

## **MBA in Sustainable Development & Management**

### **A Preview of Courses**

#### **Organizational Behavior (Core)**

This course aims to provide students an understanding of the basic theories and concepts of management while exploring the role of a manager in various forms of organizations. Through readings, case studies, role plays followed by class discussions, the purpose is to generate an understanding for evolution of management thought as well as shaping of contemporary management practices. The course shall also cover topics on organization behavior such as organizational structure, culture, communication patterns as well as the change management.

#### **Learning Outcomes:**

- An understanding of organizations, roles and functions of managers and management approaches in context of global organizations
- Critical examination of organizational theories and practices and be able to apply them to real life business situations
- Critical evaluation of the existing theories and need for change with the changing business environment

#### **Managerial Accounting (Core)**

This is a core course which is intended to make future managers learn about financial and managerial accounting concepts, techniques and tools used to design and develop costing systems, the preparation of budget and their role in planning and control. The course is aimed at making students understand various tools and techniques of management accounting namely inventory valuation, decision-support, cost-control and understand various costing approaches and cost management systems. The students would learn to apply the methods and concepts for measurement of both financial and non-financial performance. The course shall make use of cases, spreadsheets, exercises to enhance students learning.

#### **Learning Outcomes:**

- Explain how management accounting tools and techniques can be used to support process improvement in order to reduce cost & time, improve quality and support innovation.
- Identify, evaluate, and utilize relevant management accounting information in making various operational, investment and pricing decisions.
- Apply analytical tools, techniques and frameworks to evaluate and critically examine the contents of both internal and external financial reports
- Learnt to apply budget planning and control systems and product costing techniques

#### **Quantitative Methods (Core)**

This core course provides an introduction to the mathematical and statistical tools used for making business decisions. In addition, the course will train managers in how they analyze various data sets available to them through these tools and techniques. Several mathematical methods are introduced to

solve management problems quantitatively. The course focuses on developing quantitative skills through probability, descriptive statistics, inferential statistics and linear regression. The students would be given hands on training through softwares such as Excel, Stata, R, SPSS, Eviews.

**Learning outcomes:**

- Apply the most widely used quantitative techniques in decision making and also their wide applicability in business settings
- Appreciate the value of mathematics, apply statistical techniques for market forecasting and other decisions

**Macroeconomics & Monetary Policy (Core)**

In the present world, the economy of a country is influenced by various national and international phenomena. Therefore, understanding the bigger picture of the global economy and the associated business changes is crucial. The course has been developed as a core course to introduce the key elements of macroeconomic environment and monetary policy.

The course is intended to familiarize the students with the conceptual foundation of macroeconomics and policy drivers that influence income, interest rates, inflation, employment and exchange rates with explanations of the potential short-run and long-run fallouts on the economy.

**Learning Outcomes:**

- Understand the concepts of economic growth , national income, compare various methods of calculating national income
- Interpret macro-economic issues such as money, foreign exchange, inflation, unemployment, economic growth and foreign trade and their impact on businesses
- Comprehend in context of industry and firms, the concepts of export, import and foreign trade deficit

**Principles of Sustainability Management (Core)**

This course introduces the concepts and principles of sustainability and how it is practiced through various lenses by practitioners. The students would be familiarized with various sustainability challenges being faced in global, national and local context e.g. problems related to air pollution, energy, water and waste. The course further aims to enhance students' understanding of circular economy, corporate sustainability, its measurement and reporting and stakeholder management As the course moves ahead, the students would be familiarized with real –life cases which present best practices and challenges to practice sustainability. The course is interdisciplinary in nature and students would gain hands on training on various tools through assignments, interactive discussions, problem solving through case studies. The students would be encouraged to think critically, innovate and work out solutions for the challenges presented to them from various lenses of sustainability.

### **Learning Outcomes:**

- Understand and critically analyze the sustainability challenges in terms of environmental, economic and social issues at a global, national and local level.
- Use the interdisciplinary tools and indicators for measuring and reporting sustainability in context of businesses

### **Business Law (Core)**

This course covers major areas of legal regulation to which businesses are subject to, including contract law, partnership and corporate law, employment and labor law, intellectual property law, environmental and financial regulations. Throughout the course, the emphasis will be on active, experiential application of legal reasoning and analysis and on the global and comparative dimensions of legal and ethical issues. This course uses the global business context to introduce students to important legal, ethical and cultural challenges they will face as business leaders. The case discussions will present various business scenarios constrained by law and they will learn how to make responsible decisions under these constrained circumstances

### **Learning Outcomes:**

- Understand the business interface with law and legal institutions in the countries that they operate
- Develop a basic understanding of the laws relating to contract, consumer protection, competition, environment, labour, taxation, dispute resolution, environment, finance and others
- Apply the acquired knowledge about laws in day-to-day business context for compliance and avoiding any legal conflicts

### **Seminar in Business Communication (Core)**

The objective of this seminar course is to prepare students to communicate effectively in a trans-national, globalized business environment. The course introduces students to the basic formats and principles of business communication. It covers communication structures briefly and introduces students to the ever more important area of cross-cultural communication. The course is designed to impart a basic understanding of written business communication including letters, reports, presentations and email. The course will also focus on demonstrating students through audio-visual training how they could develop effective public speaking

**Learning Outcome:** The students would learn the nuances of business communication and develop proficiency in written and oral communication skills required for a business manager

### **Managerial Economics (Core)**

The major aim of this course is to equip managers with economic tools and techniques to tackle complex operational and strategic decisions facing modern managers e.g. nature of prices and of markets, costs, prices, revenues, profits, and competitive strategies. In addition to this, the students will learn costs of production and how they affect short run and long run decisions; understand economies of scale, diseconomies of scale, economies of scope and cost complementarities and how each affects the cost of

production. The course shall also equip students to use economic tools to explain the optimal allocation of resources within the firm, the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure and apply regression analysis, estimation and forecasting and game theory to guide managerial decision-making.

#### **Learning Outcomes:**

- Gain skills in critical thinking and decision-making supported by economic principles and best practices in business
- Clear understanding of how economic tools and techniques could be applied in business decision-making e.g. cost, price, production, competition
- Use the tools of estimation and forecasting to support decision-making. Use game theory to define the optimal course of action a firm can take when dealing with competitors.

### **Business Strategy & Policy (Core)**

This course orients the students towards various stages of strategy formation i.e. the analysis, formulation, implementation and control. The course will also focus on training students on how to prepare strategy under given set of environmental conditions. Theories such as Porter's five forces analysis, resource based view, core competency, strategic agility & flexibility, blue ocean strategy, balanced score card will be discussed along with their applications. Various strategic options available at corporate, business and operational level will be presented along with discussions on real-life business cases. Additionally, the nuances of strategy implementation, control and audit will be discussed. The course makes use of a variety of cases in Indian and global contexts to familiarize the students with strategic decision-making process.

#### **Learning Outcomes:**

- Develop an understanding of environmental factors ( internal & external ) affecting the firm and industry in the long run and also with the tools and techniques for their analysis
- Develop their analytical as well as decision making skills to formulate and evaluate strategy under a given set of environmental factors
- Learn the skills of providing strategic leadership to the firms/ business units in both short run and long run
- Understand the strategy from sustainability perspective and learn how sustainability strategies are formulated and implemented
- 

### **Sustainability Marketing Strategies (Core)**

Environmental factors such as evolving technology, societal and sustainable needs, demographic trends, regulatory changes and intense competition continue to challenge the marketing function to provide more return to an organization's various stakeholders. The objective of the course is to understand the concepts of marketing management, consumer behavior theories and practices, understanding how marketing strategy is planned, implemented and monitored. This course will make students learn the concepts of marketing research, product and brand management, pricing, integrated marketing

communications and distribution management. The course will also deal with understanding the concept of marketing sustainable products and services through case studies

**Learning outcomes:**

- Understand the concepts of marketing , differentiate between types of marketing and analyze the external and internal market environment including regulatory environment
- Analyze the consumer behavior for any product through applying various concepts and practices
- Plan , implement and monitor marketing strategy with reference to Product & Brand Management; Pricing ; Integrated Marketing Communications, Sales & Distribution,
- Understand the key elements of developing a successful marketing strategy and branding approach for a sustainable market offering.

**Corporate Governance & Business Ethics (Core)**

This course aims at incorporating the study of ethical issues that arise in contemporary business settings, including professional conduct and corporate social responsibility. The objective of the course is to enhance the understanding of business ethics among the next generation managers on issues such as well-being, rights, and justice. Additionally, the course is also intended to discuss issues such as comparative forms of corporate governance, bribery and corruption in global markets, human rights, board governance & compensation issues etc.

**Learning Outcomes:**

- Exposure to a variety of ethical concerns that may arise in corporation and an understanding of
- Learn how ethical systems are organized in a firm and applied to business activities
- Understanding of socially responsible businesses, CSR theories and models and CSR implementation

**Social Entrepreneurship and Sustainability (Core)**

The course is aimed to sensitize students on the concept and practices of social entrepreneurship. Besides introducing the concepts, the course will enable them to ideate, work on intent clarity, discover and also prepare an elementary business plan. The course is also aimed to create a group of future students and professionals who could understand the need and significance of socially relevant businesses in context of sustainable development and possess the zeal to start sustainable business enterprises on their own. The students would also learn to understand and apply the tools of value proposition design, business model canvas and effective presentations to develop social entrepreneurial initiatives. The students would also be made aware about investment opportunities available for start-ups in India and abroad

**Learning outcomes:**

- The students would be able to understand the concept of sustainable social enterprise
- All the students will be able to understand & analyze ways and means to make these sustainable
- Select group of students will be able to create a social business venture
- Learn the various funding opportunities available to run these enterprises

## Human Resource Management (Core)

This course will introduce the students to the concepts of human resource function in an organization. The course is aimed to discuss identification of human resource needs of an organization, conduct a job analysis, job description process, recruitment, selection and training, and discuss workplace health, safety policies and procedures. The course will also train students to explain the responsibilities of management, HRM specialists, managers and employees in managing the employment relationship in a unionized and non-unionized environment. The course shall also discuss diversity and gender issues at the workplace, regulatory issues involved in human resource management and HR strategy. Various pedagogical methods used will be case analysis, lectures, live projects etc.

### Learning outcomes:

- Learn to prepare a short term and long term human resource strategy for the firm
- Understand various functions of HRM and understand their relationship to the workplace
- Identify and address social issues relating to human resource management trends pertaining to their company and industry

## Summer Internships

The summer internship is an essential part of the curriculum where students would get corporate exposure in an industry/ company of their choice. The objective of the summer internship is to provide practical training to students regarding various functions in an organization. The students may work in an area of their interest such as marketing, finance, HR, IT, Sustainability, Corporate social responsibility. The training would start after second semester (June-July) for a period of six-eight weeks. The students are assigned two mentors (one each from faculty and the organization they work in). At the end of the training, the students will be evaluated on the basis of presentation, report and industry feedback.

**Learning Outcome:** The students would learn first-hand exposure of working in a company. They would acquire practical management/ sustainability skills in a corporate setting. Additionally, the report writing, presentation would add value to their already acquired business communication skills.

## Sustainable Business Leadership (Core)

The purpose of this course is to see how businesses embrace themselves to sustainability and create a value proposition for themselves in the marketplace; at the same time exhibiting leadership in the industry and wider global economy. Through various examples and best practices, responsible businesses need to see how an entire organization needs to be oriented towards sustainability and how it is implemented at all the levels of management.

### Learning Outcomes:

- Identify key technologies, resources and competences and understand and assess their potential in order to attain sustainable business leadership
- Understand innovation in context of sustainability and how to manage it properly to reduce risks in each stage of the process (from idea conception to mass implementation in a global society)
- Learn the basics of green finance and funding opportunities available for sustainable businesses ; at the same time learn how to lead in finance markets

- Acquaint them with the leadership skills required for integrating sustainability in an organization

### **International Trade & Finance (Core)**

This course is designed to provide a basic introduction to international trade and finance to business management students. The students would be acquainted with the theories of international trade, balance of payments and capital flows. It will also give an indication of the historical evolution of trade and finance patterns, the important international institutions and major processes in international trade regime with special reference to ASEAN. The international finance topics covered will include the management of foreign exchange exposure including foreign exchange policy, foreign direct investment decisions, and multinational capital budgeting. Other topics that will be covered include trends in international banking and the determination of exchange rates

#### **Learning Outcomes:**

- Understand how to manage a multinational corporation in a changing international trade and finance regime
- Learn to foresee and manage international economic events in context of implications on their business and management,
- Compare at the level of formal analysis, the major models of international trade and be able to distinguish between them in terms of their assumptions and economic implications.

### **Blue Economy (Elective)**

It is estimated that by 2025, eighty percent of global trade and 350 million jobs worldwide are linked to fisheries accounting a total of US \$ 1.5 trillion per year. In context of SDG 14 (Life below water), it is very important for managers to understand the concepts of blue economy and management of oceanic resources. The objective of this course is to make students understand marine ecosystems as habitat for earth's biodiversity including humans; types of ocean resource extraction and use and maritime laws and governance. The course will also help students examine the effects of resource use and urban development on ocean environments and biodiversity over time and across locations.

The course will also discuss various market opportunities that emerge from these oceanic resources and how various countries could benefit from them. The course will also provide knowledge on coastal communities, their vulnerabilities with respect to climate change and various adaptation and mitigation strategies that could be adopted.

#### **Learning Outcomes**

- Developed an understanding of marine ecosystems including their structure & functions, various oceanic resources, their use and management
- Explored the concepts of blue economy and the market opportunities associated with oceanic resources
- Understood the impact of climate change to marine ecosystems, coastal communities, their livelihoods and develop new business models for livelihood development

### **New Renewable Resources (Elective)**

This course will introduce various new and renewable energy resources and their trends across the globe. The students would be exposed to various technologies such as solar, wind, energy, tidal and train them to understand the potential and various applications for businesses. Students would also be given exposure to energy economics, techno-economic evaluation of renewable energy projects, energy prices and markets and energy modelling. Various opportunities and techniques, tools and standards for energy conservation in context of businesses would also be discussed. Best practices of businesses implementing renewable technologies will be discussed alongside barriers to implementation.

#### **Learning Outcomes:**

- Understand the significance of new and renewable resources, assess their potential and economics for a business
- Understand the structure and function of energy markets and methods used for pricing these resources
- Design and execute renewable energy projects for businesses
- Understand regulatory environment in context of these resources

### **Integrated Water Resources Management (Elective)**

Water is a critical resource for businesses and the communities they are associated with. An understanding of how businesses manage this resource is must for sustainability managers. The purpose of this course is to give the business students an understanding of IWRM and the tools and techniques for its implementation. The course will introduce the basic principles and practice of IWRM functions of natural and anthropogenic factors in water resource management. Factors that affect the use of water resources (demand, availability, quality, quantity), water pollution and impact on water quality and health, Climate change and water resources, The students will also learn management of the water resources (water catchment management, water conservation, strategic planning of water resources at national, regional and local levels to meet user demand, environmental protection and sustainable management needs.

#### **Learning Outcomes:**

- Learn the types and significance ( impact and dependencies ) of water as a resource for business and communities
- Understand the factors that affect the use of water resources (demand, availability, quality, quantity )
- Understand and plan water resource management policies/ strategies at the national and regional level
- Critically appraise the water conservation tools and techniques adopted by businesses



### **Sustainable Urbanization and Development (Elective)**

This elective course exposes the students to the foundations of urban development including the opportunities and challenges in context of climate change. Various topics that would be covered in the course are characteristics of sustainable cities (smart cities), indicators for sustainable urban development, climate change and disaster management, making our cities safe and resilient through waste management, water management and transport management. Best practices from cities across the globe will be presented.

In addition to the above, the case of major Indian cities such as Chennai, Mumbai, Delhi, and Bangalore shall be discussed in context of challenges that have emerged recently in form of floods, air pollution, water-logging and waste management. The course shall specifically take up the case of phasing out single use plastics in India and the role of businesses

#### **Learning Outcomes:**

- Comprehend the opportunities and challenges that accompany urban development
- Understand various urban utilities and their management from sustainability perspective
- Conceptualize the concept of smart cities and their management with reference to India and other countries

### **Agriculture and Development (Elective)**

This elective course is aimed to acquaint the students with the concepts of agriculture and food systems and recent developments in agricultural research and practice in response to challenges such as poverty, climate change and environmental sustainability. The course is also aimed to equip students with an understanding of running agribusiness enterprises and how this would be a livelihood opportunity for rural communities. The course shall cover topics such as agriculture and food system with special focus on developing and emerging economies, sustainable agriculture, global food systems, resource efficiency, food supply chains, smart agriculture, integrated farming systems, agricultural institutions, higher education and innovation, agribusiness start-ups etc. The course will be taught with special focus on farmers and avenues of doubling their income.

#### **Learning Outcome:**

- Critical appraisal of agricultural trends, food production systems and nutritional security with special focus on ASEAN economies
- Develop an understanding of opportunities and challenges for agriculture in current regime and discuss opportunities for doubling farmers' income
- Understanding of tools and technologies for sustainable agriculture and their effective implementation in field
- Understanding the significance of agribusiness start-ups as a livelihood option for rural youth and learning how to start and successfully run agri start-ups

### **Poverty and Sustainable Development (Elective)**

This course introduces the students to the biggest challenge of sustainable development i.e. poverty eradication. The objective of the course is to enhance their understanding about concepts of poverty and inequality, their measurement, trends and indicators in context of sustainable development. Causes and consequences of poverty will be discussed at length and its links to various economic policies will be established. Case studies on poverty assessment and management in relation to different countries would be discussed. E.g. Microfinance (Bangladesh)

#### **Learning Outcomes:**

- Appreciate the global poverty trends and indicators and their relation to growth and development
- Learn the tools and techniques to measure poverty and understand their ethical, social and cultural understanding
- Understand the causes and consequences of poverty and critically evaluate the sustainable development models vs conventional development models

### **Culture, Philosophy and Aesthetics for Management (Elective)**

This course will provide insights from Indian and Eastern spiritual traditions (Bhagvad Gita, Upanishads) to enhance learning on management. The course aims to develop a capacity of introspection and self-reflection among the students in order to inform, engage and motivate them to develop individual personality. The course will also expose the students to the realm of mind sciences and its integration with managing people and planet.

- Understanding from Indian and Buddhist spiritual traditions, the principles and trajectories of management
- Create new knowledge based on philosophical and vedantic sustaining traditions to deal with emerging challenges for sustainable development goals

### **Climate Change and Development (Elective)**

This course aims at acquainting the students about the relationship between climate change and development. The course shall start with the introduction to climate change and environmental challenges; the policy-making at the local, global and regional context amidst environment and development challenges such as poverty, global inequalities, loss of biodiversity and the deterioration of global ecosystems. Further, the course is aimed to discuss the science of climate change, future projections and its implications on various sectors such as water, transport, energy, agriculture, industry and settlements. The economics of climate change will be discussed alongside cost and policy implications.

The course will give special emphasis on impact of climate change on various business sectors. The course shall be supplemented with discussion on sectoral case studies, National Action Plan on Climate Change, State action plans and other policy measures.

### **Learning Outcomes:**

- Understand the impact of climate change on various sectors such as agriculture, health, transport, energy and settlements
- Expand their understanding on economic and social costs of climate change and the investment needed to cope up with
- Understand the impact of climate change on businesses and industrial sectors and be able to develop a response strategy for short term and long term

### **Corporate Experience/ Dissertation**

This is major requirement for MBA that will be undertaken by students in the fourth semester and will earn them 18 credits. The objective of the project is to provide practical exposure on real-life management and sustainability challenges. The students' are encouraged to work on a problem/ concept related to the functional area of their choice, using appropriate methodology, preferably with an interdisciplinary approach. The project would be jointly supervised by a faculty member from Nalanda University (internal supervisor) and a supervisor from the organization where the project is being undertaken (external supervisor). The student would be evaluated on parameters such as creativity & innovation, methodological approach, novelty of the research and quality of the output which shall be provided in form of managerial recommendations/ policy implications/ novel solutions.

The students have two options:

Option A: The students may work in a corporate/ NGO/ foundation/ Government organization for 18-20 weeks and gain exposure of working on specific issues pertaining to sustainability / management. At the end of the project, student will submit a monograph.

Option B: The students would undertake research work under the supervision of an internal and external supervisor and will be evaluated on the basis of a dissertation and presentation. The detailed guidelines will be provided.