School of Management Studies

Course Structure and Syllabi for Pre Ph.D Programme

SUBJECT – 1

S.No	Course Code	Title of the Course
1	24CMGT01T	Research Methodology

SUBJECT - 2

S.No	Course Code	Title of the Course
1	24CMGT02T	Research and Publication Ethics

CORE SUBJECTS
Choose any Two subjects from the following list

S.No	Course Code	Title of the Course
1	24CMGTF1T	EQUITY RESEARCH
2	24CMGTH1T	ADVANCED HUMAN RESOURCE MANAGEMENT
3	24CMGTM1T	ADVANCED MARKETING THEORY
4	24CMGTF2T	STRATEGIC FINANCIAL MANAGEMNT
5	24CMGTH2T	DIVERSITY, EQUITY, AND INCLUSION (DEI) IN HUMAN RESOURCES
6	24CMGTM2T	INNOVATION AND DIFFUSION OF INNOVATIONS

Title of the Course EQUITY RESEARCH
Category PEC
Course Code **24MGTF1T**

Year
Semester
Branch Ph.D.

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

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

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

Learning Outcomes::

- Describe the major types of value, such as intrinsic value, market value, and book value, in the context of equity valuation (L2)
- Analyze the responsibilities of equity analysts in ensuring accurate, unbiased, and regulatory-compliant research reporting (L4)

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

Learning Outcomes: At the end of the unit, the student will be able to:

- **Evaluate** the appropriateness of different dividend discount models for valuing companies at different stages of growth. (L5)

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

Learning Outcomes: At the end of the unit, the student will be able to:

- **.** Developa spreadsheet-based financial model for valuing a firm using both single-stage and multi-stage free cash flow models. (L6)
- .Us**e** historical financial data to compute and forecast future FCFF and FCFE (L3)

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the theoretical foundations and practical applications of market-based valuation models (L2)
- Critically evaluate the valuation approaches adopted by investment bankers in various case studies. (L5)

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

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the effectiveness of equity research reports by evaluating their accuracy (L4)
- Develop a well-structured equity research report that adheres to best practices and ethical standards, demonstrating the ability to integrate comprehensive financial analysis, clear presentation, and actionable recommendations. (L6)

Prescribed Textbooks:

1. Pinto, J., Henry, E., Robinson, T., Stowe, J. (2010). Equity Asset Valuation. Wiley.
2. 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.

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Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Explain the concepts in equity valuation, its application and process.	L2
2. Determine value of a firm's equity using dividend discount models	L2
3. Estimate equity value of listed companies using free cash flow models, market based and asset-based models.	L3
4. Develop spreadsheets for equity valuation	L4
5. Explain the theoretical foundations and practical applications of market-based valuation models	L2

Title of the Course ADVANCED HUMAN RESOURCE MANAGEMENT
Category PEC
Course Code **24CMGTH1T**

Year
Semester
Branch MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

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

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the strategic role of HRM within organizations. (L2)
- Summarize the skills required to align HR functions with business goals. (L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the advanced recruitment and selection techniques. (L2)
- Describe the strategic workforce planning and performance evaluation. (L2)

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

Learning Outcomes: At the end of the unit, the student will be able to:

- . Apply the comprehensive performance management systems. (L3)
- Summarize the plan and execute employee development initiatives. (L2)

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Influence and shape organizational culture through HR practices. (L2)
- Explain the Develop strategies for managing diversity and fostering inclusion. (L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the Navigate the challenges of managing HR in a global context.(L4)
- Apply Leverage technology and analytics for strategic HR decision-making.(L3)

Prescribed Textbooks:

1. Dessler, Gary. (2023). Human Resource Management (17th Edition). Pearson.
2. Noe, Raymond A., Hollenbeck, John R., Gerhart, Barry, & Wright, Patrick M. (2021). Fundamentals of Human Resource Management (9th Edition). McGraw-Hill Education.
3. Armstrong, Michael, & Taylor, Stephen. (2020). Armstrong's Handbook of Human Resource Management Practice (15th Edition). Kogan Page

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.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Describe the strategic role of HRM and its alignment with business objectives**.**	L2
2. Comprehend the strategic approaches to talent acquisition and workforce planning**.**	L2
3. Apply effective performance management systems to enhance employee development.	L3
4. Explain the role of HR in fostering a diverse and inclusive organizational culture**.**	L2
5. Analyze the impact of globalization and technology on HR practices and decision-making.	L4

Title of the Course ADVANCED MARKETING THEORY
Category PEC
Course Code **24CMGTM1T**

Year -
Semester -
Branch Ph.D.

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

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

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basics of Marketing Theory. (L2)
- Summarize the influence of Psychological, Sociological and Behavioral economies on consumer Behavior. (L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand Brand Theory and its role in consumer loyalty and company value creation. (L2)
- Understand the various aspects related to Strategic Marketing Management. (L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Comprehend different theories of CRM and its impact on digital transformation. (L2)
- Apply various Theories of Market dynamics and change. (L3)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize Corporate social responsibility and its impact on consumer trust and reputation. (L2)
- Apply the Theories of Digital marketing and create awareness about new products and services. (L3)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the different theories of Global marketing. (L2)
- Comprehend the differences between standardization and adoption. (L2)

Prescribed Textbooks:

1. Keller, K. L., & Kotler, P. (2016). *Marketing Management*.
2. Bagozzi, R. P. (1995). *Principles of Marketing*. Wiley.
3. Rogers, E. M. (2003). Diffusion of innovations. *Free Press*.
4. Smith, N. C. (2001). Ethical guidelines for marketing practice: A critical review. *Journal of Business Ethics*, 29(3), 239-252.
5. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation, and practice. *Pearson*.
6. Levitt, T. (1983). The globalization of markets. *Harvard Business Review*

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.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Comprehend and articulate the evolution of marketing theories.	L2
2. Summarizes Brand Theories and Strategic marketing management.	L2
3. Analyze different strategies related to customer relationship management.	L4
4. Explain Social responsibility and digital marketing theories.	L2
5. Summarize different concepts of Global Marketing theory.	L2

Title of the Course STRATEGIC FINANCIAL MANAGEMNT
Category PEC
Course Code **24CMGTF2T**

Year
Semester
Branch Ph.D

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

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

Unit 1 INTRODUCTION TO STRATEGIC FINANCIAL MANA GEMENT 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.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the strategic planning process and its kinds. (L2)
- To know the financial models and applications of financial models (L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand planning, decision making and managerial jobs. (L2)
- To understand the importance of organization structure in management. (L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the techniques of Investment Appraisal (L2)
- To know the decision tree approach for Investment decisions (L3)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the financial impact of merger (L2)
- To understand the exchange ratio and types of takeovers (L3)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the Approaches to corporate valuation (L2)
- To understand the corporate Restructuring Strategy (L2)

Prescribed Textbooks:

1. Samuel C. Weaver, John Fred Weston (2019). Strategic Financial Management: Applications of Corporate Finance. Cengage Learning
2. Rajini Sofat, Preeti Hiro (2019). Strategic Financial Management PHI, New Delhi.
3. Ravi M. Kishore (2017). Strategic Financial Management. Taxman Publications.

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

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. To identify the concepts of strategic financial management in achieving strategic objectives of a firm	L2
2. Apply different financial performance measures	L2
3. Analyze the strategic investments decisions of a firm	L2
4. Assess the impact of merge and takeover decisions	L2
5. Evaluate the corporate valuation and restructuring	L2

Title of the Course **DIVERSITY, EQUITY, AND INCLUSION (DEI) IN HUMAN RESOURCES**
Category PEC
Course Code **24CMGTH2T**

Year
Semester
Branch MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

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

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Define and differentiate between diversity, equity, and inclusion. (L2)
- Explain the historical and social context of DEI in the workplace. (L2)
- Describe the benefits of a diverse and inclusive workforce(L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply strategies for creating and sustaining DEI initiatives. (L3)
- Describe the process to measure the effectiveness of DEI programs. (L2)
- Summarize the importance of leadership commitment and employee involvement in DEI. (L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe common challenges and barriers to DEI in the workplace. (L2)
- Analyze the strategies to overcome resistance and build a culture of inclusion. (L4)
- Comprehend the role of HR in managing conflict related to DEI issues. (L2)

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).

Learning Outcomes: At the end of the unit, the student will be able to:

- Explore emerging trends and innovations in DEI. (L2)
- Describe the role of technology in advancing DEI in HR.(L2)
- Analyze the future of DEI and its evolving role in organizations. (L4)

Prescribed Textbooks:

1. Clements, Paul. (2020). Diversity, Equity & Inclusion For Dummies. Wiley.
2. Mor Barak, Michàlle E. (2021). Managing Diversity: Toward a Globally Inclusive Workplace. SAGE Publications.
3. Thomas, R. Roosevelt Jr. (2010). World Class Diversity Management: A Strategic Approach. Berrett-Koehler Publishers.

Reference Books:

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

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Describe a comprehensive understanding of DEI principles and their application in HR.	L2
2. Comprehend the DEI strategies that align with organizational goals.	L2
3. Apply strategies for creating and sustaining DEI initiatives and address challenges related to DEI in the workplace.	L3
4. Analyze the effectiveness of DEI initiatives and adjust strategies accordingly.	L4
5. Analyze the future of DEI and its evolving role in organizations.	L4

Title of the Course INNOVATION AND DIFFUSION OF INNOVATIONS
Category PEC
Course Code **24CMGTM2T**

Year -
Semester -
Branch Ph.D.

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

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

Unit 1 INTRODUCTION TO INNOVATION 12

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basics of Innovation. (L2)
- Summarize the disruptive innovation theory and its process. (L2)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the role of Innovation ecosystems and its capabilities in fostering innovation. (L2)
- Understand different theories of Diffusion and the factors that influence the rate of adoption. (L2)

Unit 3 ADOPTION AND RESISTENCE 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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Comprehend different roles of communication channels in diffusion. (L2)
- Apply various concepts to overcome resistance to change. (L3)

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 benchmarking.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize Innovations in technology, health care, education and consumer goods. (L2)
- Apply the Theories of Innovation process within the organizations. (L3)

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.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the role of government in promoting innovations. (L2)
- Comprehend the different aspects related to international diffusion of innovations. (L2)

Prescribed Textbooks:

1. Schumpeter, J. A. (1942). *Capitalism, Socialism, and Democracy*. Harper & Brothers.
2. Christensen, C. M. (1997). *The Innovator's Dilemma*. Harvard Business Review Press
3. Chesbrough, H. (2003). *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Harvard Business Review Press.
4. Rogers, E. M. (2003). *Diffusion of Innovations* (5th ed.). Free Press
5. Moore, G. A. (1991). *Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers*. HarperCollins.

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.

Course Outcomes:

At the end of the course, the student will be able to	Blooms Level of Learning
1. Comprehend and articulate the evolution of marketing theories.	L2
2. Summarizes about Innovation ecosystems and networks.	L2
3. Analyze adoption and resistance to Innovation.	L4
4. Explain about Technology and Innovation.	L2
5. Summarize different concepts of Global diffusion strategy.	L2