

FUEL Business School

Bhugaon, Pune

Curriculum 2024 Pattern

Post Graduation Diploma in

Management

(PGDM)

Revised 2-year, 4 Semester Full time Programme

Grading System Outcome Based Education Pattern

Aligned with National Education Policy (NEP) 2020

PGDM 1st year effective from AY 2024 - 25

PGDM 2nd year effective from AY 2025 - 26

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1.0 Preamble: The revised PGDM Curriculum 2024 integrates the National Education Policy, 2020 ethos with the Grading System and Outcomes Based Education (OBE)

2.0 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

- a) *every ONE-hour session per week of L amounts to 1 credit per semester*
- b) *a minimum of TWO hours per week of T amounts to 1 credit per semester,*
- c) *a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may, with the consent of the Director / Head of the Department / Designated academic authority of the Institute, modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

3. Programme Outcomes (POs): At the end of the PGDM programme the learner will possess the

- 1. Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
- 2. Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
- 3. Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions
- 4. Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
- 5. Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- 6. Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
- 7. Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for

founding, leading & managing startups as well as professionalizing and growing family businesses.

8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **Life Long Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

4. PG Diploma and PG Degree Programme Structure as per NEP

Year	Level	Semester (2 Year)	Major		RM	OJT / FP	RP	Cumulative	Degree
			Mandatory	Electives					
I	6.0	Semester I	22 credits	4	-	-	-	26	
		Semester II	14 credits	4	4	4 FP	-	26	
Cumulative Credits for PG Diploma			36	8	4	4	-	52	PG Diploma (after 3 Year Degree)
Exit option: PG Diploma 52 Credits after Three Year UG Degree (with additional 4 credits of OJT)									
II	6.5	Semester III	6	12	-	8 OJT	-	26	
		Semester IV	8	12	-	-	6 RP	26	
			14	24	-	08	06	52	PG Degree (after 4 -Years UG)
Cum. Cr. for 2 Year PG Degree			50	32	4	12	6	104	PG Degree (after 3- Years UG)

PG Diploma Programme Structure as per NEP								
Type	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
Mandatory	I	Generic Core	6	3	18	300	300	600
Mandatory	I	Generic Core	2	2	4	0	100	100
Elective	I	Generic Elective	2	2	4	100	0	100
TOTAL			10	-	26	400	400	800
Mandatory	II	Generic Core	4	3	12	200	200	400
Mandatory	II	Generic Core	1	2	2	0	50	50
Mandatory	II	Business Research Methods	1	2	2	-	50	50

Mandatory	II	Desk Research	1	2	2	50	0	50
Mandatory	II	Field Project	1	4	4	50	100	150
Elective	II	Generic Elective	2	2	4	100	0	100
TOTAL			10	-	26	400	400	800
PG Diploma in Management after Three Year UG Degree (with additional 4 credits of OJT for Exit option)			20	-	52	800	800	1600

- The students can exit the Programme after one year of PGDM, but he has to take additional 4 Credits of On-job Training. To get **PG Diploma after Three Year UG Degree, he should earn total 52+4= 56 Credits**
- Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program
- The institute may conduct bridge courses for the respective students at the discretion of Director/ Head of the institutions

PG Degree Programme (PGDM) Structure as per NEP								
Type	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
Mandatory	III	Generic Core	1	3	3	50	50	100
Mandatory	III	Subject Core	1	3	3	50	50	100
Mandatory	III	OJT (SIP)	1	8	8	100	100	200
Elective	III	Subject Elective	4	3	12	200	200	400
TOTAL			7	-	26	400	400	800
Mandatory	IV	Generic Core	1	3	3	50	50	100
Mandatory	IV	Generic Core	1	2	2	0	50	50
Mandatory	IV	Subject Core	1	3	3	50	50	100
Mandatory	IV	Research Project	1	6	6	100	50	150
Elective	IV	Subject Elective	4	3	12	200	200	400
TOTAL			8	-	26	400	400	800
PG Degree (PGDM) after Four-year UG Degree (Lateral Entry)			15	-	52	800	800	1600
PG Degree (PGDM) after Three years UG Degree			35	-	104	1600	1600	3200

4.1 Course Types

- 4.1.1 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.
- 4.1.2 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.
- 4.1.3 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations).
- 4.1.4 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:
- Very Specialized or advanced course focusing on a specific aspect
 - Supportive to the discipline of study
 - Providing an extended scope
 - Enabling an exposure to some other discipline/domain
 - Nurturing candidate's proficiency/skills.
- 4.1.5 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

- 4.1.6 **Subject Elective:** A ‘Discipline (specialization) centric’ elective is called ‘Subject Elective.’ Subject Elective courses, in the Semester II, III and IV are focused on a specialization.
- 4.1.7 **Research Methodology Courses:** These courses are focused on various aspects of Research. They include – Business Research Methods, Desk Research (DR) and Field Project (FP) in Semester II, On the Job Training (OJT) in Semester III and Research Project (RP) in Semester IV. **DR, FP, OJT and RP shall be specialization specific compulsory courses (subject core). BRM shall be a generic compulsory course.**
- 4.1.8 **Massive Open Online Courses (MOOCs)¹:** Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four-quadrant approach and made available on the SWAYAM platform of Government of India. **Upto 40% credits are permitted through MOOCs. Any Course of 2 Credits can be taken in the form of SWAYAM / NPTEL MOOCs provided the student secures the certificate from SWAYAM / NPTEL. MOOCs from other platforms shall not be considered valid. MOOCs cannot be opted for in case of a 3-credit course.**

5.1 Specializations offered: The following specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Business Analytics (BA)
5. Operations and Supply Chain Management

Note:

1. There is no provision for MAJOR and MINOR Specialization Combination.
2. Specialization shall be chosen at the BEGINNING of SEM III.
3. **Desk Research, Field Project, On-the Job Training & Research Project shall be in the area of specialization only. i.e. these courses are SUBJECT CORE COURSES.**
4. Institutes may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
5. Institutes MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.
The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

6.1 Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE)

The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term.

1. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each FA/ CCE with the Course Outcomes and define the targeted attainment levels for each CO. Graduate Attributes may also be considered during the design of CCE scheme.
 2. The Director / Head of the Department / designated academic authority shall approve the scheme of Formative Assessment (FA) Comprehensive Concurrent Evaluation with or without modifications.
 3. The course teacher shall communicate to the students, the approved FA/ CCE scheme of the course and the same shall also be hosted on the Institute’s website, not later than the first week of the term.
 4. *Each FA/ CCE item shall be of minimum 25 marks.*
 5. *For a 3 Credit Course there shall be a MINIMUM of three FA/CCE items. The final scores shall be converted to 50, using an average or best two out of three formula.*
 6. *For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.*
 7. FA/ CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
 - i. The assessment outcome of each FA/CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
 8. A copy of the duly signed FA/CCE *outcome* shall be communicated to the students, within a week of the assessment and course teachers shall guide the students on a need basis.
 9. Institute may conduct additional make up / remedial FA/CCE items at its discretion.
11. At the end of the term aggregate FA/CCE scores / grades shall be calculated and the CO attainment levels shall

be calculated by the course teacher. The same shall be communicated to the students within a week.

7.1 Formative Assessment (FA) / Comprehensive Concurrent Evaluation Methods: Course teachers shall opt for a combination of one or more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce

Group B (Individual Assessment) – At least 1 per course

5. Case Study
6. Caselet
7. Situation Analysis
8. Presentations

Group C (Group Assessment) – Not more than 1 per course

9. Field Visit / Study tour and report of the same
10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

1. Learning Diary
2. Scrap Book / Story of the week / Story of the month
3. Creating a Quiz
4. Designing comic strips
5. Creating Brochures / Bumper Stickers / Fliers
6. Creating Crossword Puzzles
7. Creating and Presenting Posters
8. Writing an Advice Column
9. Library Magazines based assessment
10. Peer assessment
11. Autobiography/Biography
12. Writing a Memo
13. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

14. Book Review
15. Drafting a Policy Brief
16. Drafting an Executive Summary
17. Literature Review
18. Term Paper
19. Thematic Presentation
20. Publishing a Research Paper
21. Annotated Bibliography
22. Creating Taxonomy
23. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

24. Online Exam
25. Simulation Exercises
26. Gamification Exercises
27. Presentation based on Google Alerts

28. Webinar based assessment
29. Creating Webpage / Website / Blog
30. Creating infographics / infomercial
31. Creating podcasts / Newscast
32. Discussion Boards

7.2 Rubrics: The course teacher shall design Rubrics for each FA/CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the FA/CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.2 Safeguards for Credibility of FA/CCE: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity-based evaluations.
4. Involvement of Industry personnel in evaluating projects / field-based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.3 Retention of FA/CCE Documents: Records of FA/CCE shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years.**

8.0 End Semester Evaluation (ESE)/ Summative Assessment (SA)

1. The End Semester Evaluation (Summative Evaluation) shall be conducted by the Savitribai Phule Pune University.
2. The ESE/SA shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE/SA question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

9.0 Credit Transfer for MOOCs:

1. Since MOOC is a guided self-study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
2. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.

3. For claiming these credits - SWAYAM / NPTEL course / MOOC completion certificate submission to the institute shall be mandatory.

10.0 Passing Standards:

1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
2. Formative Evaluation and Summative Evaluation shall be separate heads of passing.

11.0 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

- (a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester.
- (b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

12. Miscellaneous

12.1 Scaling Down of CCE/FA Scores: The marks obtained by the student for the CCE/FA SHALL BE SCALED DOWN, to the required extent, if percentage of the marks of CCE/FA exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

12.2 Degree Requirements: The degree requirements for the PGDM programme are completion of minimum 104 credits.

13. Maximum Attempts per Course:

13.1.1 A student shall earn the credits for a given course in maximum FOUR attempts.

13.2 Maximum Duration for completion of the Programme: The candidates shall complete the PGDM Programme within 4 years from the date of admission.

13.3 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

13.4 Text Books and Reference Books refer to the latest edition.

13.5 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

14. Grade Improvement:

14.1.1 A Candidate who has secured any grade other than F (i.e. passed the PGDM programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.

14.1.2 He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.

14.1.3 He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

Annexures:

Annexure I – Semester wise Course List.,

Annexure II - Detailed syllabus.

Annexure- I

LIST OF COURSES OFFERED IN EACH SEMESTER

SEMESTER I							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	101	GC – 01	Managerial Accounting	3	50	50	100
Mandatory	102	GC – 02	Organizational Behaviour	3	50	50	100
Mandatory	103	GC – 03	Economic Analysis for Business Decisions	3	50	50	100
Mandatory	104	GC – 04	Basics of Marketing	3	50	50	100
Mandatory	105	GC – 05	Business Analytics	3	50	50	100
Mandatory	106	GC – 06	Decision Science	3	50	50	100
Mandatory	107	GC – 07	Management Fundamentals	2	0	50	50
Mandatory	108	GC – 08	Indian Knowledge Systems	2	0	50	50
CORE TOTAL			8	22	300	400	700
Semester I Generic Electives - 2 Courses							
Elective	109	GE 01	Business Communication-I	2	50	0	50
Elective	110	GE 02	Technology Tools in Business Management -I	2	50	0	50
ELECTIVE TOTAL			2	4	100	0	100
SEMESTER TOTAL			10	26	400	400	800

SEMESTER II							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	201	GC – 09	Marketing Management	3	50	50	100
Mandatory	202	GC – 10	Financial Management	3	50	50	100
Mandatory	203	GC – 11	Human Resources Management	3	50	50	100
Mandatory	204	GC – 12	Operations & Supply Chain Management	3	50	50	100
Mandatory	205	GC - 13	Legal Aspects of Business	2	0	50	50
CORE TOTAL			5	14	200	250	450
Mandatory	206	RM - 01	BRM	2	-	50	50
Mandatory	207	RM - 02	Desk Research	2	50	0	50
Mandatory	208	RM - 03	Field Project	4	50	100	150
RESEARCH TOTAL			3	8	100	150	250
Semester II Generic Electives - 2 Courses							
Elective	209	GE 08	Business Communication-II	2	50	0	50
Elective	210	GE 09	Business Ethics	2	50	0	50
ELECTIVE TOTAL			2	4	100	0	100
SEMESTER TOTAL			10	26	400	400	800

Annexure II – COURSE WISE DETAILED SYLLABUS
Semester I

Semester I	101	GC 01 – Managerial Accounting
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO 101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO 101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO 101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO 101.5	EVALUATING	EVALUATE the financial impact of the decision.
CO 101.6	CREATING	CREATE the Financial Statement of Sole Proprietor, Cost Sheet and Budgets

- 1 Basic Concepts:** Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Ancient Indian / Mahajani Accounting System – history, Bahi – Khata, advantages & Limitations, Indian Accounting System v/s Modern Accounting System, Journal, Ledger and Trial Balance. **(4+2)**
- 2. Financial Statements:** Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. **(7 + 2)**
- 3. Cost Accounting:** Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Types of Cost, Elements of Cost, Classification and Analysis of Costs, Preparation of Cost Sheet. **(8 + 2)**
- 4. Marginal Costing:** Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis **(8 + 2)**
- 5. Cost Control Techniques: Budgetary Control & Standard Costing: Budgetary Control:** Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, **Standard Costing:** Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. **(8 + 2)**

Note: Numerical Problems will be asked on the following –

1. Final Accounts of Sole Proprietary Firm
2. Preparation of Cost Sheet
3. Marginal Costing
4. Cash Budget, Flexible Budget
5. Material Variances

Suggested Books:

1. Management Accounting- Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting - H. V. Jhamb
3. Managerial Accounting - Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting - Dr. Mahesh Kulkarni
5. Bahi – Khata: The Traditional Accounting System of India – A. N. Aggarwal
6. Ancient India Accountancy: A Study – Krishna Mohan Tummala

Suggested Reference Books:

1. Financial Cost and Management Accounting, P. Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting for Management, S. N. Maheshwari
4. Management Accounting, MadhuVij
5. Fundamentals of Management Accounting, H. V. Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya
13. The Arthashastra: Selections from the Classic Indian Work on Statecraft – Kautilya (Edited by Patrick Olivelle)
14. Kautilya’s Arthashastra – Translated into English by R. Shamasastri

Semester I	102	GC 02 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 102.1	REMEMBERING	Describe complexities of individual and group behavior in the organizations
CO 102.2	UNDERSTANDING	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO 102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
CO 102.4	ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO 102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO 102.6	CREATING	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.

1. **Fundamentals of OB:** Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC). **Personality:** Definition- Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window. Relevant case studies on personality (7+2)
2. **Perception:** Meaning and concept of perception, Factors influencing perception, Perceptual process, social perception (stereotyping and halo effect) Relevant case studies on Perception (7+2)
3. **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow’s Need Hierarchy & Herzberg’s Two Factor Model Theory), The Process Theories (Vroom’s expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Motivation (7+2)
4. **Group and Team Dynamics:** The Meaning of Group, Group behaviour & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development, Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, leadership principles from Indian epics and scriptures (e.q. Ramayana and Mahabharata), Managerial Grid Theory of Leadership, Path Goal Theory of leadership and Situational Leadership (Hersey-Blanchard) Model. Relevant case studies on Group dynamics and Leadership (8+2)
5. **Stress at workplace:** Work Stressors – Prevention and Management of stress – counselling, Importance of Yoga in Stress Management, Balancing work and Life, causes of work stress. **Organizational Change:** Meaning, definition and Nature of organizational Change, Types of organizational change, Forces that acts as simulations

to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change. Relevant case studies on stress management and organizational change (6+2)

Suggested Text Books:

1. Organizational Behaviour, Robins.
2. Organizational Behaviour, Nelson & Quick.
3. Organizational Behaviour, Fred Luthans.
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra.
5. Organizational Behaviour, M N Mishra.
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek.
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar.
3. Human Resource Management, Nkomo, CENGAGE Learning

Semester I	103	GC 03 – Economic Analysis For Business Decisions
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO 103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO 103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO 103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO 103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO 103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. **Managerial Economics:** Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory. (6+1)
2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numericals not expected) (8+1)
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output

Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the long run (8+1)

4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. (11+1)
5. **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. (7+1)

Suggested Text Books:

1. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.
5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M.Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I	104	GC 04 – Basics Of Marketing
3 Credits	LTP: 2:0:2	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO104.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the ‘tool kit’ of every organizational leader and manager.
CO104.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios.
CO104.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO104.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.

CO104.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services.).
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- 1. Introduction to Marketing:** Evolution of marketing in India from ancient times to the present day. Definition & Functions of Marketing- Scope of Marketing, Core concepts of marketing –Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market, Competition, Key customer markets, Brick & Click Model, Functions of Marketing Manager, Linkage of Marketing functions with all functions in the organization, Company orientation towards market place: Production - Sales – Product-Marketing –Societal – Relational, Holistic Marketing Orientation, Selling versus marketing, Marketing 1.0 to Marketing 6.0, Concept of Marketing Myopia, Digital Natives, informed Vs Distracted customers, Integrating Traditional Marketing, digital Marketing and Sustainable Marketing, Digital Transformation in Marketing: AI, big data, and machine learning transforming marketing strategies, Customer Experience (CX), Sustainable Marketing **(6+6)**
- 2. Consumer Behavior:** Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior, Neuromarketing, Omnichannel Consumer Behaviour, Behavioral Economics. How People buy Online, Adoption process- Awareness to Advocacy –Aware, Appeal, Ask, Act, Advocate (5As) and The O Zone (O3) Own, Outer and Other influence, Show rooming and Web rooming, Consumerization **(6+6)**
- 3. Marketing Environment:** Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics, Environmental, Social, and Governance (ESG) Factors, Technological Innovations, Regulatory Changes, role of joint families, community networks, and local influencers in marketing, impact of Indian festivals (e.g., Diwali, Holi, Eid) and cultural events (e.g., Kumbh Mela, local fairs) on consumer spending and marketing strategies **(6+6)**
- 4. Segmentation, Target Marketing & Positioning:** Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition, Influencer Marketing, Forrester’s Social Technographics segmentation **(6+6)**
- 5. Marketing Mix:** Origin & Concept of Marketing Mix, 7P’s - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. Digital Marketing Mix, Customer Journey Mapping, Service-Dominant Logic, Connected Marketing Mix -four C’s (co-creation, currency, communal activation, and Conversation). **(6+6)**

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

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook
5. "Indian Marketing: Cases and Concepts" by S. Neelamegham
6. "Marketing in India: Text and Cases" by S. Ramesh Kumar

Semester I	105	GC 05 - Business Analytics
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 105.1	REMEMBERING	Recall the fundamental concepts and terminologies in business analytics
CO 105.2	UNDERSTANDING	Explain the differences between business analytics and related fields (e.g., business analysis, business intelligence, data science), as well as the ethical considerations and quality of data in business analytics and key applications of business analytics.
CO 105.3	APPLYING	Utilize basic tools of business analytics, such as data exploration and visualization tools, to perform basic exploratory data analysis and data cleaning tasks.
CO 105.4	ANALYSING	Break down business problems into key questions and analyze data to derive meaningful insights for decision-making in various business domains like marketing, finance, HR, operations, health care, and agri-business
CO 105.5	EVALUATING	Assess the effectiveness of different data-driven strategies and analytical techniques in improving business performance across different sectors through case studies
CO 105.6	CREATING	Design and propose data-driven solutions and strategies to address complex business challenges, integrating knowledge from marketing, finance, HR, operations, health care, and agri-business analytics.

- 1. Business Analytics Basics:** Definition of analytics, Evolution of analytics, The Growing Role of Business Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics - Descriptive, Diagnostic, Predictive, Prescriptive, Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, Quality of data, 5Vs of Big Data, Big Data Collection and Ethics, Data sources and collection methods, Data privacy, security, and ethical considerations. (7+2)
- 2. Analytical decision-making:** Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, The Basic Tools of Business Analytics - Data exploration and visualization (using tools like Excel, Tableau, or Power BI), Concept of Statistical analysis and hypothesis testing (Hypothesis testing numerical / tests not expected) Data Visualization: Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis(EDA), Data Cleaning, Data Inspection. (7+2)
- 3. Business Analytics in Marketing and Finance:** Marketing Analytics, Customer segmentation, targeting, and positioning, Campaign management and ROI measurement, Data-driven marketing strategies. Financial Analytics - Risk management and credit scoring, Financial forecasting and planning, Case studies: Financial performance improvement through analytics (Non-Statistical - Conceptual Treatment only). (7+2)
- 4. Business Analytics in HR and Operations:** HR Analytics, Workforce planning and talent management, Employee engagement and performance measurement, Case studies: Enhancing HR practices with analytics. Operations Analytics - Process optimization and efficiency improvement, Supply chain analytics and logistics management, Case studies: Operational excellence through analytics Non-Statistical - Conceptual Treatment only). (7+2)
- 5. Business Analytics in Health Care and Agri Business:** Health Care Analytics - Patient care optimization and resource management, Predictive analytics for health outcomes, Case studies: Improving health care delivery with analytics. Agri Business Management Analytics - Crop yield prediction and supply chain management, Market analysis and risk management in agriculture, Case studies: Enhancing agricultural productivity with analytics Non-Statistical - Conceptual Treatment only). (7+2)

Suggested Text Books:

1. Davenport, T. H., & Harris, J. G. (2007). "Competing on analytics: The new science of winning". Harvard Business School Press.
2. Provost, F., & Fawcett, T. (2013). "Data science for business: What you need to know about data mining and data-analytic thinking". O'Reilly Media.
3. Sharda, R., Delen, D., & Turban, E. (2019). "Business intelligence, analytics, and data science: A managerial perspective" (4th ed.). Pearson.
4. Hastie, T., Tibshirani, R., & Friedman, J. (2009). "The elements of statistical learning: Data mining, inference, and prediction" (2nd ed.). Springer.
5. Knaflic, C. N. (2015). "Storytelling with data: A data visualization guide for business professionals". Wiley.
6. Pearl, J., & Mackenzie, D. (2018). "The book of why: The new science of cause and effect". Basic Books.
7. Lewis, M. (2016). "Marketing data science: Modeling techniques in predictive analytics with R and Python". Pearson FT Press.
8. Siegel, E. (2016). "Predictive analytics: The power to predict who will click, buy, lie, or die". Wiley.
9. Winston, W. L. (2014). "Marketing analytics: Data-driven techniques with Microsoft Excel". Wiley.
10. Narayanan, A., & Bhattacharya, A. (2023). "Big data in finance: Data analytics in financial services and banking". Wiley.
11. Fitz-enz, J. (2010). "The new HR analytics: Predicting the economic value of your company's human capital investments". AMACOM.
12. Raghupathi, W., & Raghupathi, V. (2014). "Big data analytics in healthcare: Promise and potential". Health Information Science and Systems, 2(1), 1-10.
13. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). "Designing and managing the supply chain: Concepts, strategies, and case studies" (3rd ed.). McGraw-Hill/Irwin.

Semester I	106	GC 06 – Decision Science
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 106.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO 106.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO 106.3	APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO 106.4	ANALYSING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO 106.5	EVALUATING	EVALUATE the various facets of a business problem and develop problem solving ability
CO 106.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

1. **Introduction:** Importance of Decision Sciences & role of quantitative techniques in decision making. **Linear Programming:** Concept, Formulation & Graphical Solution. Applications related to management functional areas, Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution). (7+2)
2. **Transportation Problems:** Concept, formulation, Basic initial solution using North West Corner rule, Least Cost method & Vogel's Approximation Method (VAM), Optimal solution using Modified Distribution Method (Special cases: balanced, unbalanced, restriction, prohibited routes and maximization). Concept of
3. **Assignment Problems:** Concept, Flood's Technique/ Hungarian method, (Special cases: multiple solutions,

- maximization case, unbalanced case, restrictions on assignment) (7+2)
- Decision Theory:** Concept, Decision making under uncertainty (Maximin, Maximax, Minimax regret, Hurwicz & Laplace principles), Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, two-person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point- Mixed strategy, Dominance Rule- Reduction of m x n game and solution of 2x2. (7+2)
 - PERT & CPM:** Concept, Drawing network diagram, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats. Programme evaluation and review technique (PERT). (7+2)

Note:

- In each unit caselet related to management situation in various functional domains shall be discussed by the subject teacher.
- Numerical based on functional areas of business are expected on each unit

Suggested Text Books:

- Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
- Operations Research by Hamdy A. Taha, Pearson Publication (latest edition)
- Operations research by Hira Gupta, S. Chand Publication (latest Edition)
- Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition)
- Statistical Methods by S.C. Gupta S. Chand Publication (latest edition)
- Comprehensive Statistical Methods by P.N. Arora, Sumeet Arora, S. Arora S. Chand Publication

Suggested Reference Books:

- Quantitative techniques & statistics By K L Sehgal Himalaya Publications (latest edition)
- An introduction to management science: Quantitative approach for decision making- Cengage Learning- Anderson (latest edition)
- Introduction to Operations Research by Billie E. Gillett, TMGH (latest edition)
- Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI (latest Edition).
- Operations Research by R. Pannerselvam, Prentice Hall India

Semester I	107	GC 07 – Management Fundamentals
2 Credits	LTP: 1:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO 107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO 107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO 107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real-world context.
CO 107.5	EVALUATING	BUILD a list of the decision-making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision-making situations and EVALUATE and EXPLAIN the same.
CO 107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

- Basic Concepts:** Manager, Managing, Workplace, Organization, Management Functions, Mintzberg’s Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills;

How Is the Manager's Job Changing? Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job. (6)

2. **Planning:** Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. (6)
3. **Organizing:** Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. (6)
4. **Decision Making:** The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. (7)
5. **Controlling:** Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. (5)

Suggested Text Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.

Suggested Reference Books:

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

Semester I	108	GC 08 – Indian Knowledge Systems
2 Credits	LTP: 2:0:0	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 108.1	REMEMBERING	RECALL key teachings and themes from the Bhagavad Gita, and identify significant events and principles from the life of Shivaji Maharaj.
CO 108.2	UNDERSTANDING	EXPLAIN the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita, and summarize Shivaji Maharaj's leadership qualities.
CO 108.3	APPLYING	APPLY principles of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership scenarios.
CO 108.4	ANALYSING	COMPARE and contrast Indian Knowledge Systems (IKS) with Western Management Theories (WMT), particularly in terms of leadership styles, decision-making frameworks, and ethical considerations

CO 108.5	EVALUATING	EVALUATE the effectiveness of Jugaad innovations in various sectors and assess the impact of family and community roles in Indian business practices
CO 108.6	CREATING	DESIGN strategic leadership plans that integrate the principles of the Bhagavad Gita and Shivaji Maharaj's governance strategies to address contemporary organizational challenges

- 1. Leadership and Organizational Behavior from Bhagavad Gita:** Overview of the Bhagavad Gita, Historical and cultural context, Key themes and teachings, Role of values, ethics and spirituality in leadership and organizational culture, Motivation, Self-awareness and self-management principles, Developing resilience and emotional intelligence, Inspiring and motivating teams, Team dynamics and conflict resolution in Indian traditions, Gita-based decision-making frameworks, Conflict resolution strategies, Servant leadership principles, Building high-performance teams, Ethical dilemmas and decision-making, Reflection and personal growth exercises **(5+1)**
- 2. Insights and Lessons from the life of Shivaji Maharaj:** Overview of Shivaji Maharaj's life, historical context, Dharma, Raj Dharma, and Artha, Leadership qualities of Shivaji Maharaj - Leadership in adversity, Leadership styles and effectiveness in different contexts, Shivaji Maharaj's strategic vision and planning, Innovative strategies in warfare and governance, Principles of governance in Shivaji's kingdom, Administration structures and decision-making processes, Efficient and ethical governance, Shivaji Maharaj as an entrepreneur and nation-builder, Economic policies and trade strategies, Cultural values in Shivaji's leadership, Balancing tradition with modernity in leadership, Relevance of Shivaji Maharaj's leadership in contemporary management and leadership. **(5+1)**
- 3. Comparative Analysis of Indian Knowledge Systems and Western Management Theories:** Overview of IKS: Vedas, Upanishads, Darshanas, Overview of Western management theories (WMT), Philosophical foundations and cultural contexts; Individualism (IKS) vs. Collectivism (WMT), Hierarchical structures (IKS) vs. egalitarianism (WMT), Holistic decision-making (IKS) vs. analytical approaches (WMT), Intuition and gut feelings (IKS) vs. data-driven decision-making (WMT), Work-life balance: Concepts of Karma and Dharma vs. Western work ethic, IKS emphasis on sustainability vs. Western focus on short-term gains, Strategic alignment with societal goals: IKS principles vs. shareholder value maximization in the West, Synergies and integration of IKS and Western management practices. **(5+1)**
- 4. Indigenous Management Practices and Frameworks – Jugaad:** Jugaad - Definition and Principles, Key principles of frugal innovation, Historical context and cultural significance in India; The Jugaad Mindset, Characteristics of a Jugaad innovator, Comparison with conventional innovation models, Importance of resourcefulness and creativity, Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, impact on communities and industries, Sector-Specific Case Studies – Healthcare, Agriculture, Automobiles, Education, etc., Scaling Jugaad Innovations, Sustaining Jugaad Innovations, Frugal innovation in other countries, Emerging trends and technologies in frugal innovation. **(5+1)**
- 5. Indigenous Management Practices and Frameworks - The role of family and community in Indian business:** Historical context of family and community roles in Indian business, Joint family systems, Community Networks, Characteristics of family-owned businesses, Leadership styles, Cooperative movements in India, Social enterprises and their impact on local communities, Role of community support in business sustainability, Cultural values and their influence on business ethics, Role of traditional values in contemporary business practices, Ethical decision-making influenced by family and community, Corporate Social Responsibility in the Indian context, Community engagement strategies, Challenges faced by family and community businesses, Succession planning, leadership transition, Conflict resolution, Opportunities for growth and innovation, Adapting traditional practices to modern business environments, Emerging trends and their impact on family and community roles, Technology and globalization's influence on traditional practices. **(5+1)**

Suggested Text Books:

1. "The Bhagavad Gita: A New Translation" by Stephen Mitchell
2. "The Essence of the Bhagavad Gita: Explained by Paramhansa Yogananda" by Swami Kriyananda
3. "The Bhagavad Gita: A New Commentary" by Swami Sivananda
4. "Bhagavad Gita: A New Translation" by Swami Satchidananda
5. "The Bhagavad Gita for Executives" by Swami Parthasarathy
6. "Bhagavad Gita: A New Interpretation for Modern Times" by Stephen Cope
7. "Shivaji: The Great Maratha" by Ranjit Desai
8. "Shivaji and His Times" by Jadunath Sarkar
9. "The Life and Times of Shivaji Maharaj" by Kalpana Roy
10. "Chhatrapati Shivaji Maharaj" by A.K. Priolkar

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11. "Leadership Lessons from the Life of Shivaji Maharaj" by Shubhada Joshi
 12. "Management Insights from Indian Spirituality" by A.V. Narasimha Murthy
 13. "Western and Indian Management: Exploring Synergies" by Vipin Gupta
 14. "Ancient Indian Wisdom for Self-Development" by Pradip N. Khandwalla
 15. "Indian Ethos and Values in Management" by Sankar
 16. "East Meets West: Asian Management Approaches" by Kimio Kase
 17. "Comparative Management: A Cultural Perspective" by Malcolm Warner
 18. "Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth" by Navi Radjou, Jaideep Prabhu, and Simone Ahuja
 19. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
 20. "Reverse Innovation in Healthcare: How to Make Value-Based Delivery Work" by Vijay Govindarajan and Ravi Ramamurti
 21. "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton Christensen
 22. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
 23. "Jugaad: A New Growth Formula for Corporate India" by Sangeeta Talwar
 24. "Family Business in India" by R.G. Verma
 25. "Business Maharajas" by Gita Piramal
 26. "The Indian Family Business Mantra" by D.N. Ghosh
 27. "The Spirit of Indian Business" by Elst W. Koenraad
 28. "Family Business in India: A Historical and Socio-cultural Perspective" by Dev Nathan
 29. "The Indian Family Business" by Frank K. Gunderson and Bruce R. Kunkel
 30. "The Tata Group: From Torchbearers to Trailblazers" by Shashank Shah
 31. "The Z Factor: My Journey as the Wrong Man at the Right Time" by Subhash Chandra
 32. "Dabbawalas: Lessons for Building Lasting Success Based on Values" by Shrinivas Pandit

Indicative Case Studies

1. Amul: The Cooperative Movement - Focus: Cooperative model, rural empowerment, supply chain management.
2. The Dabbawalas of Mumbai - Focus: Operational excellence, Six Sigma, traditional logistics systems, Supply chain efficiency, customer satisfaction.
3. Fabindia: Crafting Success- Focus: Handicrafts, sustainable sourcing, social entrepreneurship.
4. Tata Group: Pioneering Corporate Social Responsibility- Focus: CSR practices, ethical business, community development.
5. Jaipur Foot: Affordable Prosthetics - Focus: Social innovation, frugal engineering, inclusive growth.
6. Patanjali: Revolutionizing FMCG - Focus: Ayurvedic products, brand positioning, market disruption.
7. SEWA (Self-Employed Women's Association): Empowering Women - Focus: Women empowerment, microfinance, cooperative movement.
8. ITC's e-Choupal: Digitizing Rural India - Focus: E-commerce, rural development, supply chain integration.
9. Lijjat Papad: Women's Cooperative - Focus: Women entrepreneurship, cooperative model, business sustainability.
10. Haldiram's: Traditional Snacks, Modern Business - Focus: Brand evolution, quality management, market expansion.
11. Reliance Jio: Disrupting Telecom - Focus: Market disruption, technology adoption, customer acquisition.
12. Tata Nano: The World's Cheapest Car - Focus: Frugal innovation, product development, market challenges.
13. Biocon: Building a Global Biotech Company - Focus: Research and development, strategic alliances, global expansion.
14. Shahnaz Husain: Globalizing Ayurveda - Focus: Brand building, international marketing, traditional knowledge.
15. Cafe Coffee Day: Creating a Coffee Culture - Focus: Brand positioning, customer experience, market expansion.
16. Mahindra & Mahindra: Driving Innovation - Focus: Product diversification, innovation strategies, global expansion.
17. Godrej: From Locks to Consumer Goods - Focus: Diversification, brand evolution, sustainability practices.
18. Infosys: Leadership and Growth - Focus: Corporate governance, employee empowerment, innovation.

19. Tata Steel: Global Expansion and CSR - Focus: Globalization, corporate social responsibility, sustainable practices.
20. Zomato: Revolutionizing Food Delivery in India - Focus: Technology integration, customer engagement, market expansion.

Semester I	109	GE 01 – Business Communication -I
2 Credits	LTP: 0:2:2	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 109.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO 109.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO 109.3	APPLYING	DEMONSTRATE appropriate use of body language.
CO 109.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO 109.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO 109.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

- Basics of Communication:** Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. (5)
- Speaking:** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. (5)
- Soft skills:** How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. (7)
- Presentation skills:** Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. (5)
- Interviews:** Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions. (5)

Note:

- The entire course should be delivered with a skills development focus.

2. Video recordings of student's performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester I	110	GE 02 – Technology Tools in Business Management-I
2 Credits	LTP: 0:0:4	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 110.1	REMEMBERING	Recall the basic functions and features of MS Word, MS PowerPoint, and MS Excel.
CO 110.2	UNDERSTANDING	Explain the purpose and use of different tools and functions in MS Word, MS PowerPoint, and MS Excel.
CO 110.3	APPLYING	Utilize the basic features of these tools to create business documents, presentations, and spreadsheets.
CO 110.4	ANALYSING	Examine the interrelationships between different tools and their applications in business scenarios
CO 110.5	EVALUATING	Assess the effectiveness of various formatting and data management techniques in real-world tasks.
CO 110.6	CREATING	Develop comprehensive business reports, presentations, and data analysis projects using the integrated features of MS Word, MS PowerPoint, and MS Excel.

1. **MS-Word & MS PowerPoint: MS Word:** Interface and navigation, creating and saving documents, formatting text and paragraphs, page layout and sections, headers, footers, and page numbering, border, watermark, adding fonts, line spacing, page break, table splits, references, use of AI, spell checks, mail merge, track changes and comments, creating tables and charts.
MS PowerPoint: Interface and navigation, creating and saving presentations, slide design and layout, adding text, images, and videos, using SmartArt and charts, designing custom animations and transitions, presenter view and notes, creating interactive presentations, exporting and sharing presentations, converting PPT into JPEG/PDF, slide master, free templates, corporate presentations.
2. **Basics of Excel (Part 1):** Introduction to spreadsheets, understanding Microsoft Excel, Excel workbook windows, basic spreadsheet skills, Excel help system, opening and closing workbooks, understanding workbook file formats, creating new workbooks, selecting cells, auto sum and auto fill function, cell referencing and request, formatting cells, formatting numbers, placing cell alignment, cell, rows, and columns, understanding worksheets, editing, copying, and moving cells, page layouts in Excel, proofing workbooks, basic options, ribbons, and toolbar.
3. **Basics of Excel (Part 2):** Defining names in Excel, sorting data, using Excel tables, filtering data in Excel, understanding charts, chart design options and tools, chart format tools, combo charts, functions within Excel, understanding date function, information functions, logical functions, find and replace, headers and footers, adding comments, conditional formatting.

4. **Customer Relationship Management (CRM) and Communication Tools: Salesforce:** Introduction to Salesforce CRM, managing customer relationships, sales tracking, automation of sales processes, customer service, creating dashboards, generating reports, using Salesforce Trailhead for hands-on practice. **HubSpot:** Overview of HubSpot CRM, inbound marketing strategies, managing contacts and deals, email marketing, sales automation, analytics and reporting, utilizing HubSpot Academy for practical knowledge. **Slack:** Understanding Slack interface, creating channels, managing teams, integrating apps and services, communication best practices, using Slack for project collaboration, exploring Slack resources. **Microsoft Teams:** Navigating Microsoft Teams, creating teams and channels, managing conversations and meetings, file sharing and collaboration, integrating Office 365 applications, using Microsoft Teams for remote work.
5. **Artificial Intelligence, Project Management and Marketing Tools**

AI Tools: Introduction to AI and Chat GPT, Applications in Business, Saving work time through AI Tools, setting up and using Chat GPT, Paid Chat GPT Features, How to input the information for better results, integrating Chat GPT with business processes, introduction to machine learning tools, natural language processing applications, AI-driven business insights, ethical considerations

Asana: Project and task management fundamentals, creating and managing projects, assigning tasks, setting deadlines, tracking progress, using Asana boards and timelines, collaboration features, Asana Academy resources. **Trello:** Visual project management with Trello, creating boards, lists, and cards, managing workflows, collaboration and team management, integrating power-ups and automation, using Trello for personal and professional projects.

Hootsuite: Social media management basics, connecting social media accounts, scheduling and publishing posts, monitoring social media engagement, analyzing performance metrics, using Hootsuite for social media campaigns, Hootsuite Academy resources.

Suggested Book References

1. "Microsoft Office 365 For Dummies" by Wallace Wang
2. "MOS Study Guide for Microsoft Word Exam MO-100" by Joan Lambert
3. "MOS Study Guide for Microsoft PowerPoint Exam MO-300" by Joan Lambert
4. "Excel 2019 Bible" by Michael Alexander, Richard Kusleika, and John Walkenbach
5. "Microsoft Excel 2019 Step by Step" by Curtis Frye

Online Free Courses

1. **Microsoft Office Training Center:** Free training resources for Microsoft Word, PowerPoint, and Excel. <https://support.microsoft.com/en-us/training>
2. **GCF Global - Microsoft Office Tutorials:** Free tutorials for Word, PowerPoint, and Excel. <https://edu.gcfglobal.org/en/subjects/office/>
3. Coursera - AI For Everyone by Andrew Ng: Free trial and financial aid options available. <https://www.coursera.org/learn/ai-for-everyone>
4. DeepLearning.AI - Introduction to TensorFlow for Artificial Intelligence, Machine Learning, and Deep Learning: Free trial and financial aid options available. <https://www.coursera.org/learn/introduction-tensorflow>