

MGBAIC001T

Course Cod
Course Title: Management of Organizations
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Examination: 3 Hrs

Course Objective(s):

The objective of this course is to acquaint the students with the basic management concepts, various management theories, and organizational processes being practiced in the organizations.

Course Learning Outcomes:

- To understand the basic concepts of management, administrative principles, and various approaches to effective management.
- To explicate various managerial skills, functions, and organisational environmental issues.
- To conceptualise functions of management and demonstrate effective leadership in the arena of management
- To acquaint the students about various decision making methods and to enable them to be an effective problem solver at global level.
- To sensitise the students about the concept of motivation and various motivational theories for creating cordial environment in the organisations.

Unit-I

Management: Concepts, Functions, Significance of Management, Management and Administration, Levels of Management; Principles of Management: Henry Fayol and F.W Taylor; Approaches/Schools of Management Thought: Classical, Neo-Classical and Modern; Professionalisation of Management in India.

Unit-II

Managerial Roles; Types of Managers; Management Levels and Skills; Challenges of Management; Era of Dynamic Engagement; New Organisational Environment; Globalisation and Management; Diversity and Cross Cultural Management; Ethical and Environmental foundations of Management; Quality Management; Enterpreneuring and Intrapreneuring.

Unit III

Planning: Concept, Nature, Processes and Frameworks of Planning; Types of Plans and Planning; Organising, Approaches in Organisation Design and Structuring, Span of Management, Authority and Responsibility, Delegation and Decentralisation; Direction as Management Function.

Unit-IV

Decision Making: Concept and Significance, Types of Decisions, Processes of Decision Making; Techniques of Decision Making and Forecasting; Management by Objectives (MBO); Management Control: Concept, Features, Process, and Techniques.

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Unit-V

Motivation: Meaning, Types, and Importance; Theories of Motivation: Maslow's Need-hierarchy Theory, McGregor's Theory X and Y, Herzberg Motivation-hygiene Model, Victor-Vroom Expectancy Model, William Ouchi's Motivation Theory; Lessons from Army, NGOs, and Civil Administration on Managerial Practices and Issues.

Assessment Methods:

Students would be assessed for their learnings out of this course on a continuous evaluation basis semester as per the rules of the university. However, some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion as per the nature of the topic
- Peer competition within the class by making different teams
- Sessional Examinations for continuous evaluation
- Mid Term Examinations
- End Term Examinations

Reference Books and Suggested Readings

- Koontz, Harold and Weihrich, Heinz. "Management", McGraw Hill, New York. 5th edition.
- Stoner, James A.F. and Freeman, R. Edward, "Management". New Delhi. 6th edition.
- Mathew, M.J "Business Management" Sheel Sons Publishers, Jaipur. 1st edition
- Robbins, Stephens, P.: Organisational Behaviour, prentice Hall of India, New Delhi
- Newstrom and Keith Davis- Organisational Behaviour- Human Behaviour at work, Tata Mc Graw Hill, New Delhi
- Luthans Fred- Organisational behavior, Tata Mc Graw Hill, New Delhi

Note:

- Teaching Pedagogy, besides classroom teaching, will essentially include simulation, case studies, role plays and games.
- Teaching-Learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

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MGBA1C002T

Course Code: _____
Course Title: Managerial Economics
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Examination: 3 Hrs

Course Objective:

- To acquaint the students with concepts and techniques used in economic theory.
- To familiarize the students about the importance of economic approaches in managerial decision making.
- To enable them to apply this knowledge in business decision making.

Course Learning Outcomes:

- Understanding of Core theoretical concepts and their application in business decision making.
- To develop understanding and awareness about functioning of local and global business in capricious environment.
- To demonstrate a global outlook with the ability to identify aspects of the global business.
- Developing the capability to recognize the challenges and issues which need to be addressed through managerial decision making
- Develop an awareness of macroeconomic environment including economic transactions, policies and the role of major financial institutions.

Teaching Learning Methodology:

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course.

- Classroom Lectures using power point presentations
- Industry based Case Study discussions
- Peer Learning and Role Plays.
- Quizzes and Debates on contemporary topics

Course Contents

Unit – I

Managerial Economics: Meaning, nature and scope of managerial economics, Role of Micro and Macro-Economic Analysis in formulation of Business Policies; Concepts in Decision Making: Marginal Principle, Choice and Opportunity Costs, Discounting Principle.

Unit – II

Demand Analysis: Demand and Law of Demand, Determinants of Demand and Demand Functions, Individual and Market Demand, Elasticity of Demand: Price, Income and cross elasticity of demand, Methods for Measuring Elasticity of Demand: Total Outlay, Point and Arc method, Demand Forecasting.

Unit – III

Production and Cost: Utility and indifference curve approaches meaning, Law of Diminishing marginal utility, Rate of substitution, Properties of indifference curve.

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Production and Cost Analysis, Production Function, Law of Diminishing Returns, Isoquants, Law of Returns to Scale, Classification of Costs, Average-Marginal Relationships-Long-run and Short-run cost functions, Economies of Scale.

Unit – IV

Market Structures: Spectrum of Market Structures, Price Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Price Discrimination - Degrees of Price Discrimination

Unit – V

Macroeconomic Variable: Circular flow of Economic Activity, National Income, GDP, GNP and NNP, Methods for measuring National Income, Inflation: Concept, Causes and Consequences, Business Cycle: Features and Phases, Causes of Business Cycle. Exchange rates and their impact on managerial decision making, Fiscal policy and Monetary Policy.

Assessment Methods:

Students would be assessed for their learnings out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Group Discussion & Role Plays.
- Peer competition within the class by making different teams
- Sessional Examinations for continuous evaluation
- End Term Examinations

Reference Books and Suggested Readings:

- Ahuja, H.L., Managerial Economics, S. Chand Publishing- 8th Edition
- Dwivedi, D.N., Managerial Economics, Vikas Publishing – 7th Edition
- Mankiw, N. Gregory, Economics Principles and Applications, Cengage Learning
- Mankiw, N. Gregory, Principles of Microeconomics, Cengage Learning
- Samuelson, Pual A. & William B. Nordhaus, Economics, Tata Mac Graw Hill
- Salvatore, Managerial Economics in Global Economy, Thomson Learning, Mumbai.

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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M9BA1C003T

Course Code:
Course Title: Management Accounting
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Examination: 3 Hrs

Course Objectives:

1. The basic objective of this course is to impart knowledge of accounting concepts and techniques that will enable the management students to develop skills useful in creating and analysing accounting information in the process of managerial decision-making.
2. To enable students to understand importance of fund flow and cash flow within the organisation.
3. To highlight importance of cost in accounting and how cost can be managed and minimized
4. To enable students to calculate break-even point for various operations
5. To enable students calculate various variances and use them as control mechanism.

LEARNING OUTCOMES:

A. Disciplinary Knowledge, Understanding and Acquisition of Basic Skills

Students who complete the course will be able to:

- Understand basic concept of financial and management accounting, describe and apply accounting concepts, conventions, principles and techniques
- Understand importance of depreciation and apply various depreciation methods
- Perform horizontal and vertical analysis of financial statement within organisation and between organisations.

B. Professional Skills

- Develop skills for preparation of financial statements
- Develop skills for analysis of financial statements
- Understand concept of Costing and Cost-Volume-Profit Analysis
- Develop skills for management control through breakeven and variance analysis

C. Field Exposure

- To demonstrate skill to prepare and analyse financial statements of any business
- To demonstrate how accounting can act as a control mechanism through various analysis (comparative analysis, fund flow, cash flow, CVP and variance analysis)


COURSE CONTENT:


Unit-I: Fundamentals of Accounting

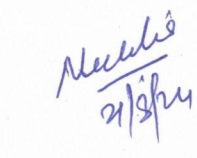
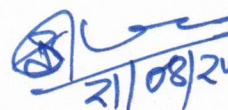
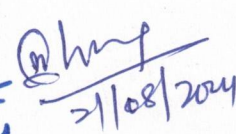
Financial Accounting-Concept, importance and scope. Accounting as an information system. Accounting concepts, conventions and Generally Accepted Accounting Principles(GAAP). Golden Rules for Accounting, Preparation of Journal, Ledger Entries and Trial Balance. Trail Balance Adjustments.

Unit-II: Final Accounts

Concepts and methods of Depreciation including Straight line method, Diminishing balance method, Units of activity and Sum of digits Method Preparation of Final Accounts—Manufacturing Account, Trading & Profit and Loss Account and Balance sheet. Adjustments in final accounts.


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Unit-III: Management Accounting and Financial Analysis

Management Accounting- Concept, need, importance and scope. Horizontal and vertical analysis of Financial Statements Financial Analysis – Ratio Analysis : Liquidity Ratio Analysis , Profitability Ratio Analysis, Activity Ratio Analysis & Solvency Ratio Analysis;

Unit-IV: Cost Accounting

Concept, need, importance and scope. Preparation of Cost Sheet with elementwise classification of various costs. **Budgeting:** Objective, Advantages, Disadvantages, Budgetary Control, Types: Cash Budget, Production Budget, Sales Budget and Zero Based Budgeting.

Unit-V: Marginal and Standard Costing

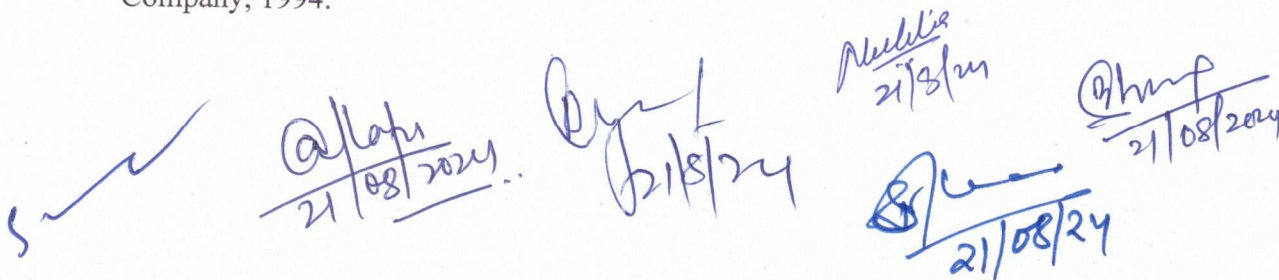
Marginal and absorption costing – their difference. Concept & utility of CVP analysis in business decision making. Standard costing and Variance Analysis – Material Variance and Labour Variance. Material & Labour mix Variances.

Note:

- Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- A Textbook of Accounting for Management, Maheshwari S.N, Maheshwari S.K, Sharad K. Maheshwari, Vikas Publication , New Delhi
- Management Accounting: Text Problems & Cases, M Y Khan, P K Jain, McGraw Hill Education (India) Private Limited.
- J.S. Accounting Principles, Anthony R.N. and Reece, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
- Accounting for Management Text and Cases, Bhattacharya, S.K. and Dearden J., New Delhi, Vikas Publication House, 1996.
- Financial Accounting, Heitger, L.E. and Matulich, Serge, New-York, Mc-Graw Hill, 1990.
- Management Accounting, Hingorani, N.L. and Ramanathan, A.R., 5th ed., New Delhi, Sultan Chand, 1992.
- Principles of Financial and Management Accounting, Financial and Managerial Accounting, Horngren, Charles, etc., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
- Financial and Management Accounting. Needles, Belverd, etc., Boston, Houghton Mifflin Company, 1994.

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MGBA1C004T

Course Code: MGBA1C004T
Course Title: Business Environment and Ethics
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Examination: 3 Hr

Course Objective:

- To equip students with a foundational understanding of internal and external business environments.
- To develop the ability to analyze how economic systems, political institutions, and legal frameworks affect business operations and strategies.
- To explore the role and impact of emerging technologies and information technology on business practices and societal changes.
- To provide insights into how socio-cultural factors influence business decisions, emphasizing cultural diversity and social responsibility.
- To foster the application of ethical principles in business decision-making, using various ethical theories and approaches.

Course Learning Outcomes:

- Understand the impact of various environmental factors on business operations.
- Analyze economic, political, and legal environments affecting businesses.
- Understand the changing technological landscape and its impact on businesses.
- Comprehend socio-cultural influences on business practices and decisions.
- Apply ethical principles to business scenarios and decision-making processes.

Teaching Learning Methodology:

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

- Classroom Lectures using power point presentations
- Industry based Case Study discussions
- Peer Learning i.e. Presentations by the students
- Role Plays by students time to time
- Quizzes and Debates on contemporary topics

Course Contents:

Unit 1:

Introduction to Business Environment: Meaning, Definition and Scope of Business Environment, Types of Business Environment: Internal and External, Environmental Scanning Tools and Techniques- SWOT, PEST, ETOP, Importance of Environmental Scanning, Future Trends shaping Business Environment

Unit 2:

Economic, Political, and Legal Environment: Overview of Economic Systems: Capitalism, Socialism, and Mixed Economy, Economic Policies: Fiscal, Monetary, and Trade Policies,

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Business Cycle: Phases and Impact on Business, Role of Political Institutions: Legislature, Executive, and Judiciary, Legal Environment: Business Laws and Regulations

Unit 3:

Technological Environment: Role of Information Technology in Modern Business, Emerging Technologies and their Business Applications, Impact of Technology on Business and Society, Technological Disruptions in Industries, Technology and Ethics, Social Media's Influence on Business

Unit 4:

Socio-Cultural Environment: Influence of Social Institutions (Family, Education, and Religion) on Business, Cultural Diversity and its impact on Business Operations, Socio-cultural Trends Affecting Consumer Behavior, Social Responsibility of Business, Environmental Issues and Sustainable Business Practices

Unit 5:

Ethics in Business: Meaning and Definition of Business Ethics, Ethical Theories- Utilitarianism, Deontology, Virtue Ethics, Consequentialism, Ethical Relativism, Ethical Decision Making and its impact on Business, Case Studies on Ethical Issues and Businesses, Concept of Ethical Dilemmas, Dealing with Ethical Dilemmas

Assessment Methods:

Students would be assessed for their learnings out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Sessional Examinations for continuous evaluation
- End Term Examinations

Suggested Readings:

- Justin Paul, Business Environment: Text and Cases, McGraw Hill Education.
- Francis Cherunilam, Business Environment Text and Cases, Himalaya Publishing House, India.
- K. Ashwathappa, Essentials of Business Environment, Himalaya Publishing House, India.
- Joshi Rosy Kapoor Sangam, Business Environment, Kalyani Publishers, India.

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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Course Code: UGBA00001T
Course Title: Business Analytics using R
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Examination: 3 Hr

Course Objective:

- To understand the difference between descriptive, predictive, and prescriptive analytics through class discussions and case studies.
- To calculate descriptive statistics and create data visualizations (tables, charts) for a given dataset in R.
- To evaluate the strengths and weaknesses of various forecasting techniques based on a simulated business scenario.
- To design and apply decision trees in R to support complex business decision-making.
- To analyze a real-world case study and propose data-driven solutions using appropriate business analytics techniques learned in R.

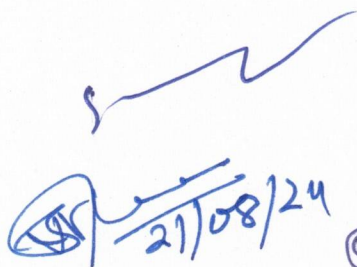
Course Learning Outcomes:

- Define business analytics, its importance, and applications across different industries.
- Explain and apply descriptive statistics measures (central tendency, dispersion, shape, association) to analyze data.
- Compare and contrast different predictive analytics techniques like regression analysis and data mining.
- Develop a linear optimization model using R to solve a real-world business problem based on forecast trends, behaviour, and performance metrics.
- Illustrate the application of business analytics across various functional areas like Hr, finance, and marketing.

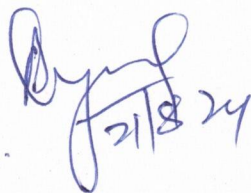
Teaching Learning Methodology:

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

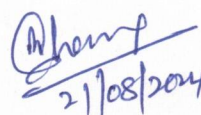
- Classroom Lectures using power point presentations
- Industry based Case Study discussions
- Peer Learning i.e. Presentations by the students
- Practices class on the industry data.
- Role Plays by students time to time
- Quizzes and Debates on contemporary topics
- Culminate the course with a final project.


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Course Contents:

Unit 1: Introduction to Business Analytics and R

Introduction to business analytics: Importance and applications, Decision-making models, problem-solving with analytics, and big data, Stages of analytics: descriptive, predictive, and prescriptive. Introduction to R: Concept and installation of R, Basic operations in R, Data types and classes in R, examining variables, and the R workspace.

Unit 2: Descriptive Analytics and Data Handling in R

Descriptive Statistical Measures: Measures of location, dispersion, shape, and association; Overview of visualizing and exploring data: tables, charts, advanced data visualization, and data dashboards. Data Structures in R: Vectors, Matrices, Lists and Data frames.

Unit 3: Predictive Analytics and Advanced R Programming

Predictive Analytics Techniques: Trendlines and regression analysis, Forecasting techniques, Introduction to data mining, Spreadsheet modeling and analysis, Monte Carlo simulation and risk analysis. Advanced R Programming: Functions, Strings, Factors, Flow controls

Unit 4: Optimization and Decision Analysis

Optimization Techniques: Linear optimization and its applications, Integer optimization, Decision analysis.

Unit 5: Business Analytics Applications

Application of Analytics in Finance, Marketing, Human Resource Management, Supply Chain, Healthcare, social media etc. Applying business analytics techniques using R to real-world scenarios.

Assessment Methods:

Students would be assessed for their learnings out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Sessional Examinations for continuous evaluation
- Lab continuous evaluation
- Lab End term examination


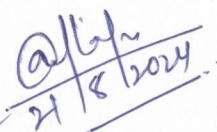

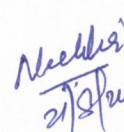
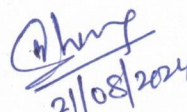

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- End Term Examinations

Suggested Readings:

- James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
- Essentials of Business Analytics, Cengage Learning, Second Edition. Prasad, R. N., Acharya, S. (2011), Fundamentals of Business Analytics, Wiley.
- Schniederjans, M.J., Schniederjans, D.G., Starkey, C.M. (2014), Business Analytics: Principles, Concepts and Applications, Pearson.
- Hardoon, D.R., and Shmueli, G. (2016), Getting Started with Business Analytics, CRC Press, Taylor & Francis.
- Rao, P.H. (2014), Business Analytics: An Application Focus, Prentice Hall India.
- Gardener, M.(2017). Beginning R: The statistical programming language, WILEY.

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

UGBA00002T

Course Code:
Course Title: Statistical Package for the Social Sciences (SPSS)
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Exam: 3 Hrs

Course Objective:

- To describe different types of research methods and navigate the SPSS interface to load and format data from questionnaires.
- To apply data management techniques in SPSS, including setting up variables and performing data transformations, as well as conduct normality tests.
- To create and interpret descriptive statistics and various charts, conduct exploratory data analysis, and perform t-tests and chi-square tests to draw inferences from data.
- To conduct exploratory factor analysis, assess the reliability and validity of data, and perform ANOVA with multiple comparisons, interpreting the results accurately.
- To perform and interpret simple linear regression, logistic regression, and assess autocorrelation using the Durbin-Watson statistic, demonstrating a comprehensive understanding of advanced statistical methods.

Course Learning Outcomes:

- Understand the fundamentals of research methodology and gain basic proficiency in using IBM SPSS Statistics for data analysis.
- Develop skills in managing and transforming data within SPSS to ensure accurate and efficient data analysis.
- Perform descriptive statistical analysis and basic inferential tests using SPSS to interpret data accurately.
- Gain proficiency in conducting advanced statistical analyses, including factor analysis, reliability and validity assessments, and ANOVA using SPSS.
- Master regression analysis techniques and other advanced statistical methods using SPSS to analyze complex data sets.

Teaching Learning Methodology:

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

- Classroom Lectures using PowerPoint presentations
- Industry based Case Study discussions
- Peer Learning i.e. Presentations by the students
- Practices class on the industry data.
- Role Plays by students time to time
- Quizzes and Debates on contemporary topics
- Culminate the course with a final project


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Course Contents:

Unit 1: Introduction to Research Methodology and SPSS Basics

Introduction to Research Methodology, Understanding Research and Its Significance, Types of Research Methods, Introduction to IBM SPSS Statistics, Overview of SPSS software, Navigating the SPSS interface, Data Loading in SPSS from Questionnaire, Importing data into SPSS, Formatting data for analysis.

Unit 2: Data Management and Transformation in SPSS

Data View and Variable View, Understanding the Data View and Variable View in SPSS, Setting up variables: Width, Label, Values, Decimals, Measure, Data Management through Transformation, Transforming data in SPSS, Recoding variables, Computing new variables, Normality Tests, Shapiro-Wilk test, Kolmogorov-Smirnov test, Checking normality through Histogram, Skewness, and Kurtosis.

Unit 3: Descriptive Analysis and Basic Inferential Tests

Descriptive Analysis: Summarizing data using descriptive statistics, creating charts and graphs, charting with SPSS, creating and interpreting various charts, exploring data analysis (EDA), and using the Explore function, P-P Plots and Q-Q Plots and their interpretations, Basic Inferential Tests, One Sample t-test: critical value method, p-value method, Confidence Interval method, Independent Sample t-test and Paired Sample t-test, Chi-square test for testing the association between attributes.

Unit 4: Advanced Statistical Analysis

Exploratory Factor Analysis, Understanding and performing factor analysis, Reliability and Validity Analysis, Conducting reliability tests (e.g., Cronbach's alpha), Validity assessment techniques, ANOVA (Analysis of Variance), Performing ANOVA, Multiple comparisons, Interpreting F-Statistics and p-values.

Unit 5: Regression Analysis and Advanced Topics

Correlation and Simple Linear Regression, Analyzing relationships using correlation, Performing simple linear regression, Understanding R Square and Adjusted R Square, Advanced Regression Analysis, Autocorrelation and Durbin-Watson Statistics, Logistic Regression.

Assessment Methods:

Students would be assessed for their learnings out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Sessional Examinations for continuous evaluation
- Lab continuous evaluation

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- End Term Examinations

Suggested Readings:

- **Multivariate Data Analysis** by Joseph F. Hair , Bill Black , Barry Babin, Rolph E. Anderson and Ronald L. Tatham,

Note:

- Teaching Pedagogy besides classroom teaching will essentially include hands-on practice
- Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

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UGBA00003T

Course Code: ~~UGBA00003T~~
Course Title: Leadership in Organizations
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Exam: 3 Hrs

Course Objective:

- To understand the concept of Leadership for building effective teams.
- To enable the students to build better relationships and understand positive approaches to leadership.
- To learn the power of asking questions to become a more inclusive and self-confident leader, and how to effectively coach others toward sustained, desired change, learning or increased motivation in life and work.

Course Learning Outcomes:

- Understand the basics of leadership and its relation to personal effectiveness.
- Understand the role of leadership in analyzing and interpreting behavior of others
- Act in a mature manner by understanding of behaviors, feelings, appearance.

Teaching Learning Methodology:

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

- Classroom Lectures using power point presentations
- Case Study discussions based on Indian and global leaders
- Peer Learning i.e. Presentations by the students
- Role Plays
- Quizzes and Debates on contemporary topics
- Leadership stories based on Indian Knowledge System
- Individual/Team based projects

Course Content:

UNIT I

Introduction to leadership: Leadership for building effective teams, Corporate Leadership: Compare and Contrast Management & Leadership, Leadership and Leader Behavior, Leadership ethics, Traits, Motives and Characteristics of Leaders. Leadership Styles and Effectiveness: Autocratic, Democratic, and Laissez-faire Leadership, Situational Leadership, Charismatic Leadership

UNIT II

Leadership Approaches and Models, Leadership Theories, Trait, McGregor Theory, X and Y theory, SLT Theory, Value Based Leadership, Path Goal Theory, Leadership member Exchange theory, Transformation Leadership Theory, Transactional Leadership Theory: Psychodynamic approach to leadership, Emotional Intelligence and Leadership: Components of Emotional Intelligence, The role of Emotional Intelligence in leadership, Developing Emotional Intelligence, Neuro-linguistic approach to Leadership

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UNIT III

Technology Leadership; Climate Leadership; Resource Leadership; Leadership in crisis situation; Global Leadership Challenges; Spiritual Foundations of Leadership, Self-Actualization; Paradox Management; Vision, Strategy, Structure and Execution; Leadership Development for effective teams; Building perpetual organization

UNIT IV

CEO Succession; Success Factors for Succession; Pioneering Leadership Model; Performance Leadership Model; Corporate Longevity Model; Intellectual Leadership Model; Leadership Accountability Model; People Leadership Model; Leadership Sensibilities. Diversity and Inclusive Leadership: The importance of diversity in leadership, Strategies for promoting diversity and inclusion, Leading diverse teams

UNIT V

Indian Leader Competencies; Apex Leadership Attributes; Leadership for India Inc: Practical Concepts and Constructs. Leadership Lessons from Army, Civil Administration, Government and corporate.

Leadership styles of various Indian and Global leaders will be discussed.

Assessment Methods:

Students would be assessed for their learning out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Individual/Team based projects
- Mid Term Examinations and continuous evaluation
- End Term Examinations

Suggested Readings

- Haldar, U. K. (2010). *Leadership and team building*. Oxford University Press.
- Northouse, P. G. (2022). *Leadership: Theory and practice*. SAGE.
- *HBR's 10 must reads on leadership*. (2011). . Harvard Business Review Press.
- Chakravarthy, P. (2021). *Leadership shastra: Lessons from Indian history*. Westland Business, an imprint of Westland Publications Private Limited.
- Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach* (12th ed.). McGraw-Hill Irwin.
- Northouse, P. G. (2022a). *Leadership: Theory and practice*. SAGE.
- Covey, S. R. (2006). *The 7 habits of highly effective people*. Franklin Covey : Distributed by Simon & Schuster Audio.
- Myers, S. G. (1996). *Team building for diverse work groups: A practical guide to gaining and sustaining performance*. John Wiley & Sons.

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UGBA0005T
Course Code:
Course Title: Introduction to Digital Economy
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Exam: 3 Hrs

Course objectives:

- To introduce the students about the fundamental concepts and historical evolution of the digital economy and key drivers and technological milestones that have shaped the digital landscape.
- To help the students learn different types of e-commerce and online business models and to evaluate strategies for digital marketing, user experience, and customer acquisition in the context of e-commerce.
- To allow the students to explore the role of data-driven decision making, big data analytics, and machine learning in contemporary business practices.
- To make the students aware of emerging technologies such as block chain, artificial intelligence, and automation, and participate future trends in the digital economy.

Course Learning Outcomes:

- Understand the fundamental concepts and historical evolution of the digital economy.
- Identify key drivers and technological milestones that have shaped the digital landscape.
- Students will be able to develop and apply strategic decision-making skills in digital markets and online auctions.
- Students will understand privacy, data protection, and intellectual property in the context of emerging technologies and global digital economy trends.
- Students will evaluate ethical considerations and future work trends in the digital economy.

UNIT 1:

Definition and scope Historical evolution Key Concepts - Digitalization vs Traditional Economy Digital Transformation Digital Technologies – Big Data Analytics, Internet of Things (IoT), Artificial Intelligence and Machine Learning Impact on Businesses and Society - Changes in business models, Social implications Regulatory Landscape - Digital regulations and policies, Challenges in governance.

UNIT 2:

E-Commerce, Types of E-Commerce (B2B, B2C, C2C) Online payment systems Digital Business Models - Subscription-based models Freemium models Platform business models, E-Marketing and Social Media- Social media platforms and their role Cyber security in E-Commerce - Threats and vulnerabilities Security measures and best practices Case Studies - Successful E-Commerce businesses Failures and lessons learned

UNIT 3:

Basic concepts and terminology Nash equilibrium Game Theory in Digital Markets - Pricing strategies Competition and collaboration Auctions and Mechanism Design - Online auctions Designing digital marketplaces Decision-Making in Digital Businesses - Strategic interactions Game theory applications in negotiations Case Studies - Real-world examples of game theory in the digital economy

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UNIT 4:

Privacy and data protection Net neutrality Intellectual property in the digital age Global Digital Economy Trends – Emerging technologies (Blockchain, 5G) International collaborations and standards.

UNIT 5:

Ethical Considerations in the Digital Economy - AI ethics Social responsibility of digital businesses Future of Work in the Digital Economy - Remote work trends Automation and job displacement Capstone Project - Research and analysis of a current digital economy trend Presentation and discussion

Teaching - learning process

- Lectures supported by group tutorial work;
- The use of prescribed textbooks and e-learning resources and other self-study materials;
- Open-ended project work, some of which may be team-based;
- Activities designed to promote the development of generic / transferable and subject-specific skills;

Assessment Methods:

- Progress towards achievement of learning outcomes will be assessed using the following:
- Time-constrained examinations; closed-book and open-book tests;
- Problem based assignments;
- Observation of practical skills; individual project reports (case-study reports);
- Oral presentations, including seminar presentation;
- Viva - Voce;
- Peer and self- assessment etc. and any other pedagogic approaches as per the context.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must, failing which a student may not be permitted to appear in examination.

Reference Books and Suggested Readings:

- "The Digital Economy: Promise and Peril in the Age of Networked Intelligence" by Don Tapscott
- "Big Data: A Revolution That Will Transform How We Live, Work, and Think" by Viktor Mayer-Schönberger and Kenneth Cukier
- "Artificial Intelligence: A Guide for Thinking Humans" by Melanie Mitchell
- "The Innovators: How a Group of Hackers, Geniuses, and Geeks Created the Digital Revolution" by Walter Isaacson
- "Game Theory: A Very Short Introduction" by Ken Binmore
- "The Age of Surveillance Capitalism: The Fight for a Human Future at the New Frontier of Power" by Shoshana Zuboff

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UGBA00006T

Course Code: UGBA00006T
Course Title: **Communication for Professional Excellence**
Maximum Marks: 50

Contact Hrs/Week: 2 Hrs
Credit: 02
Duration of Exam: 2Hrs

Course Objective:

- To provide the students with the knowledge and skills to transcend effectively throughout their professional lives leveraging on their oral, written and non-verbal communication skills.
- To develop effective verbal communication skills to articulate ideas, thoughts, and opinions in a clear, concise, and persuasive manner, both in individual and group settings.
- To understand the importance of active listening skills, including attention, understanding, and response, to effectively comprehend and address the needs and concerns of diverse stakeholders and handle interviews effectively.
- To explore the nuances of effective written communication and cross-cultural communication, cultural intelligence and adapt communication styles to effectively interact with diverse audiences, including international colleagues, clients, and stakeholders, in a global business setting.
- To analyze the dynamics of communication at workplace enabling the students to reflect on their individual communication styles.

Course Learning Outcomes:

A. Disciplinary Knowledge, Understanding & Acquisition of Basic Skills

- Understand the concept of business communication and its importance in professional development.
- To analyze communication content for argument, including identification of major elements of the communication process.
- To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.

B. Professional Skills

- To draft effective business correspondence with brevity and clarity.
- To demonstrate his verbal and non-verbal communication ability through presentations.
- Develop interpersonal communications skills that are required for social and business interaction.
- To develop professional resume and understand how to face job interviews effectively.

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Teaching Learning Methodology:

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

- Classroom Lectures using power point presentations
- Industry based Case Study discussions
- Peer Learning i.e. Presentations by the students
- Role Plays by students time to time
- Quizzes and Debates on contemporary topics
- Management Games to understand the intricacies of topics
- Mock interviews

Course Content:

UNIT I

Introduction and Relevance of Communication in Professional Lives; Communication Process / Cycle; Forms of Communication; Non-Verbal Communication; Demystifying Business Culture - Communication in Organization Context; Barriers to Communication; Principles / Gateways to Effective Communication; Positive Communication Habits (Non Verbal & Social Media); Personal vs Professional Self; Personal Branding; Constructing Professional Image and Reputation

UNIT II

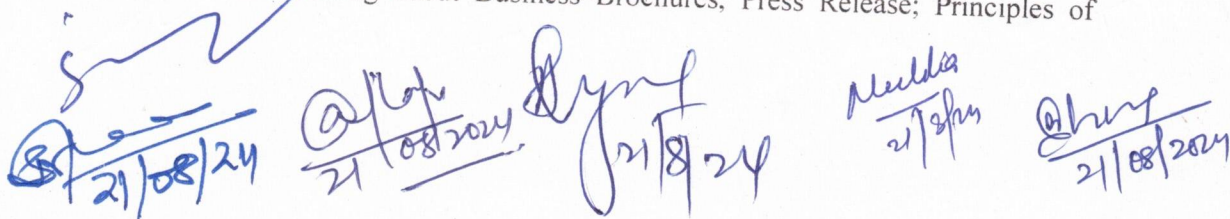
Nonverbal communication- Meaning and nature. Body language, kinesics. Proxemics, haptics, oculusics, chronemics, paralinguistics, environment, implications, and recommendations for nonverbal communication. Active Listening, Feedback and Accountability; Interpersonal Presentation - Explaining, Selling, Defending, Negotiating and Inspiring; Conflict Resolution; JOHARI Window.

UNIT III

Business Writing Conventions - Content, Style, Accuracy & Brevity; Written Presentation Formats - Memos, Letters, Proposals, Reports, Informal Updates, Texts and Messaging, Social Media; Visual Enhancement to Communication; Meeting Management; Employment Communication - Resume & Interviews; STAR interview technique.

UNIT IV

Ethical Communication: Establishing Trust and Upholding Values; Inclusive Communication; Communicating about Business-Brochures, Press Release; Principles of


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cross-cultural communication, Communication styles and norms in different cultures,; Communication technology and Digital Media.

Unit –V

Case Study- Lessons of communication from Ramayana, Lessons from Mahabharata, Case study of Mumbai Dabbawala's , Case Study Lessons from Tourism Companies

Assessment Methods:

Students would be assessed for their learning out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Mid Term Examinations and continuous evaluation
- End Term Examinations

Suggested Readings

- ❖ Business Communication Today, 15e by Courtland L. Bovee/John V. Hill/Roshan Lal Raina, Pearson
- ❖ Business Communication Essentials -Fundamental Skills for the Mobile-digital-social Workplace by Courtland L. Bovee, John V. Thill, Pearson
- ❖ BCOM By Carol M. Lehman, Debbie D DuFrene, Joy Cameron-Dow, Mary Barrett, Wayne Murphy, Cengage Learning
- ❖ Business Communication: Connecting At Work 2E by HorySankarMukerjee, Oxford
- ❖ Business Communication, by P.D. Chaturvedi and Chaturvedi Mukesh, Pearson Education
- ❖ Business Communication: Essential Strategies for 21st Century Managers, By Shalini Verma, Vikas Publishing House
- ❖ Corporate Communication Principles and Practice By JaishriJethwaney, Sage Publication

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11GBA00007T
Course Code: 11GBA00007T
Course Title: Introduction to Supply Chain Management
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Examination: 3 Hrs

Course Objective:

- To introduce learners to the fundamentals of supply chain, its role in creating value chains.
- To acquaint the students with key planning and sourcing techniques that will gain insights into supply and demand concepts.
- To understand the foundational role of logistics and helping the students to learn about various intermediaries associated in the process.
- To enable students to know about transportation decisions and how to align them with corporate goals and strategies.
- To encourage students to explore emerging trends and technology role in supply chain management, including Supply chain analytics, Internet of Things, Block chains.

Course Learning Outcomes:

- Understand the fundamental concepts and role of supply chain value creation in today's business environment.
- Develop a sound understanding of the important role of planning, sourcing, forecasting and supply- demand analysis.
- Analyse the recent logistics trends, distribution channels and exploit it in decision making.
- To make informed transportation decisions with broader corporate objectives and strategies.
- Understand; apply the current supply chain theories, practices and recent trends in utilizing problem-based learning situations.

Teaching Learning Methodology:

To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

- Classroom Lectures using power point presentations
- Industry based Case Study discussions
- Peer Learning i.e. Presentations by the students
- Role Plays by students time to time
- Quizzes and Debates on contemporary topics

Course Contents:

Unit-I: Introduction to Supply Chain Management

Concept of supply chain, Objectives, Importance and Challenges of supply chain, Decision phases in supply chain, Evolution of supply chain management, Supply chains and Value chains, Value

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creation through supply chain, Model for strategy formulation in supply chain management, Supply chain management in the 21st century, Managing supply chain during crises.

Unit-II: Planning and Sourcing

Strategic decisions in supply chain management, Planning and sourcing supply chain operations, Components of supply chain management, Forecasting in supply chain, Role of forecasting in supply chain, Factors affecting demand forecasting, Inventory management, Procurement, Vendor selection, Contract negotiation, Supply-demand uncertainties.

Unit-III: Logistics in supply chain management

Concept of Logistics and logistics management, Role of logistics in supply chain management, Service providers in supply networks, Importance of logistics management, Inventory flow, Information flow, Logical operating arrangements, Third-party logistics, Supply chain synchronization.

Unit-IV: Transportation in supply chain management

Transportation selection, Transportation functionalities, Principles and participants, Drivers of transportation decisions, Factors affecting transportation decisions, Modes of transportation, Transportation administration, Models for transportation and distribution, Cargo-concept of cargo, Types of cargo.

Unit-V: Information Technology in Supply Chain Management

Role of Information technology in Supply chain management, Supply chain coordination: Bullwhip effect, Recent trends in supply chain management, Green supply chain management, Supply chain analytics, Internet of Things, Blockchain and their impact on supply chain performance.

Assessment Methods:

Students would be assessed for their learnings out of this course on a continuous evaluation basis throughout the semester. Some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion/Role Plays as per the nature of the topic
- Peer competition within the class by making different teams
- Sessional Examinations for continuous evaluation
- End Term Examinations

Suggested Readings:

- Bowersox, D.J. Closs. D and Cooper, M.B. Supply Chain Logistics Management- McGraw-Hill Pvt. Ltd. 2020
- Chopra, S. and Meindl, P. Supply Chain Management: Strategy, Planning, and Operations (5th Edition) Prentice Hall, 2012.
- Hugos M. Essentials of Supply Chain Management, John Wiley & Sons, Inc. 2011.
- Mohanty R. P. and Deshmukh, S. G. Supply Chain Management-Theories and Practices, Indian Text edition, 2012.
- Oakden, R. Leonaite, K. A framework for supply chains: Logistics operations with an Asia-Pacific perspective-Tata Mc Graw Hill.

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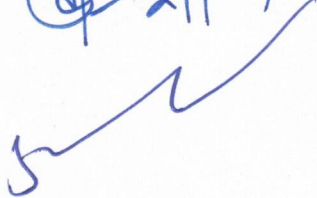


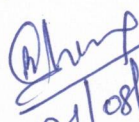
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- Operations Strategy: Principles and Practice by Jan A. Van Mieghem. Dynamic Ideas, 2008.
- V. V. Sople (2012). Supply Chain Management- Text and Cases, Pearson, 3rd edition.
- Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced approach, Thomson Press, 2005.

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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UGBA00009T

Course Code: ~~UGBA00009T~~
Course Title: Introduction to Marketing Analytics
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs
Credit: 04
Duration of Examination: 3Hr

Course Objective:

- To introduce learners to the fundamentals of marketing analytics and its applications in contemporary business environments.
- To familiarize learners with various statistical analysis methods and predictive modelling techniques commonly used in marketing analytics.
- To enable students to apply marketing analytics tools and techniques to solve real-world marketing problems and optimize marketing strategies.
- To foster critical thinking and problem-solving skills through the analysis of marketing case studies and hands-on exercises using marketing analytics software.
- To encourage students to explore emerging trends and advancements in marketing analytics, including artificial intelligence, big data analytics, and predictive analytics.

Course Learning Outcomes:

- Define and explain the role of marketing analytics in supporting data-driven decision-making in marketing.
- Apply descriptive and exploratory data analysis techniques to gain insights into marketing trends, patterns, and correlations.
- Utilize statistical analysis methods, such as hypothesis testing and regression analysis, to analyse marketing data and test marketing hypotheses.
- Develop predictive models to forecast market trends, customer behaviour, and marketing performance metrics.
- Evaluate the effectiveness of marketing campaigns and initiatives using key performance indicators and marketing analytics metrics.

Teaching Learning Methodology:

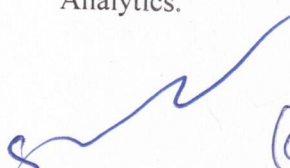
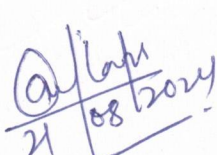
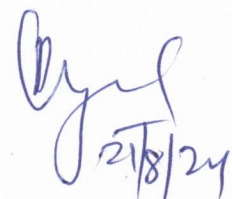

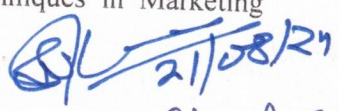
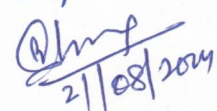
To achieve the objectives of this course, a variety of methods shall be employed to make the students understand the real essence of the course. Some of the major methods adopted are as follows:

- Classroom Lectures using power point presentations
- Industry based Case Study discussions
- Peer Learning i.e. Presentations by the students
- Role Plays by students time to time
- Quizzes and Debates on contemporary topics

Course Contents:

Unit-I: Introduction to Marketing Analytics

Introduction to Marketing Analytics and its Significance in Marketing Practices; Overview of Data-driven Decision-making in Marketing; Role of Analytics in Market Segmentation, Targeting, and Positioning; Introduction to Key Concepts and Techniques in Marketing Analytics.

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Unit-II: Data Collection and Management

Techniques for Collecting Primary and Secondary Data; Data Management and Pre-processing Techniques for Marketing Datasets; Exploratory Data Analysis Methods for Data Distributions, Correlations, and Outliers; Introduction to Data Warehouses for Data Storage and Retrieval.

Unit-III: Statistical Analysis in Marketing

Overview of Statistical Analysis Techniques used in Marketing Research; Hypothesis Testing Methods for Comparing Means, Proportions, and Variances; Regression Analysis for Predicting and Modelling; Application of Multivariate Analysis Techniques, including Factor Analysis, Cluster Analysis, and others.

Unit-IV: Predictive Modelling and Forecasting

Introduction to Predictive Modelling Techniques; Overview of Machine Learning Algorithms used in Marketing Analytics, including Decision Trees, and Neural Networks; Hands-on experience with Predictive Modelling Software for Marketing Applications; Evaluation and Validation of Predictive Models using Cross-validation and other Techniques.

Unit-V: Marketing Performance Measurement and Optimization

Key Performance Indicators for Measuring Marketing Effectiveness; Introduction to Marketing Mix Modelling and Attribution Modelling Techniques; Optimization Techniques for Improving Marketing Campaigns and Resource Allocation; Case Studies and Real-world Examples of Successful Marketing Analytics Implementations.

Assessment Methods:

Students would be assessed for their learnings out of this course on a continuous evaluation basis throughout the semester as per the rules of the university. However, some of the major assessment methods used are as follows:

- Periodic Presentations (Individual and Team) of the Students
- Debates/Group Discussion as per the nature of the topic
- Peer competition within the class by making different teams
- Sessional Examinations for continuous evaluation
- Mid Term Examinations
- End Term Examinations

Suggested Readings:

- Malhotra, N., & Dash, S. (2021). Marketing Research – An Applied Orientation (7th ed). Pearson Education.
- Johnson, A., & Wichern, D. (2007). Applied multivariate statistical analysis (6th ed). Pearson Education
- Burns, A., Veeck, A., & Bush, R. (2022). Marketing Research (8th ed). Pearson – Education.

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- "Marketing Analytics: Data-Driven Techniques with Microsoft Excel" by Wayne L. Winston
- "Predictive Analytics for Marketers: Using Data Mining for Business Advantage" by Barry Leventhal
- "Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques" by Mike Grigsby
- "Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett.

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

