School of Management Studies

Course Structure and Syllabi for Pre Ph.D Programme

SUBJECT – 1

S.No	Course Code	Title of the Course
1	26CMGT01T	Research Methodology for Social Sciences & Humanities

SUBJECT - 2

S.No	Course Code	Title of the Course
1	26CMGT02T	Research and Publication Ethics for Sciences and Humanities

CORE SUBJECTS

Choose any Two subjects from the following list

S.No	Course Code	Title of the Course
1	26CMGTF1T	Equity Research
2	26CMGTH1T	Advanced Human Resource Management
3	26CMGTM1T	Advanced Marketing Theory
4	26CMGTF2T	Strategic Financial Management
5	26CMGTH2T	Diversity, Equity, And Inclusion (DEI) In Human Resources
6	26CMGTM2T	Innovation And Diffusion Of Innovations

Title of the Course	**:**	EQUITY RESEARCH
Course Code	**:**	26CMGTF1T
Course offered to	**:**	Management
Credits	**:**	4

Course Objectives

1 To develop the skill in learners to analyze and evaluate equity securities using appropriate valuation concept and techniques for varied purposes
2 Demonstrate the ability to apply both single-period and multiple-period dividend discount models to estimate stock prices based on dividend forecasts
3 Understand and apply constant growth models for FCFF and FCFE, where cash flows are expected to grow at a steady rate over time
4 Develop comprehensive valuation models using spreadsheet applications
5 Prepare professional equity research reports and make informed investment recommendations

Course Outcomes:

1 Explain the concepts in equity valuation, its application and process.
2 Determine value of a firm's equity using dividend discount models
3 Estimate equity value of listed companies using free cash flow models, market based and asset-based models.
4 Develop spreadsheets for equity valuation
5 Explain the theoretical foundations and practical applications of market-based valuation models

Unit 1: INTRODUCTION EQUITY RESEARCH **10**

Overview of equity research, the role of equity analysts, and the research process - Concept and types of value, Applications of equity valuation, Valuation process, Reporting valuation results: Content of Research Report, Research Reporting Responsibilities. Selecting equity candidates for analysis and valuation, Major categories of equity valuation models

Unit 2: DISCOUNTED DIVIDEND MODELS OF VALUATION **10**

Underlying principle of dividend discount models: Single and multiple holding period valuations, Gordon growth model, Multistage dividend discount models: Two-stage, H-Model and Three-stage model, Estimation of growth rates, Estimating expected rate of return for discounting, Using spreadsheet applications for building DDM valuation models

Unit 3: FREE CASH FLOW MODELS OF VALUATION **10**

Concept of free cash flow, Measuring cash flows, Categories of free cash flows: FCFF and FCFE, Present value of free cash flows, Constant growth FCFF and FCFE models, Computing and Forecasting FCFF and FCFE, Single stage and Multi stage free cash flow models

Unit 4: MARKET BASED AND ASSET BASED VALUATION APPROACHES **10**

Market based approach - Price multiples: P/E, P/B. Price to Sales, Price to Cash Flow models – Enterprise value multiples – Asset based approach: Intrinsic value – Case studies in valuation

approaches adopted by investment bankers

Unit 5: EQUITY RESEARCH REPORT WRITING AND ETHICS **10**

Importance of Equity research report in financial market- structuring of research report – Best Practice in research report and Ethics in equity research

Prescribed Textbooks:

1. Damodaran, A. (2006). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, Wiley

Reference Books:

1. McMillan, M., Pinto, J., Pirie, W., Venter, G. (2011). Investments: Principles of Portfolio and Equity Analysis. Wiley
2. Veibig Jan, Poddig, T. and Varmaz, A. (2008). Equity Valuation: Models from Leading Investment Bankers. John Wiley and Sons
3. Kelleher, J. (2010). Equity Valuation for Analysts and Investors: A Unique Stock Valuation Tool for Financial Statement Analysis and Model Building, McGraw Hill.

Title of the Course	**:**	ADVANCED HUMAN RESOURCE MANAGEMENT
Course Code	**:**	26CMGTH1T
Course offered to	**:**	Management
Credits	**:**	4

Course Objectives

1. To comprehend the advanced HR concepts and their strategic application.
2. To describe Strategic Talent Acquisition and Workforce Planning, employee development, and performance evaluation.
3. To apply and Implement Effective Performance Management Systems.
4. To explain the Organizational Culture and Foster Diversity and Inclusion.
5. To analyze the impact of globalization on HRM, navigate cross-cultural challenges, and utilize HR technology.

Course Outcomes:

1. Describe the strategic role of HRM and its alignment with business objectives.
2. Comprehend the strategic approaches to talent acquisition and workforce planning.
3. Apply effective performance management systems to enhance employee development
4. Explain the role of HR in fostering a diverse and inclusive organizational culture.
5. Analyze the impact of globalization and technology on HR practices and decision-making

Unit 1: STRATEGIC HUMAN RESOURCE MANAGEMENT **10**

Introduction to Strategic HRM - Evolution of HRM into a Strategic Function - Aligning HR Strategy with Business Strategy - HRM Models and Frameworks- Role of HR in Organizational Effectiveness.

Unit 2: TALENT ACQUISITION AND WORKFORCE PLANNING **11**

Strategic Talent Acquisition-Workforce Planning and Analytics-Employer Branding and Recruitment Marketing -Selection Methods and Tools-Onboarding and Employee Assimilation.

Unit 3: PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT **9**

Designing Effective Performance Management Systems-Performance Appraisals and Feedback Mechanisms - Linking Performance to Compensation and Rewards-Leadership Development and Succession Planning - Employee Training and Development Programs

Unit 4 : ORGANIZATIONAL CULTURE, DIVERSITY, AND INCLUSION **11**

The Role of HR in Shaping Organizational Culture-Managing Cultural Change and Transformation-Building and Sustaining a Diverse and Inclusive Workforce-Addressing Bias and Promoting Equity in the Workplace-Legal and Ethical Considerations in Diversity and Inclusion

UNIT 5 :GLOBALIZATION, TECHNOLOGY, AND HR ANALYTICS **12**

Impact of Globalization on HRM-Cross-Cultural HR Management-Integration of HR Technology and Information Systems-HR Analytics: Data-Driven Decision Making-The Future of HR: AI, Automation, and Digital Transformation.

Prescribed Textbooks:

1. Dessler, Gary. (2023). Human Resource Management (17th Edition). Pearson.

Reference Books:

1. Boxall, Peter, Purcell, John, & Wright, Patrick. (2007). The Oxford Handbook of Human Resource Management. Oxford University Press.
2. Bamberger, Peter A., Biron, Michal, & Meshoulam, Ilan. (2014). Human Resource Strategy: Formulation, Implementation, and Impact (2nd Edition). Routledge.
3. Lepak, David P., & Gowan, Mary. (2019). Human Resource Management: Strategic and International Perspectives (3rd Edition). SAGE Publications.
4. Bratton, John, & Gold, Jeffrey. (2017). Human Resource Management: Theory and Practice (6th Edition). Palgrave Macmillan.
5. Ulrich, Dave, & Brockbank, Wayne. (2005). The HR Value Proposition. Harvard Business Review Press.

Title of the Course	**:**	**ADVANCED MARKETING THEORY**
Course Code	**:**	**26CMGTM1T**
Course offered to	**:**	Management
Credits	**:**	**4**

Course Objectives

1 To understand and critically evaluate key marketing theories and their evolution.
2 To explore advanced concepts in consumer behavior and brand.
3 To apply theoretical frameworks to solve complex marketing problems and Market Dynamics.
4 To develop the ability to critique and contribute to Social responsibility.
5 To summarize the importance of controlling and culture in the present changing business organizations.

Course Outcomes:

1 Comprehend and articulate the evolution of marketing theories.
2 Summarizes Brand Theories and Strategic marketing management.
3 Analyze different strategies related to customer relationship management.
4 Explain Social responsibility and digital marketing theories.
5 Summarize different concepts of Global Marketing theory.

Unit 1: INTRODUCTION TO MARKETING THEORY **12**

Overview and evolution of Marketing thought, Major paradigms in marketing research, Key theoretical frameworks in marketing – consumer behavioral theories – Psychological and sociological influences on consumer behavior – Behavioral economies and its impact on consumer behavior.

Unit 2 : BRAND THEORY AND STRATEGIC MARKETING MANAGEMENT **12**

Theories of Brand Theory and identity – Brand Positioning and differentiation strategies – Role of Branding in consumer loyalty and company value; Theoretical foundations of Marketing Strategy – competitive advantage and market orientation - Strategic market planning and resource allocation.

Unit 3: CUSTOMER REALTIONSHIP MARKETING AND MARKETING DYNAMICS **12**

Theoretical perspectives on Relationship Marketing – CRM Systems – Impact of Digital Transformation on Relationship Marketing; Theories of Market dynamics and change – Diffusion of Innovations – Impact of technological innovation on market structure.

Unit 4 : SOCIAL RESPONSIBILITY AND DIGITAL MARKETING THEORY **12**

Theoretical approaches to marketing ethics – CSR in marketing – role of ethics in consumer trust and Brand reputation; Digital marketing theories – Impact of social media on consumer behavior – Role of data analytics in modern marketing strategies.

Unit 5 : GLOBAL MARKETING THEORY **10**

Theories of Global marketing and international consumer Behavior – Standardization VS adoption in global marketing strategies – The influence of cultural differences on marketing Practices.

Prescribed Textbooks:

1. Keller, K. L., & Kotler, P. (2016). Marketing Management.

Reference Books:

1. Hunt, S. D. (2015). The evolution of marketing theory: A critical review. Journal of Marketing, 79(6), 1-20.
2. Bettman, J. R., Luce, M. F., & Payne, J. W. (1998). Constructive consumer choice processes. Journal of Consumer Research, 25(3), 187-217.
3. Aaker, D. A. (1991). Managing brand equity. The Free Press.
4. Porter, M. E. (1980). Competitive strategy: Techniques for analyzing industries and competitors. Free Press.
5. Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. Journal of Marketing, 58(3), 20-38.

Title of the Course	**:**	STRATEGIC FINANCIAL MANAGEMNT
Course Code	**:**	26CMGTF2T
Course offered to	**:**	Management
Credits	**:**	4

Course Objectives

1 To acquaint with concepts of strategic financial management
2 Familiarize various performance measures of strategic financial management
3 To evaluate strategic finance and investment decisions
4 To evaluate financial decisions of mergers
5 To provide with the working knowledge of take overs strategy and tactics

Course Outcomes:

1 To identify the concepts of strategic financial management in achieving strategic objectives of a firm
2 Apply different financial performance measures
3 Analyze the strategic investments decisions of a firm
4 Assess the impact of merge and takeover decisions
5 Evaluate the corporate valuation and restructuring

Unit 1 : INTRODUCTION TO STRATEGIC FINANCIAL MANAGEMENT 12

Financial Policy and Strategic Planning - strategic planning process -objectives and Goals -Major kinds of strategies and polices -Corporate Planning - Process of Financial Planning - Types of financial plan - Financial models -Process of financial model development - Tools or techniques of financial modeling -Uses and limitations of Financial Modeling - Types of financial models - Applications of Financial models. (Using Excel for financial modeling.

Unit 2 : FINANCIAL PERFORMANCE MEASURES 12

Shareholder Value Creation (SVC): Ten ways to create shareholder value - Market Value Added (MVA)- Market –to- Book Value (M/BV)- Economic Value Added (EVA) -Managerial Implications of shareholder Value Creation.

Unit 3 : STRATEGIC INVESTMENT DECISIONS 16

Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – sensitivity analysis and Mote Carlo Approach to Simulation – Evaluation of Lease Vs Borrowing Decision.

Unit 4 : MERGER & TAKEOVER STRATEGY 12

Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control – Problems on mergers – Exchange ratio. Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses.

Unit 5 : CORPORATE VALUATION & RESTRUCTURING 12

Introduction to Valuation – Approaches to corporate valuation – Estimating Free Cash Flows to equity and firm – Valuation based on – FCE, -FCE, DCF – (Simple Problems) – Corporate

Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Prescribed Textbooks:

1. Samuel C. Weaver, John Fred Weston (2019). Strategic Financial Management: Applications of Corporate Finance. Cengage Learning

Reference Books:

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.,
2. G.P.Jakhotiya, Strategic Financial Management, Vikas Publications.
3. Van Horn, JC, Financial Management and policy, Prentice Hall India.
4. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill

Title of the Course	**:**	DIVERSITY, EQUITY, AND INCLUSION (DEI) IN HUMAN RESOURCES
Course Code	**:**	26CMGTH2T
Course offered to	**:**	Management
Credits	**:**	4

Course Objectives

1 To describe the fundamental concepts of diversity, equity, and inclusion at the workplace.
2 To explain the role of HR in fostering an inclusive organizational culture.
3 To apply strategies for implementing DEI initiatives in HR practices.
4 To analyze the impact of DEI on organizational performance and employee well-being.
5 To analyze the skills to address challenges and opportunities related to DEI in HR.

Course Outcomes:

1 Describe a comprehensive understanding of DEI principles and their application in HR.
2 Comprehend the DEI strategies that align with organizational goals.
3 Apply strategies for creating and sustaining DEI initiatives and address challenges related to DEI in the workplace
4 Analyze the effectiveness of DEI initiatives and adjust strategies accordingly.
5 Analyze the future of DEI and its evolving role in organizations.

Unit 1 : UNDERSTANDING DIVERSITY, EQUITY, AND INCLUSION **11**

Definitions and Key Concepts: Diversity, Equity, Inclusion, and Belonging - The Evolution of DEI: Historical Context and Social Movements -The Business Case for DEI: Impact on Innovation, Performance, and Employee Engagement. - Dimensions of Diversity: Race, Gender, Age, Disability, LGBTQ+, and Other Factors Legal and Ethical Considerations in DEI.

Unit 2 : ROLE OF HR IN PROMOTING DEI **10**

HR's Role in DEI: From Compliance to Strategic Partner - DEI in Recruitment and Hiring: Bias Reduction, Inclusive Job Descriptions, and Diverse Talent Pipelines - Performance Management and DEI: Fair Evaluation and Promotion Practices - Compensation and Benefits: Ensuring Pay Equity and Inclusive Benefits -DEI in Employee Relations: Addressing Discrimination, Harassment, and Bias.

Unit 3 : IMPLEMENTING DEI INITIATIVES **11**

DEI Strategy Development: Assessing Organizational Needs and Setting Goals - Implementing DEI Programs: Training, ERGs (Employee Resource Groups), and Mentorship Programs - Measuring DEI Impact: DEI Metrics, Surveys, and Feedback Mechanisms - Leadership and DEI: The Role of Leaders in Fostering an Inclusive Culture - Case Studies: Successful DEI Initiatives in Organizations.

Unit 4 : OVERCOMING CHALLENGES IN DEI **11**

Common Barriers to DEI: Resistance to Change, Unconscious Bias, and Cultural Challenges - Overcoming Resistance: Change Management Strategies and Building Buy-In-Conflict Resolution in DEI: Addressing Tensions and Conflicts Arising from DEI Issues - Navigating Legal Risks and Compliance in DEI Initiatives - Creating Psychological Safety and Inclusive Spaces in the Workplace.

Unit 5 : FUTURE TRENDS AND INNOVATIONS IN DEI **11**

Technology and DEI: AI and Bias in HR Tech, Analytics for DEI, and Virtual DEI Initiatives-Inclusive Leadership: The Evolving Role of Leaders in a Diverse Workforce-Global DEI: Cross-Cultural Considerations and International DEI Strategies-The Future of DEI: Trends, Challenges, and Opportunities in a Changing World-Sustainability and DEI: Integrating DEI into Corporate Social Responsibility (CSR).

Prescribed Textbooks:

1. Mor Barak, Michàlle E. (2021). Managing Diversity: Toward a Globally Inclusive Workplace. SAGE Publications.

Reference Books:

2. Roberson, Quinetta M. (2020). The Oxford Handbook of Diversity and Work. Oxford University Press.
3. Ferdman, Bernardo M., &Deane, Barbara R. (2014). Diversity at Work: The Practice of Inclusion. Jossey-Bass.
4. Bensimon, Estela Mara, &Malcom-Piqueux, Lindsey E. (2016). Equity and Inclusion in Higher Education: Strategies for Teaching. Jossey-Bass.

Course Code	**:**	26CMGTM2T
Course offered to	**:**	Management
Credits	**:**	4

Course Objectives

1 To understand the fundamental concepts and theories of Innovation.
2 To analyze the factors influencing the diffusion of innovations.
3 To apply theoretical frameworks to solve complex marketing problems and Market Dynamics.
4 To explore the role of technology and market forces in innovation processes.
5 To apply diffusion models to real-world scenarios.

Course Outcomes

1 Comprehend and articulate the evolution of marketing theories.
2 Summarizes about Innovation ecosystems and networks.
3 Analyze adoption and resistance to Innovation.
4 Explain about Technology and Innovation.
5 Summarize different concepts of Global diffusion strategy.

Unit 1 : INTRODUCTION TO INNOVATION **12**

Definition – Types of innovation – Importance of Innovation in Business and society – Historical perspectives on Innovation – Theories of Innovation: Incremental Vs Radical innovation – Disruptive Innovation theory – The Innovation Process (from idea generation to commercialization).

Unit 2 : INNOVATION ECOSYSTEMS AND NETWORKS **12**

Role of ecosystems in fostering Innovation – open innovation and collaboration networks – innovation clusters and regional development – Diffusion of Innovations: theories - Everett Rogers' Diffusion of Innovations theory - The S-curve and adopter categories - Factors influencing the rate of adoption.

Unit 3: ADOPTION AND RESISTANCE TO INNOVATION **12**

The role of communication channels in diffusion - Social systems and cultural influences - Perceived attributes of innovations - Consumer adoption behavior - Barriers to innovation adoption - Strategies to overcome resistance.

Unit 4: TECHNOLOGY AND INNOVATION **12**

Innovation in technology, healthcare, education, and consumer goods - Sector-specific challenges and opportunities - Metrics for assessing innovation success - Managing the innovation process within organizations - Innovation audits and bench marking.

Unit 5: GLOBAL DIFFUSION OF INNOVATIONS **10**

The role of government in promoting innovation - Intellectual property rights and innovation National innovation systems and policy frameworks - International diffusion of innovations - Global markets and innovation transfer - Challenges in diffusing innovations across borders.

Prescribed Textbooks:

1. Christensen, C. M. (1997). The Innovator's Dilemma. Harvard Business Review Press

Reference Books:

1. Rogers, E. M., & Shoemaker, F. F. (1971). Communication of Innovations: A Cross-Cultural Approach. Free Press.
2. Brynjolfsson, E., & McAfee, A. (2014). The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies. W.W. Norton & Company.
3. Tidd, J., & Bessant, J. (2018). Managing Innovation: Integrating Technological, Market, and Organizational Change (6th ed.). Wiley.
4. Pisano, G. P. (2015). You Need an Innovation Strategy. Harvard Business Review.
5. Mazzucato, M. (2013). The Entrepreneurial State: Debunking Public vs. Private Sector Myths. Anthem Press.