervention.

Suggested Readings

French and Bell, Organisational Development, PHI, New Delhi
Chris Arygis, Management and Organization Development: The Path from XA to YB, Tata McGraw Hill, New Delhi.

H7 Performance Management

- Unit 1** Performance management - Performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal. Performance monitoring, performance implementation, role of HR professionals in performance

	management, performance management through training and development, ethics in performance management.
Unit 2	Wage and salary administration in India, wage administration rules, principles of wages and salary administration, theories of wages, wage plans, wage differentials, wage policy in India, state regulation of wages, Payment of Wages Act, Minimum Wages Act, wage boards, pay commissions, compensation management in multi-national organisations.
Unit 3	Executive compensation - Components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programs for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.
Suggested Readings	Goel, D., Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall of India Pvt. Ltd. Henderson, R.I., Compensation Management in a Knowledge Based World, Prentice Hall. Henderson, R.I., Compensation Management: Rewarding Performance in the Modern Organisation, Reston Publishing Co. Kandula, S.R., Performance Management: Strategies, Interventions, Drivers, Prentice Hall of India.

E-Commerce (Ec) Elective Courses

Ec1	e-Commerce Laws and Ethics
Unit 1	Ethical principles and application to these principles on business and technology, issues on net, Ethical issue in e-commerce, levels of ethical issue, category of issues. Emerging issue: online governance & ICANN, jurisdiction, fraud. Introduction and relevance of concept of Child Rights
Unit 2	Network technology and information rights- Information gathering tool and their impact on privacy, mobile and location-based privacy issue, federal and state privacy law, Fair information practice principle, Technological solution. Internet and media Law: law and emerging principles, defamation, liability of service providers, privacy issues, publication ban, regulation of telecommunication and related industries, media content regulation, media ownership.
Unit 3	Intellectual property of e commerce, legal issue, privacy, Intellectual property protection- copyright, Patents, Trademark law, cyber torts, trade secret, contractual arrangement, technology licensing, internet taxation issues, technology failure liability, computer crime, and privacy. E-commerce governance, present E com laws in India, and Ecommerce laws in India needed.
Suggested	101 Things You Need to Know About Internet Law. Three Rivers Press ISBN

Readings 0609806333
S.P. Butter et al, E-business Legal kit for Dummies Hungry Minds Inc.
J. Dianne Brinson, Mark F. Radcliffe, Internet Law and Business Handbook
Ladera Press;

Ec2 Information Security

Unit 1 Introduction: Aspects of Security, Information Age and Risks, Vulnerabilities, Causes and Effects, Communications Security Criteria, Physical Security, Organisational Integrity, Security Attacks, Security Services, Integrity check. Security Policies and Security Handshake Pitfalls: What is security policy, high- and low-level policy, user issues? Protocol problems, assumptions, shared secret protocols, mutual authentication, reflection attacks, use of timestamps.

Unit 2 Information security, Cryptography, Symmetric-Key Cryptography, Traditional cipher, Data Encryption Standard (DES), DES function, Triple DES, Asymmetric-Key Cryptography, RSA, Diffie-Hellman, Conventional Encryption Principles, Theory and Terminology, Advance Encryption Standard (AES), Message confidentiality, Message Authentication, Message authentication code (MAC), HMAC, Digital signature, Entity Authentication, passwords.

Unit 3 Security in Internet- IP Security (IPSec), Authentication Header protocol, Encapsulation Security Protocol, Virtual private Network, VPN technology, SSL service, P Mail Security, IP security, Web security. Introduction of Cyber Crime, Categorizing cyber crime, perception of cyber criminals: hackers, attack and defense, Cyber Law.
Firewall- Network Security Issues, Firewalls – Need and Features of Firewalls, Types of Firewall Technology- Network Level and Application Level, IP Packets Filter Screening Routers, Limitations of Firewalls.

Suggested Readings **Stallings, W.** Cryptography and Network Security: Principles and Practice, 3rd ed., Prentice Hall PTR.,2003.
Stallings, W. Network security Essentials: Applications and standards, Prentice Hall
Behrouz A Forouzan, Cryptography and Network Security; McGraw Hill
Behrouz A Forouzan, Data Communication and Networking; McGraw Hill.

Ec3 Mobile Commerce (M-Commerce)

Unit 1 Mobile commerce introduction, M- commerce architecture framework, Mobile commerce Services, Mobile commerce Application, m-commerce vs. m-business, benefits of mobile commerce, Trends in M-commerce. Growth of mobile commerce, Mobile health services, Wireless Application, Technologies for mobile commerce, Wireless spectrum, WAP, Origins of WAP, WAP architecture, Mobile products- Mobile Banking, Mobile Ticketing, Mobile payment system-system model, SMS/USSD based transaction payments, Direct mobile billing, Mobile web payment - Direct operator billing, Credit Card, Online wallets. QR

Code Payment, Contactless NFC (Near Field Communication), Cloud- base mobile payments, Audio signal –based payment.

Unit 2 Mobile Devices technologies – Mobile commerce architecture framework, Different platform and OS for handheld devices, Mobile app, introduction to Android, Installing Android Development Tool, Android Stack, Android application structure, creating a project, working with Android Manifest.xml, Activity life cycle, Layout XML Code, Java based , Logging, Working with common widgets , Working with List View and Adapters, Working with Dialogs and Toasts notification

Unit 3 Emulator, simulator, Hardware need, Designing UI (layout), Event handling, menu basics, Basic operation of SQLite Database, Dalvik Virtual Machine & .apk file extension, Activities, Services, Broadcast Receivers & Content providers, Intents & Intent Filters, user-permissions, Resources & R.java.

Suggested Readings **Brain Mennecke, Tro Strader**, Mobile commerce Technology, Theory, and applications PHI learning Press- Mobile Commerce

Wei-Meng Lee, Beginning Android 4 Application Development

G.BlakeMeike , Programming Android

Ec4 Data Mining and Data Warehousing

Unit 1 Data Warehouse-Introduction, Data warehouse features, Applications, Types of Data Warehouse, OLAP, OLTP, Data Warehousing, Integrating heterogeneous database, Function of data ware house tool, Meta data, Data cube, Data Mart, Virtual warehouse, Data warehouse delivery process, Data warehouse system process, Data warehouse Three Tier Architecture, Load Manager Architecture, Warehouse manager architecture, Data warehousing- OLAP, types of OLAP servers, OLAP operation, Multidimensional OLAP, MOLAP vs. ROLAP, Data Warehousing schema, Data warehouse Meta data- categories of meta data, Role of meta data, metadata repositories, Designing data mart, Data warehousing security, Data Warehousing Backup, Data warehousing future aspect.

Unit 2 Data Mining Fundamental Concepts, Data Mining Applications, Market analysis and management, Data mining task- Descriptive, classification and prediction, Data Mining issues, From data ware housing (OALP) to Data Mining(OLAM), Importance of OLAM, Data Mining Engine, Knowledge discovery, Data Mining system classification, Data Mining Query Language, DMQL.

Unit 3 Association Rules Introduction and Overview, Discovering Association Rules, A Priori Algorithm, Partition Algorithm, Association Rules with item Constraints, Data Mining classification and prediction, classification and prediction issue, Data Mining decision tree Induction, Tree Pruning, Data Mining Bayesian classification, Data Mining Rule base classification, Rule Pruning, Data Mining Cluster Analysis, clustering methods , Partitioning Method. Introduction to Big Data. Challenges and Opportunities in Big Data Management. Introduction of Hadoop.

Suggested Readings **J. Han, M. Kamber**, Data Mining: Concepts and Techniques, Morgan Kaufmann

Ec5 Introduction to e-Commerce, IT Tools and Protocols

- Unit 1** E-Commerce Introduction: Traditional commerce-vs E-commerce, E-commerce Advantage to– Organization, customers, Society. Disadvantage- Technical, Non technical, Features of E-Commerce, The Anatomy of E-commerce. Electronic mail, Electronic Bulletin Boards, EFT, Business model (B2B, B2C, C2C, C2B, B2G , G2B, G2C), Payment System- Credit card payment system, Debit card, smart card, E-money, Electronic fund transfer. Electronic data Interchange (EDI), EDI Document, Advantages of an EDI System. Architecture framework for electronic commerce, World Wide Web, consumer-oriented e commerce, electronic customer relationship management strategies.
- Unit 2** Electronic payment system: online payment system- prepaid e-payment service, post-paid e-payment system, SET protocol, Digital token based Electronic Payment system, E-cash, E-cheque payment, credit and legal risk of e-payment system.
- Security system of E-commerce- E-Commerce Security requirement, Measure to ensure security, Security protocol in Internet-SSL, HTTPS, Secure electronic transaction component- Digital wallet software, Merchant software, Payment Gateway server software, certificate Authority software, issues & solution, Security and Threats –Encryption –Cryptography and authentication
- Unit 3** E-commerce technologies :Internet & WWW; Internet Protocols – OSI Model, TCP/IP, TCP, UDP, IP, DNS,FTP, SLIP, PPP; Multimedia technology – ISDN, ATM, Cell relay, desktop Video Conferencing; Information Publishing Technology - HTML, URL, HTTP, HTML FORM, HTTPD, CGI SERVICES, Web Server and client; Advance Technologies – Mobile Agents, WAP, XML, web 2.0

Suggested Readings **Jeffrey**, Introduction to E-commerce Tata-McGraw-Hill
Brahm, E-Business and Commerce –Strategic Thinking and Practice biztantra.
Ramesh Bangia, Web Technology: HTML-The complete Reference.

Ec6 Supply Chain Management, Logistics and Warehousing

- Unit 1** Introduction-concept, scope, objective and importance of SCM; Managing supply and demand, forecasting, Supply Chain Planning, Channels of distribution-Customer service; Supply chain relationship; Performance measurement and reporting. Role of IT in SCM
- Unit 2** Warehouse management: concept of warehousing, supply chain and functions of warehousing, types, characteristics of an ideal warehouse, organization of warehouse for various products, costs, tracking of retail product. Distribution and replenishment. Inventory management and material handling. Technology aids in warehousing.
- Unit 3** Introduction to logistics management, overview, Logistical planning, resources, Information, distribution networks, costing and pricing. Transport- transport infrastructure, packaging, transportation regulation, transport management.

Suggested Readings **Agarwal, D.K.** Textbook of Logistics and Supply Chain Management,
Chopra, Sunil and Meindl, Peter Supply Chain Management, Strategy, Planning and Operation, Pearson Education,
Burt World Class Supply Management. Tata McGraw Hill, New Delhi.

Ec7 Management of Service operations and Service Quality

- Unit 1** The nature of services: Introduction and imperatives of services, Nature of services, Classification of services and analyzing service operations. Aligning Service Strategy and Service Competitiveness: Introduction to service strategy, competitive service strategies, strategic service vision. Service Design, Development and Automation: New service design and delivery processes, technology and automation in services, Service encounter
- Unit 2** Service Facility Design and Facility Location: Service facility design, process analysis of facility layouts, facility location decision factors, quantitative models for facility location, Demand Management in Services: Demand forecasting in services, smoothing customer demand in services, Capacity Management or Supply Management in Services: Service capacity management, Yield management, Resource and workforce scheduling in services, Managing Waiting Lines and Queuing Models: Introduction to queuing systems, Characteristics of Queuing systems, Queuing models, Service Inventory and Supply Chain management: Service inventory management, Service supply chains, Processes in service supply chains
- Unit 3** Management of service quality: Defining service quality, Quality philosophy and performance excellence, Quality service by design, service process control, Service gap model, TQM Tools, Service recovery and guarantee, Managing Human Resources in Services: Human resource planning and employee selection, managing people in service organisations, work measurement in services.

Suggested Readings **Haksever C., Rende RB., Russel, S.R and Murdick R.G.**, Service Management and Operations, Prentice Hall

DS 407 DSC Dissertation

To enable learner to study, analyse, interpret and report one or more management problem faced by small business/ entrepreneurs.

Work outline Dissertation would be based upon a topic of relevance under the supervision of one of the designated Faculty members. It should be based on issues related to business management. This is a full-term effort and Director/ Deputy Director of the Center will allocate the students to the Faculty available in the Center. 30 marks are to be evaluated by Supervisor and rest 70 marks by the External examiner and Director/ Deputy Director of the Center during semester end Viva-Voce.