CHRIST
(DEEMED TO BE UNIVERSITY)
PUNE LAVASA CAMPUS
The Hub of Analytics

SYLLABUS

MBA

TRIMESTER SCHEME
(2023-24)

CHRIST (Deemed to be University)
Pune Lavasa Campus - 'The Hub of Analytics'

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lavasa.christuniversity.in

School of Business and Management

Syllabus
Master of Business Administration (MBA)
(Trimester Scheme)

(2023-24)

CHRIST (Deemed to be University), Bengaluru
Karnataka, India
www.christuniversity.in

Master of Business Administration (MBA)
(Trimester Scheme)

Department overview

Overview

School of Business and Management, CHRIST (Deemed to be University) offers professional, 2-year management programmes leading to MBA degree in the areas of Finance, Marketing, Lean Operations & Systems, Human Resource and Business Analytics. The MBA Programme functions from all the five campuses of CHRIST (Deemed to be University).

The School of Business and Management has well qualified faculty with most having relevant industrial experience. Well stocked libraries, state-of-the-art laboratories and a repository of learning tools provide for a varied and experiential learning environment. The School of Business and Management also provides free and easy access to high quality teaching and learning resources such as case studies, journals, databases and simulation games through subscription to reputed publishers. The School offers placement facility to students with an excellent track record so far. Every year large number of reputed organizations visit our institute for hiring our students from all specializations.

National and international level conferences for faculties and students, national case study conference, business festivals for students conducted every year are among the highly reputed academic events in the country.

Vision statement

Our vision is to be an institution of excellence developing leaders serving enterprises and society globally.

Mission statement

Our mission is to develop socially responsible business leaders with the spirit of inquiry through academic and industry engagement

Programme Overview

Introduction to the Programme

The MBA programme consists of six trimesters. Students move to specialization courses during the last four trimesters. Most of the courses are of three credits with coverage of 30 hours.

The course curriculum is designed for academic depth and employability in the industry. Variety of pedagogy are used in addition to the regular class room teaching, such as case sessions, simulations, management games, laboratories and research based assignments. Experiential, student centric learning is the highlight of the programme. Co-curricular activities such as organizational study, mentoring and current affairs sessions, book reviews, paper presentation conferences augment the regular classes. Extracurricular activities hone up the organizing skills and teamwork among the students.

School of Business and Management has collaborations with Universities such as Virginia Commonwealth University (VCU), USA; Western Michigan University (WMU), USA and University of Applied Sciences (FHWS), Würzburg-

Schweinfurt, Germany wherein students are permitted to take approved courses from these Universities and transfer of credits for such courses will be considered for the award of MBA Degree.

Programme Outcomes

Program Educational Objective (PEOs):

- Graduates possessing subject knowledge, analytical ability and skills to manage businesses
- Graduates exhibiting spirit of inquiry, innovation and ability to solve problems in dynamic business environment.
- Graduates with value based leadership skills, entrepreneurial capabilities and global awareness serving enterprises and society.

Course Outline
Year – I

Trimester I

Course Code	Title of the Course
	CORE SUBJECTS
MBA131	Financial Accounting for Managers
MBA132	Managerial Economics
MBA133	Principles of Management
MBA134	Statistics for Business
MBA135	Organizational Behaviour
MBAB136	Management of Digital Business Systems
	OTHERS
MBA181	Organization Structure Training
MBA111	Business and Current Affairs
HOL111	Holistic Education

Trimester II

Course Code	Title of the Course
	CORE SUBJECTS
MBA231	Marketing Management
MBA232	Management of Human Resources
MBA234	Financial Management
MBA235	Operations Management
MBAB236	Fundamentals of Business Analytics
MBA238	Entrepreneurship and Intrapreneurship
MBA239	Business Mathematics (Only for Lavasa Campus)
	OTHERS
MBA281	Social Concern Project
MBA211	Business Domain Knowledge

Trimester III

Course Code	Title of the Course
	CORE SUBJECT
MBA332	Research Methodology
	DISCIPLINE SPECIFIC ELECTIVES
	Finance
MBA341F	Security Analysis and Portfolio Management
MBA342F	Management of Banks
MBA343F	Financial Reporting and Analysis
MBA344F	Database Management for Finance (Only for Lavasa Campus)
	Human Resource
MBA341H	Industrial Relations
MBA342H	Talent Management
MBA343H	Learning and Development
MBA344H	People Analytics (Only for Lavasa Campus)
	Lean Operations & Systems
MBA341L	Quality Management Systems

MBA342L	Business Analysis and Process Modeling
MBA343L	Lean Operations Management
	Marketing
MBA341M	Sales and Distribution Management
MBA342M	Marketing Research and Analytics
MBA343M	Business to Business Marketing
MBA344M	Introduction to Marketing Analytics (Only for Lavasa Campus)
	Business Analytics
MBA341B	Business Data Management
MBA342B	Programming with Python
MBA343B	Exploratory Data Analysis
	Entrepreneurship & Innovation
MBA341EI	Business Model Innovation
MBA342EI	Communication for Prospective Entrepreneurs
MBA343EI	Ideation and Opportunity Assessment
	International Business
MBA341I	International Marketing
MBA343I	Global Business Environment
MBA344I	Criss Communication and Organizational Learning
	GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1
MBA361F	Macro Economics
MBA361H	Managing Conflicts and Negotiations
MBA361M	Digital Marketing
MBA361S	Leadership
	GENERIC ELECTIVES (Students to choose 1 out of 5 subjects) Basket 2
MBA362B	Artificial Intelligence for Managers
MBA362F	Finance Through Films
MBA362L	Enterprise Resource Planning
MBA362EI	Entrepreneurial Finance
MBA363B	R for Managers (Only for Lavasa Campus)
	OTHERS
MBA311	Functional Domain Knowledge
HOL311	Holistic Education

Year – II

Trimester IV

Course Code	Title of the Course
	CORE SUBJECT
MBA431	Strategic Management
	DISCIPLINE SPECIFIC ELECTIVES
MBA441F	Financial Econometrics
MBA442F	Business Valuation
	Specialisation Electives (Finance) Students to choose 1 out of 2 courses
MBA443F	Derivatives
MBA444F	Cost Analysis and Management Control System
	Human Resource
MBA441H	Compensation Management
MBA442H	Human Resource Metrics and Analytics
MBA443H	Labour Law
	Lean Operations & Systems
MBA441L	Business Intelligence and Analytics
MBA442L	Supply Chain and Logistics Management
	Specialisation Electives (Lean Operations & Systems). Students to choose 1 out of 2 subjects
MBA443L	Operations Planning and Control

MBA444L	Information Technology Services Management
	Marketing
MBA442M	Consumer Behaviour
MBA443M	Marketing Metrics
	Specialisation Electives (Marketing) Students to choose 1 out of 2 subjects
MBA444M	Strategic Marketing Management
MBA445M	Global Marketing
	Business Analytics
MBA441B	Business Forecasting
MBA442B	Machine Learning Algorithms - 1
MBA443B	Business Intelligence and Data Visualization
	Entrepreneurship & Innovation
MBA441EI	Digital Transformation and Innovation
MBA442EI	Blue Ocean Strategy
MBA443EI	Venture Capital and Private Equity
	International Business
MBA441I	International Trade
	Specialisation Electives (International Business) Students to choose 2 out of 4 subjects
MBA442I	Cross Cultural and Diversity management
MBA443I	Global Consumer Buying Behavior and Neuromarketing
MBA444I	International Labour Law Practices
MBA445I	Global M-Commerce Strategy
	GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1
MBA461S	Business Analysis (for non LOS students)
MBA461L	Digital Transformation Technologies
MBA461F	International Financial Management
	GENERIC ELECTIVES (Students to choose 1 out of 5 subjects) Basket 2
MBA462H	Diversity, Equity, Inclusion and Belongingness
MBA462B	Managerial Applications of Analytics
MBA462M	Fundamentals of Service Marketing
MBA462EI	Family Business Management
	OTHERS
MBA481	Summer Internship Project (SIP) (2 months)
MBA411	Research Competency

Trimester V

Course Code	Title of the Course
	CORE SUBJECT
MBA532	Management Science
	DISCIPLINE SPECIFIC ELECTIVES
MBA541F	Strategic Financial Management
MBA542F	Financial Risk Management
	Finance
MBA543F	Fixed Income Securities
MBA544F	Analytics for Finance
MBA545F	Digital Technologies in Finance
	Human Resource
MBA541H	Organizational Change & Development
MBA542H	International Human Resources Management
MBA543H	Agile HR
	Lean Operations & Systems

	Specialisation Electives (Lean Operations & Systems) (Basket A). Students to choose 1 out of two subjects
MBA541L	Operations Strategy
MBA542L	Agile Management of Software Projects
	Specialisation Electives (Lean Operations & Systems) (Basket B). Students to choose 1 out of two subjects
MBA543L	International Logistics
MBA544L	Service Operations Management
	Specialisation Electives (Lean Operations & Systems) (Basket C). Students to choose 1 out of two subjects
MBA545L	Supply Chain Design and Modelling
MBA546L	Managing Audit of Information Systems
	Marketing
MBA541M	Retailing Management
MBA542M	Strategic Brand Management
MBA543M	Advertising and Public Relations
	Business Analytics
MBA541B	Big Data Analytics
MBA542B	Machine Learning Algorithms - II
MBA544B	Text and Social Media Analytics
	Entrepreneurship & Innovation
MBA541EI	Social Entrepreneurship
MBA542EI	Understanding Cultures and Markets
MBA543EI	Managing strategic partnerships
	International Business
MBA543I	Marketing Analytics
	Specialisation Electives (International Business) Students to choose 1 out of 2subjects Basket 1
MBA541I	Export and Import Management
MBA545I	International Competition Regime and Management Practices
	Specialisation Electives (International Business) Students to choose 1 out of 2subjects Basket 2
MBA542I	International Supply Chain Management
MBA544I	Block chain Management in Global Business
	GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1
MBA561B	Business Problem Framing
MBA562B	Applied Statistics for Business
MBA561L	Project Management
MBA561S	International Business
	GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 2
MBA562H	Neuroscience for Managers
MBA562F	Sustainable Finance and Investments
MBA562M	Customer Centric Decisions in Business
MBA562EI	Management of Start-up and Small Business
	Master Thesis / Industry Practicum / Capstone Project (Marks to be given in VI Trimester)
MBA581	Master Thesis
MBA582	Industry Practicum
MBA583	Capstone Project (Only for BA Students)
	OTHERS
MBA511	Campus to Corporate

Trimester VI

Course Code	Title of the Course

	CORE SUBJECT
MBA631	Business Sustainability, Governance and Ethics
	DISCIPLINE SPECIFIC ELECTIVE
	Finance
	Specialisation Electives (Finance). Students to choose 1 out of 3 subjects.
MBA641**F**	Financial Engineering
MBA642**F**	Mergers, Acquisitions & Restructuring
MBA643**F**	Behavioural Finance
	Human Resource
MBA641H	Technology for HR
	Lean Operations & Systems
	Specialisation Electives (Lean Operations and Systems). Students to Choose 1 out of 2 subjects.
MBA64**1**L	Information Technology Governance and Leadership
MBA642**L**	Enterprise Asset Management
	Marketing
	Specialisation Electives(Marketing) Students to choose 1 out of 3 subjects
MBA641M	Neuro Marketing
MBA6421M	Rural Marketing
	Business Analytics
MBA641B	Deep Learning
	Entrepreneurship & Innovation
MBA641EI	Intellectual Property Strategy
	International Business
MBA642**I**	International Trade Law
	Specialisation Electives (International Business) Students to choose 1 out of 2 subjects
MBA641**I**	International Logistics
MBA643I	International Advertising
	GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1
MBA661F	Personal Financial Planning
MBA661S	Innovation and Design Thinking
MBA661B	Security Management in Cloud
MBA661M	Designing for New Products and Experiences
	GENERIC ELECTIVES (Students to choose 1 out of 3 subjects) Basket 2
MBA662L	E-Business
MBA662S	Business Law
MBA662H	Well Being at Work
	Master Thesis / Industry Practicum / Capstone Project (All specializations)
MBA681	Master Thesis
MBA682	Industry Practicum
MBA683	Capstone Project (Only for BA Students)

TRIMESTER I

CORE SUBJECTS

Course Name: Financial Accounting for Managers	**Course Code: MBA131**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Accounting is the language in which the financial information is communicated in the world of business. Managers, irrespective of their functional areas will be either directly or indirectly exposed to the financial information and will have to use them in their decision-making. This course tries to familiarize students with the basics of financial accounting. The course describes the concepts of accounting, its principles, its standards and uses of the accounting information. Ultimately this course discusses preparation of income statement and balance sheet and financial statement analysis.

Course Learning Outcomes: On having completed these course students should be able to:

CLO1 Understand the fundamentals of financial accounting, the principles and concepts underlying them.

CLO2 Understand the financial statements and the items appearing therein.

CLO3 Analyze the impact of different methods of charging depreciation and also valuation of inventory on the financial statements.

CLO4 Assess the flow of cash in the business through cash flow statement.

CLO5 Analyze and interpret the financial health of an organization through its financial statements and accounting information.

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I Introduction to Accounting **3 Hours**

Forms of business organization, importance of accounting in the information age, users of accounting information; Accounting standards, Concepts, Principles, GAAP, IFRS

Unit II Transaction processing **6 Hours**

Explanation and interpretation of accounting equation; Assets, Liabilities, Equity, Incomes, Expenses, Depreciation, Analyze the effects of transactions on the accounting equation, Rules of debit and credit, Transaction processing, journal, ledger, trial balance

Unit III Financial Statements **7.5 Hours**

Statement of Profit and Loss and Balance Sheet; Understanding the different items that appear in these two statements; Different Types of assets and liabilities, Non-current assets, liabilities, current assets, liabilities, financial assets, liabilities, inventory

UNIT IV Cash Flow Statement **7.5 Hours**

Introduction to cash flow statement, its purpose and structure (indirect method only); Computing Net cash flows from operating activities (using only the indirect method), financing activities and the investing activities; interpreting the cash flow statement.

Unit V Analysis of Financial Statements **6 Hours**

Introduction to analysis of financial statements and its purpose; Horizontal (comparative analysis and trend analysis) analyses and vertical (common-size) analysis; Ratio Analysis – Analysis of profitability, liquidity, solvency and capital market standing, Dupont analysis of a company by using its Profit and Loss Account and the Balance Sheet.

Essential Reading

Naryanaswamy, R. *Financial accounting – A management perspective,* (7th ed.). PHI.

Recommended Reading

1. Anthony, Robert. (2009), *Accounting text and cases*. New Delhi: Tata McGraw-Hill Publications.

2. Bhattacharya, A.B. (2010). *Financial accounting for business managers*. (3rd Ed.). New Delhi: Prentice Hall of India.
3. N.Ramchandran., & Kakani. (2010), *Financial accounting for management* (3rd ed.). Delhi: Tata McGraw-Hill Publications.

Course Name: Managerial Economics	**Course Code: MBA132**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered in the first trimester to equip students with the art of managerial decision making at the firm level. Managerial Economics introduces students to the concepts of demand, pricing, cost, production, and markets. The course also demonstrates how all these concepts helps the manager in taking optimum and rational decisions.

Course Objectives:

At the end of the course the students will be able:

1. To make use of the basic and fundamental concepts of managerial economics in making optimal decisions.
2. To analyze market forces, i.e. demand and supply, and compute the elasticity of demand and supply.
3. To examine the dynamics of consumer behaviour in the context of scarcity and opportunity cost.
4. To determine optimum cost and revenue, and break-even sales and quantity, in the short and long run.

To evaluate the equilibrium conditions for price, output, and maximisation of profit in different market conditions.

Course Learning Outcomes:

CLO-1: Develop the fundamental concepts of microeconomics used to facilitate the problem of scarcity and resource allocation in the context of choices and opportunity cost.
CLO-2: Examine the factors determining the Demand and Supply, elasticities and forecasting of demand.
CLO-3: Analyze consumer behavior with the help of concepts of utility and indifference curve in their pursuit of maximization of satisfaction with limited money income.
CLO-4: Deduce the cost, revenue, and production functions for business implications.
CLO-5: Assess the different market conditions, intensity of competition, and conditions for equilibrium in different types of markets like perfect competition, monopoly, monopolistic competition, oligopoly, and duopoly.

Pedagogy: This course makes use of case studies, caselets, group discussion and newspaper clippings in the achievement of course outcomes for the students.

Syllabus

Unit I Introduction **4 Hours**

Introduction to Managerial Economics-Economic Systems-Principles of managerial economics, Integration with other managerial decision-making process-Tools and analysis of optimization-role of Government, Competition Vs Cooperation. Relationship with other management subjects.

Unit II Demand and Supply Analyses (Application) **6 Hours**

Definition of demand, Law of demand and its determinants and exceptions, movement along the demand curve and shift in demand curve. Demand and supply relationship*. Definition of supply, Law of supply, Movement along the supply curve and shift in supply curve, Factors affecting supply, Market equilibrium and pricing, floor price and ceiling price. Application of demand and supply analyses: Concepts of elasticity, degree, determinants & types, practical implication, Relationship of Revenue and elasticity of demand, Demand forecasting and its use in demand. Qualitative and Quantitative interpretation of demand techniques-model specification using regression and OLS.

Unit III Consumer Behaviour (Application) **6 Hours**

Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer's equilibrium using Indifference curve analysis and Consumer surplus, Application of Indifference curve analyses.

Unit IV Analyses of Production, Costs and Revenues **5 Hours**

Production functions, Law of Variable proportions, returns to scale and economies of scale. Producers' surplus- Costs, Isoquants, least cost combination types of costs, short run costs and long run cost, Revenue Analysis –TR, AR and MR, and break-even analysis, (case study)

Unit V Market structures and decision making **9 Hours**

Market types, characteristics, Perfect competition features, Price determination and equilibrium in the short run and the long run, Monopoly - features, equilibrium condition, Price discrimination. Monopolistic competition-features, Oligopoly - Cartels as one of the features of Oligopoly, Game theory-types, static and dynamic games-Pricing Strategy (Case study), Sustainability business model- Circles of Sustainability.

Essential Reference:

Mankiw, N Gregory. (2020) Principles of Micro Economics (9th Edition) Cengage Learning

Recommended References:

1. D.N. Dwivedi (2021) Managerial Economics (21st Edition) S. Chand Publications
2. Paul G Keat, Philip Ky Young, Sreejata Banarjee (2016) Managerial Economics (6h Edition), Pearson Publications.

Course Name: Principles of Management	**Course Code: MBA133**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is offered as a core course in the first trimester. This course will provide a general introduction to management theories and principles. It also examines the management functions of planning, organizing, staffing and leading and its impact on the businesses.

Course Learning Outcomes: At the end of the course, students should be able to:

CLO1 Understand the evolution of management approaches
CLO2 Demonstrate planning techniques
CLO3 Able to work in dynamic teams within organizations
CLO4 Analyze different processes in staffing
CLO5 Build the ability for leading and become adaptable

Pedagogy: Pedagogy: This course uses multiple pedagogies like case study, interactive lecture, research article, info graphics and forms of experiential learning.

Syllabus

Unit I Nature, Purpose and Evolution of Management Thought **6 Hours**

Management – Nature, Scope and purpose; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession.

Ancient roots of management theory; Classical schools of management thought- Scientific Theory, Bureaucratic Management Theory and Henry Fayol management principles; Behavioural Management Theory- Human Relations Theory (Hawthorne Experiment and Behavioural Science theory), Modern Management theory - Quantitative Theory, Systems Approach, Contingency Approach;. Indian approach to Management. Global management systems & practices

Unit II Planning **6 Hours**

Types of Plans; Steps in Planning Process; Plan vs Strategies, Policies and Planning; Decision making, Process of Decision Making,; Techniques in Decision Making, Creativity Problem Solving Forecasting-Benefits of Forecasting, Techniques of Forecasting, Limitations of Forecasting & Management by Objectives (MBO), Sustainable Planning- inclusion of SDG in managerial planning.

Unit III Organizing **6 Hours**

Organizational structure and design; types of organizational structures; Virtual corporations, virtual teams, Roles and Responsibilities, Key Elements of an Organizational Structure - Span of control, departmentalization, chain of command, work specialization and centralization & decentralization; Understanding authority and responsibility, principles of delegation, and reengineering**.** Industry 5.0 Organizational Structure

Unit IV Staffing **6 Hours**

Human resource planning, Recruitment, selection, training & development, performance appraisal, Workforce Diversity Cross-cultural Communication, Negotiation, compensation and employee welfare., Employee Motivation, Stress and managing employee stress
Use of Analytics and AI for HR Actions and Talent Management

Unit V Leading and Change Management **6 Hours**

Leadership concept, leadership Styles, leadership communication, Leadership Development
Change Management -Concept of change, change as a natural process, Importance & Causes of change, Developing a climate for learning, learning organizations
Challenges of Contemporary Business – Corporate Social responsibility, Managerial Ethics and environment issues.

Essential Reference:

Heinz Weihrich, Mark V Cannice & Harold Koontz (2019). *Management* (15th Edition). McGraw Hill Publications.
Stephen P. Robbins, David A. Decenzo, 2016. Fundamentals of Management, Pearson Education, 9th Edition

Recommended References:

1. Daft, R. L. (2016). *The new era of management* (11th Edition). Cengage Publications.
2. Prasad, L.M., *Principles and practices of management*. New Delhi: Sultan Chand & Sons.
3. Stoner, J.F., Freeman, E. R., & Gilbert, D.R. (2013). *Management* (6th Edition). Pearson Publications.

Course Name: Statistics for Business	**Course Code: MBA 134**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a common core course offered for 3 credit hours. The course focuses from both conceptual and application perspective, basic statistical methods widely used in business applications. The course gives an introduction to statistical methods needed in data analysis work related to applications in Economics, Finance, Marketing, Operations and Human Resources. Further it enables conceptualization of business problems in statistical terms and enhances understanding and application of fact and evidence-based decision-making process.

Course Objectives:

At the end of the course the students will be able:
To develop the knowledge of statistics and data visualization.
To apply probability distribution to business data.
To examine sampling techniques in the context of decision making.
To assess statistical data in order to support fact-based decision making.
To determine models for analyzing relationships between variables

Course Learning Outcomes:

On having completed this course student should be able to:
CLO-1: Make use of Statistics for appropriate data visualization.
CLO-2: Identify probability distributions appropriate to business data
CLO-3: Discover sampling techniques suitable for decision making.
CLO-4: Evaluate statistical data to support fact-based decision making.
CLO-5: Estimate models for analyzing relationships between variables.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' problem solving & case discussions.

Syllabus

Unit I Descriptive Statistics **3 Hours**

Descriptive Statistics: Statistics Definition, Statistics Application in Business and Economics, Data and Data types (Levels of Measurement), Data Visualization. Measures of Location: - Mean, Weighted Mean, Median, Mode, percentiles, Quartiles. Measures of Variability: - Range, Interquartile Range, Variance, Standard Deviation, Coefficient of Variation, Skewness and Kurtosis.

Unit II Introduction to Probability and Probability Distributions **8 Hours**

Probability - Event algebra*. Conditions of statistical dependence and independence, Types of probability, probabilities under conditions of statistical independence, conditional probability under statistical dependence, Bayes' theorem and its applications.

Probability Distributions - Meaning of Probability Distribution, Random variables, Discrete and continuous random variables. Expected value, Use of expected value in decision making, Variance of a random variable. Binomial, Poisson, Uniform, Normal and Exponential distributions and their properties and applications.

Unit III Sampling Methods Estimation and Testing Statistical Hypothesis **10 Hours**

Sampling - Need, benefits and limitations. Probability and Non-probability sampling methods. Sampling distributions, Central Limit Theorem.

Estimation - Point and Interval estimators of mean and proportion - Determining sample size using confidence interval approach.

Testing Hypothesis - Concepts basic to hypothesis, null and alternative hypothesis, testing procedure, level of significance, Types of errors. Measuring power of a hypothesis test. Testing of means and proportions for small and large samples, testing of difference between means and proportions for small and large samples.

Unit IV Chi-square Test and Analysis of Variance **4 Hours**

Chi-Square test of goodness of fit and test of independence. ANOVA, Multiple comparison procedures. Inference about population variance. Overview of Analysis of CRD, RBD, LSD, and factorial designs. t-Test, Chi-square test for Goodness of Fit and independence of attributes, ANOVA using MS Excel.

Unit V Correlation and Regression **5 Hours**

Concept of Correlation - Measure of Correlation & Interpretation. Simple Linear Regression - Form, fitting, prediction, hypothesis testing in linear regression. Residual analysis for validation of assumptions* - normality, homoscedasticity, outliers and influential observations.

Correlation and Regression using MS Excel.

Essential Reference:

Anderson, D.R., Sweeny, D.J., Williams, T.A., Camm, J.D., Cochran, J.J. (2017). *Statistics for business & economics, 13th Edition.* Boston: Cengage Learning.

Recommended References:

1. Levin, R.I., Rubin, D. S., Rastogi S., Siddiqui, M.H. (2017).*Statistics for management*. New Delhi: Prentice Hall India Publications.
2. Doane, D. P., & Seward, L. W. (2017). *Applied statistics in business and economics*. New York, NY: McGraw-Hill.
3. McClave, J. T., Benson, P. G., Sincich, T., & Sincich, T. (2017). *Statistics for business and economics*. Pearson.

Course Name: Organizational Behaviour	**Course Code: MBA135**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: The course is offered as a mandatory core course for all students in Trimester II. The course introduces students to a comprehensive set of concepts and theories, facts about human behaviour and organizations that have been acquired over the years. The subject focuses on ways and means to improve productivity, minimize absenteeism, increase employee engagement and so on thus, contributing to the overall effectiveness. The basic discipline of the course is behavioral science, sociology, social psychology, anthropology and political science.

Course Objectives: To make sense of human behaviour, use of common sense and intuition is largely inadequate because human behaviour is seldom random. Every human action has an underlying purpose which was aimed at personal or societal interest. Moreover, the uniqueness of each individual provides enough challenges for the managers to predict their best behaviour at any point of time. A systematic study of human behaviour looks at the consistencies, patterns and cause effect relationships which will facilitate understanding it in a reasonable extent. Systematic study replaces the possible biases of intuition that can sabotage the employee morale in organizations.

Course Learning Outcomes: On having completed this course student should be able to:
At the end of the course the student will be able to:
CLO1: Determine the **individual and group behavior in the workplace**.
CLO2: Assess the **concepts of personality, perception and learning** in Organizations.
CLO3: Analyze various **job-related attitudes**.
CLO4: Design **motivational techniques** for job design, employee involvement, incentives, rewards & recognitions.
CLO5: Manage effective **groups and teams** in organizations.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions &presentations, case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I **5 Hours**

Introduction to Organizational Behaviour
Historical Development, Behavioural sciences and Organizational behaviour, Meaning, Importance, Basic concepts, methods and tools for understanding behaviour, Challenges and Opportunities, OB model, ethical issues in organizational Behaviour.
Cross-cultural management, managing multicultural teams, communicating across cultures, OB in the digital age.

Unit II Individual Behaviour – Personality, Perception and Learning **10 Hours**

Personality: Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers.
Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations.
Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool.

Unit III Attitudes, Values & Job Satisfaction **6 Hours**

Attitudes: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Effects of employee attitude, Job related attitudes
Values: meaning, importance, source and types, and applications in organizations.
Job satisfaction: Measuring Job Satisfaction, Causes of Job Satisfaction, impact of satisfied and dissatisfied employees on the workplace.

Unit IV Motivation **4.5 Hours**

Meaning, process and significance of motivation, Early Theories of motivation: Hierarchy of Needs, Theory X Theory Y, Two Factor theory, McClelland Theory of Needs, Contemporary Theories of Motivation: Goal Setting theory, Self-Efficacy theory, Equity theory/Organizational justice, Expectancy theories, Motivation theories applied in organizations: Job design, employee involvement, rewards and global implications

Unit V Groups & Teams **4.5 Hours**

Groups – Meaning, classification and nature of groups, Stages of group development, an alternative model for Temporary Groups with punctuated equilibrium model, Group properties: Roles, Norms, Status, Size and Cohesiveness, Group decision making.

Teams -Meaning of teams, Types of teams, Creating Effective teams, what makes individuals into effective team players, Team development, Team decision making.

Essential Reference:

Robbins, S P., Judge, T A and Vohra, N (2016). *Organizational Behavior*. 16th Edition, Prentice Hall of India.

Recommended References:

1. Luthans, F., Luthans, B.C & Luthans, K.W. (2015). Organizational behavior: An evidence based approach. 13th ed. Information Age Publishing, Incorporated.
2. Greenberg, J. & Baron, R. A. (2009). *Behavior in Organizations*. Prentice Hall of India.
3. Helriegel, D., Slocum, J.N., & Woodman, R. W. (2009). *Organizational behavior*. McGraw Hill.
4. Hodegetts, R. M. (2009). *Organizational Behavior*. Macmillan.
5. Udai Pareek. (2012). *Understanding Organizational Behavior.* (Revised and updated by Sushma Khanna). Oxford University Press.

Course Name: Management of Digital Business Systems	**Course Code: MBAB136**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a core paper offered in first trimester of MBA program. The course provides a comprehensive foundation for understanding the scope of information systems in a business environment. It covers the fundamental concepts of information, digitalization, and related technologies. Apart from this, the course also includes aspects pertaining to strategy and innovation, Information system management, development and operations including security. Latest IS paradigms like Unstructured Database, OLAP, Artificial Intelligence, Machine Learning, Cloud, IoT, Blockchain etc. are given an exposure in the course. Ethical issues and sustainability aspects such as Green IT are addressed in the course. Additionally, use of IS and IT for societal good and nation building are also bought to students' attention through the topics of Smart Cities, E-Governance etc.

Course Objectives:

1. To assist in identifying the factors of information systems that interact with the organisation.
2. To enable application of concepts in managing and developing secure information systems for organisational competitiveness.
3. To facilitate analysis of applicability and value of enterprise information systems in a dynamic business environment.
4. To enable working knowledge of data management components in business scenarios.
5. To assist in identifying managerial implications of implementing disrupting technologies in organizations and associated ethical issues.

Course Learning Outcomes: At the end of the course, students should be able to:

CLO-1: Identify the factors of information systems that interact with the organization.

CLO-2: Apply concepts in managing and developing secure information systems for organizational. competitiveness.

CLO-3: Analyse the applicability and value of enterprise information systems in a dynamic business environment.

CLO-4: Apply working knowledge of data management concepts in business scenarios.

CLO-5: Identify managerial implications of implementing disrupting technologies in organizations and associated ethical issues.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, HBR case analysis, role plays, current news discussions, and hands-on experience of using SQL and Query by Example (using Microsoft Excel).

Syllabus

Unit I Introduction and Overview **3 Hours**

Information Systems vs Information Technology, Interaction Model for Managing Information Systems. DIKW hierarchy, Information as a Resource, Information in Organizational Functions, Types of Information Technology.

Unit II Managing & Developing Information Systems, Innovation & Strategy **6 Hours**

Business Innovations with IT, Using IT for Competing, Information Goods, Information Systems & Competitive Strategy. Vendor Management, Role of CIO, IT Governance, Challenges for the Manager, IT Infrastructure Decisions. Business Process Analysis Overview, Business Process Integration, Life Cycle Models, Introduction to Software Project Management. Overview of IT Security, Basics of IT Operations and Lean IT.

Unit III Information Systems for Business **5 Hours**

Enterprise Business Applications, Overviews of ERP, Supply Chain Management System, CRM, International Information Systems. OLTP, OLAP, DSS, Analytics and Business Intelligence, Knowledge Management Systems. RPA, OCR.

Unit IV Managing Data Resources **5.5 Hours**

Challenges of Data Management, Database Concepts – Structured and Unstructured, Database Elements, E-R Diagrams, SQL. Practice of SQL, Query by example. Data Warehouses, Data Lake, Data Hub, Data Catalog, Data Mining, Big Data, Data Centre concepts.

Unit V Disrupting Technologies, Sustainability, Ethics and Emerging Trends* **10.5 Hours**

Artificial Intelligence, Machine Learning, AI & ML - Implications for Managers. Cloud Computing and Services, Virtualization; IoT; Blockchain. Green IT, Ethical Issues, Dark Side of IT, Social Issues of Technology, ICT for National Development, E-Governance Concepts, Smart Cities. Industry 4.0, Service 4.0, Autonomous Robots, Virtual Reality, Augmented Reality, 3D Printing, Wearables Technology, Bionics. Current developments and trends.

[$] Including practical sessions on SQL and Query by Example.

* Self Learning Topics/Module

Essential Reference:

1. De, R. (2018). Managing Information Systems in Business, Government and Society (2nd ed.). Wiley India Pvt. Ltd

Recommended References:

1. Bidgoli, H., Chattopadhyay, N. (2016). Management Information Systems – A South-Asian Perspective. CENGAGE Learning
2. Laudon, K., Laudon, J. (2018). Management Information Systems – Managing the Digital Firm (15thed.). Pearson Education.
3. Hoffer J.A., Ramesh V., &Heikki T. (2017). Modern database management (12th ed.). Pearson Education.
4. Singh A.N., Singh A. (2018). Lean IT – Principles to Practice (1st ed.): Notion Press.
5. Johnson, B.(2013, 27 October). How Data Centers Work. HowStuffWorks.com. Retrieved from https://computer.howstuffworks.com/data-centers.htm (Last accessed on 6th July 2021)
6. Tapscott D., Tapscott A. (2018). Blockchain Revolution (2nd ed). Portfolio Penguin

OTHERS

Course Name: Organizational Structure Training (OST)	**Course Code: MBA181**
Total number of hours:20 Hrs	**Credits: 2**

Course Description: This course is undertaken by the students as a self-study project. The project is carried out by the students for one month before joining the MBA program and is evaluated during Trimester I. It will be an organizational study in a manufacturing-oriented, large organization for a minimum of thirty days.

Learning Objectives

At the end of the course, students should have the knowledge and application of

- Vision, mission and objectives of business organization
- Organizational structure in business organizations
- Business functions in a business firm
- Organization type the business under study fits in
- SWOT analysis for a business organization
- Key Result Areas of a business organization
- Business growth over years with appreciation of enablers and barriers

Course Learning Outcomes: On having completed this course student should be able to:

At the end of the course the student will be able to:

CLO1: Determine the **individual and group behavior in the workplace**.

CLO2: Assess the **concepts of personality, perception and learning** in Organizations.

CLO3: Analyze various **job-related attitudes**.

CLO4: Design **motivational techniques** for job design, employee involvement, incentives, rewards & recognitions.

CLO5: Manage effective **groups and teams** in organizations.

Course Delivery

1. Organization Structure Training (OST) should be undertaken for thirty days in a reputed manufacturing organization with a minimum turnover of Rs. 100 crores.
2. The organization should be sufficiently large with all departments such as human resources (HR), production, marketing and finance.
3. Students are required to be in touch with their mentor while choosing the organization and till the completion of the study. They need to apprise the faculty-mentor about the progress of the OST on a weekly basis.
4. Students will be provided with an introduction letter by Associate Dean to enable them to approach companies for undertaking the OST.
5. Students have to do a self-study on the types of business organisations clearly identifying the advantages and disadvantages of every type. Further they need to map and relate their organization of study to its type.
6. Students need to keep a soft copy of draft of the report. Some of the broad chapters of report can be as follows.
   a) Introduction to Organization
   b) Organization Structure
   c) Functional Departments
   d) SWOT Analysis
   e) Functional Highlights across Key Result Areas (financial performance, marketing performance etc., over the years)
   f) Findings, Recommendations and Conclusions
7. On joining the MBA program in June, the report has to be finalized as per the Academic Standards Handbook (to be made available to students on joining) in consultation with their respective faculty mentors.

8. Students will make OST presentation in their respective mentor group after the commencement of MBA program and the best presentation from each mentor group will be presented to all the candidates of first year MBA.
9. Students are necessarily required to get OST completion certificates from the organizations supporting their OST, clearly mentioning the number of days of student visits for OST work.

Course Work

OST project work should cover the following topics.

a) Organization's history
b) Profile of the product
c) Mission, objectives and strategies of the organization
d) Organization chart - Design & Structure
e) Policies and procedures followed
f) Functions of various departments and their managers
g) SWOT analysis of the organization
h) Key Result Areas (KRAs) of the organization
i) Significant factors for success
j) System of accounting followed
k) Product promotional measures
l) Career planning and promotion policy of employees
m) Training measures
n) System followed for purchase of materials
o) HRD measures (including welfare measures)
p) Manpower planning
q) Performance appraisal system
r) Financial highlights during the last three years
s) Future plans for growth of the organization
t) Views of managers at various levels and non-managerial staff by detailed interaction.
u) Advantages and drawbacks of the organization structure
v) Recommendations to overcome the drawbacks.
w) Modifications, if any, to the organization structure.

References for Information on Topics

1. Harold Koontz and Heinz Weihrich. *Principles of management.* TataMcGraw Hill.
2. Meenakshi Gupta. *Principles of management.* PHI.
3. Tripathi and Reddy. *Principles of management.* Tata McGraw Hill.
4. Interaction with company people
5. Website of organization

Course Name: Business and Current Affairs	**Course Code: MBA111**
Total number of hours: 30 Hrs	**Credits: 2**
Course Description: This course is offered to MBA students during the first trimester. The course is designed to induct the students into the MBA program from various cultures, perspectives and educational background. The course ensures induction of the students into reading habits related to business, develops curiosity through current affairs and equips the students to benefit from peer learning through a structured mentoring process.	
Course Objectives: This course enables the students to be equipped with the current affairs knowledge with specific focus on business. This is ensured by habituating the students in the business newspaper reading	

process enabling them to discuss, critically analyse news in an inquisitive manner. Activities in the course are designed to improve communication and presentation skills of the students.

Course Learning Outcomes: At the completion of the course, students should be able to:
CO1: Inculcate the newspaper reading habit
CO2: Develop inquisitiveness through critical analytical process
CO3: Develop presentation skills
CO4: Appreciate various cultures and perspectives
CO5: Develop good communication skills through peer interaction

Pedagogy: This course uses student presentations, analysis, reading and mentor driving activities.

Syllabus

Unit I Introduction to Economic Indices **3 Hours**
Basket of currencies, Exchange rates, Inflation, repo rate, reverse repo rate, Oil price, GDP, Stock market

Unit II News Analysis **6 Hours**
Business, National, International, Technology, Politics, Sports

Unit III Knowledge Point presentations **8 Hours**
Latest topics from Technology, Business and Economics

Unit IV Group Discussions & other activities **10 Hours**
Topics related to Management, Current affairs and Society, Goal setting with action plan, OST report guidance

Unit V Book Review **3 Hours**
Management books, Autobiographies, Biographies, Entrepreneurship, Building organizations

TRIMESTER-II
CORE SUBJECTS

Course Name: Marketing Management	**Course Code: MBA231**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a core course offered in the Second trimester to students across all specializations. Students learn various aspects of Marketing in terms of concepts, strategies, opportunities and challenges. This course attempts to enable students to apply relevant theories and concepts to various aspects of doing business, and to deal with global firms and competition in domestic market. This course will provide a general introduction to marketing management and a brief outline on the basic concepts in marketing.

Course Objectives:

At the end of the course, students should be able:

1. To identify the Macro and Micro marketing environment and its impact on Business sectors.
2. To apply the bases of Segmentation, Targeting and Positioning.
3. To utilize the factors influencing Consumer and Business markets for buying decisions.
4. To analyze the strategies for Product and Price mix.
5. To recommend Promotional and Distribution mix strategies.

Course Learning Outcomes:

CLO-1: Identify the Components of Macro and Micro marketing environment and indicate their impact on various Business sectors.
CLO-2: Apply the Basis of Segmentation, Targeting and Positioning for Consumer market and Business market.
CLO-3: Utilize the factors influencing Consumer and Business market for buying decisions.
CLO-4: Analyze the Product and Pricing strategies and its impact on global business communities.
CLO-5: Recommend Promotion and Distribution strategies to operate effectively in a multi-cultural economic and legal environment.

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Syllabus

Unit I Introduction to Marketing **4 Hours**

Importance and Scope of Marketing, Core marketing concepts; Company Orientations; analysing the Marketing Environment, Components of Environment- Macro environment and Micro environment.

Unit II Market Segmentation, Targeting & Positioning **6 Hours**

Levels of Segmentation; Bases for Segmenting Consumer and Business Markets;
Market Targeting, Developing and Communicating a Positioning Strategy.

Unit III Consumer & Business markets **6 Hours**

Factors influencing Consumer Behaviour; Buying Decision Process; Theories of Consumer Decision Making. Organizational Buying; Participants in the Business Buying Process; Stages in the Buying Process; Institutional and Government Markets; Managing Relationships.

Unit IV Product & Pricing strategy **6 Hours**

Product Levels: Classifying products; New product development, Product Line, Mix; Product Life cycles.
Pricing Environment: Consumer Psychology & Pricing; Pricing methods; Setting Price; Price Adaptations; Initiating Price Changes; Responding to Competitors' Price Changes

Unit V Place, Promotion & CSR **8 Hours**

Marketing channels and Value Networks:

The role of Marketing channels; Channel Design Decisions; Channel Management Decisions; Channel Integration and Systems.

Marketing Communications Mix: WOM, IMC, Cultural aspects of Marketing Communication; Advertising, Sales Promotion, Personal Selling, Direct Marketing; Public Relations. Corporate Social Responsibility & Ethics in Marketing.

Essential Reference:
Philip Kotler , Keven Lane Keller, *Marketing Management (2017)* 15th Ed, Pearson, New Delhi

Recommended References:
Philip Kotler , Hermawan Kartajaya, *Marketing 5.0: Technology for Humanity* (2021), 1stEd, Wiley
Ramaswamy V.S. & Namakumari, *Marketing Management: Indian Context* (2018), 6thEd, McGraw Hill, New Delhi

Course Name: Management of Human Resources	**Course Code: MBA232**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course is an introduction to the human resources function. It covers the key areas in the employee life cycle management. It aims to give a broad overview of critical people management activities that all managers will need to be aware of as well as an insight into the depth of the Human Resource Management function. The course includes the evolution of the human resource philosophy of people management as well as approaches dealing with talent management and industrial relations, thereby setting the foundation for effective management of human resources.

Course Objectives: This course attempts to enable students:

- To apply the concepts of human resource management.
- To plan talent acquisition processes.
- To inspect the business impact of HR decisions.
- To distinguish the processes in compensation, training and development and performance appraisal.
- To develop Employee Relations at the workplace.

Course Learning Outcomes: At the end of the course, students should be able to:
CLO-1: Identify the concepts of HRM in a given context
CLO-2: Apply talent acquisition processes
CLO-3: Examine business impact of HRM practices
CLO-4: Analyze appropriate processes that address HRM issues
CLO-5: Propose a solution for HRM issues

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Syllabus

Unit I Human Resource Management **4.5 Hours**
Concept: Meaning, Objectives, Scope, Functions, Line and Staff responsibilities, Trends shaping the HR function, Skills and competencies of HR professionals, Overview of ethical choices in HRM and expected professional standards, Strategic HRM – Aligning with corporate strategy, HR as a business partner.

Unit II Human Resource Planning and Job Analysis **4.5 Hours**
Workforce Planning and Forecasting,Job analysis – objectives, process and methods, job description, job specification.

Unit III Recruitment and Selection and Retention **6 Hours**
Meaning and objectives, sources of recruitment. Selection process, methods of selection, reliability and validity of test, ethical dilemmas in recruitment and selections, employee privacy and confidentiality in testing. Retention of employees.

Unit IV Human Resource Development **9 Hours**
Meaning, Objectives and scope of human resource development

Training: Orienting and on boarding new employees, aligning strategy and training, the ADDIE five step model, Current trends in training.

Performance Management and Appraisal:

Meaning, Objectives, scope & purpose, Appraisal process, methods for evaluating performance, problems & challenges in appraisal, Fairness and equity in performance appraisals. Current trends in performance management.

Compensation

Definition and objectives, basic factors in determining pay rates, job evaluation methods, how to create a market – competitive pay plan, executive compensation, recognition programmes, incentives for sales people, individual and team/organisational incentive plans. Contemporary topics in Compensation.

Unit V Industrial Relations and Employee Relations 6 Hours

Meaning and importance of industrial relations, trade unions, collective bargaining and workers' participation in management, Industrial relations in Indian scenario. Building and maintaining positive employee relations.

Essential Reference:

Dessler, G &Varkey,B. (2020). *Human resource management*. 16 Edition Pearson

Recommended References:

- Martocchio, J. J. (2019). *Human Resource management*. New York: Pearson.
- Collings, D. G., Wood, G., &Szamosi, L. T. (2019). *Human resource management: A critical approach* (Second edition.). Oxon: Routledge.
- Prasad, L. M. (2019). *Human resource management*. New Delhi: Sultan chand and sons.
- Sharma, Jyotsna. (2019). *Introduction to human resource management*. Jaipur: Horizon press.
- Pande, Sharon, &Basak, Swapnalekha. (2018). *Human resource management: Text and cases* (2nd ed.). Noida: Vikas publishing house pvt ltd.

Course Name: Financial Management	**Course Code: MBA234**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is an introductory course designed to help students understand the basic concepts of Financial Management. Apart from concepts like Time Value of Money, Cost of Capital, Capital Structure, etc, tools of financial decisionmaking for Capital Budgeting, Working Capital Management, Dividend Policy, etc are also covered in this course. This course helps the students understand how financial theory translates into practical decision making.

Course Learning Outcomes: At the end of this course, students would be able to

CLO1 Apply the time value concepts for basic financial decision making.

CLO2 Evaluate the impact of cost of capital in financing decisions and design the optimum capital structure for a business or a project.

CLO3Appraise projects using capital budgeting techniques.

CLO4Analyse the impact of different kinds of dividends on shareholder wealth.

CLO5Evaluate working capital effectiveness of a firm.

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis

Syllabus

Unit I Overview of Financial Management and Time Value of Money 9 Hours

Introduction to Financial Management, Meaning of Finance, Economics and Accounting, Goal of Financial Management and the three decisions - investing, financing and dividend, Corporate Finance, Capital Markets and Investments, Business Ethics and Corporate Governance, Agency problems - Managers v/s Stockholders, Agency problems - Stockholders v/s Bondholders

Time value of money - timelines, interest rate, number of periods, cash flows Future values - single cash flow, multiple cash flows, uneven cash flows Present values - single cash flow, multiple cash flows, uneven cash flows Annuity, annuity due Time value of money - perpetuities, fractional time periods, quoted rate v/s effective rate, loan amortisation schedule Time value of money - applied problems

Unit II Cost of Capital **5 Hours**

Cost of Capital: pre and post -tax cost of debt, cost of preferred stock Cost of retained earnings - CAPM, DCF Cost of new common stock, floatation cost, weighted average cost of capital - WACC, book value weights, market value weights, target weights

Unit III

Basics of Capital Budgeting, meaning of Capital Budgeting, techniques of Capital Budgeting, NPV, Payback period, Discounted Payback period, IRR, MIRR Comparison between different techniques,

Unit IV Capital Structure, Leverages and Dividends **4.5 Hours**

Capital Structure, book value capital structure, market value capital structure, target value capital structure Leverage – Operating Financial and Total

Dividends v/s capital gains, other dividend policy issues, establishing the dividend policy in practice Factors influencing dividend policy, stock dividends Share Repurchases

Unit V Working Capital **6 Hours**

Working Capital Management, Financial Planning and Forecasting, meaning and types of working capital, Current Assets financing policies Inventory Conversion, Collection period, Payables deferral period, Cash conversion cycle

Essential Reading

Fundamentals of Financial Management, Brigham and Houston, Cengage, 13th edition (Indian)

Recommended Reading

1. Brealey.,& Myers., *Principles of corporate finance* (710h ed.). Tata McGraw Hill Publications
2. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill, 10th edition

Course Name: Operations Management	**Course Code: MBA235**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a core paper offered in second trimester of MBA degree. This course provides students, insights related to Strategy, Planning, Manufacturing and Control aspects of Operations. It prepares students for careers in Planning, Production and Control functions in Manufacturing, as well as, in Service sector. The concepts learnt in this field are applicable to all specializations including, Marketing, Human Resources, Finance, Business Analytics, Lean Operations and Systems, and also in other fields.

Course Objectives:

1. To enable comprehension of operations strategy design process in a competitive environment.
2. To facilitate examination of decision-making methods for layout, location, and line balancing in manufacturing setup.
3. To facilitate examination of inventory patterns and models for optimizing value in a supply chain.
4. To determine the root causes of quality defects through statistical and non-statistical methods.
5. To enable comprehension of emerging areas in lean, sustainability, and project management

Course Learning Outcomes:

CLO-1: Identify the factors influencing operations strategy and demand forecasting in a competitive environment.

CLO-2: Analyze process flows, layout designs, location criteria and line balancing decisions in manufacturing setup.

CLO-3: Examine inventory patterns and models for optimizing value in a supply chain.

CLO-4: Discover the causes of quality defects through statistical and non-statistical methods.

CLO-5: Outline emerging trends in lean, sustainability, and project management

Pedagogy: This course uses multiple pedagogies like interactive lectures, active student participation in classroom & presentations, HBR case and article analysis, and field visit in the form of experiential learning.

Syllabus

Unit I Introduction and Operations Strategy **6 Hours**

Introduction, Operations as Service, OM in the organizational chart, systems perspective, current challenges and priorities. Operations Strategy: strategy formulation process, measures for operations excellence, options for strategic decisions, break-even analysis, cost vs flexibility trade-off. Demand Forecasting – developing forecasting logic, data sources, extrapolative methods using time series.

Unit II Planning and Design **5 Hours**

Facilities location, process planning premises, process - capacity analysis, process characteristics and flow types, plant layouts, product layout design - line balancing.

Unit III Inventory Management and Supply Chain Management **8 Hours**

Inventory planning for independent demand, inventory types, inventory costs, handling demand uncertainty, inventory control systems – continuous and periodic review, selective inventory control – ABC, other classification. Introduction to SCM, Bull whip effect, Push and Pull Systems, Role of Technologies in SCM.

Unit IV Quality Management **6 Hours**

Definitions of quality, TQM, quality management tools, SPC, 7QC tools, Six Sigma – DPMO, DMAIC, process variation, process capability.

Unit V Project Management and current trends **5 Hours**

Characteristics, phases of PM, framework for PM - WBS, Network representation and analysis – CPM. Ethical issues in OM. Lean concepts & Sustainable operations.

Essential Reference:

Mahadevan, B. (2015). Operations Management. India: Pearson. 3rd Edition.

Recommended References:

1. Chase, R.B., Jacobs, F.B. & Aquilano, N.J. (2010). Operations Management for Competitive Advantage. New Delhi: Tata McGraw Hill.2
2. Gaither, N. F.(2002). Production & Operations Management. New Delhi: Thomson Learning Publications.
3. Stevenson, W. J. (2007). Production and Operations Management, New Delhi: McGraw Hill.
4. Lee, K. J., & Larry, R. P. (2002). Operations Management, Processes and Value Chains. New Delhi: Pearson Education Publications.
5. Buffa, E.S., & Sarin, R.K. (2008). Modern Production/Operations Management. New Delhi: John Wiley & Sons Publications.
6. Jay, H., & Barry, R. (2011). Operations Management. New Delhi: Pearson Education Publications.
7. Russel, R.S., & Taylor, B.W. (2012). Operations Management. New Delhi: John Wiley & Sons Publications.
8. Chase, R.B., & Ravi Shankar, et al. (2010). Operations and Supply Management. India: McGraw Hill.
9. Arnold, J.R.T, Chapman, S.N. & Ramakrishnan, R.V. (2007) Introduction to Materials Management. Pearson Education

Course Name: Fundamentals of Business Analytics	**Course Code: MBAB236**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a three-credit course offered as a Common Core during the second trimester for all MBA students. Business analytics is an integral part of modern management — this course aims to impart the foundation concepts and skills essential for a future manager to understand and manage data, use data for decision making and present the outputs creatively using data visualization techniques. The course further aims to build an understanding and implementing machine learning models and the way it is used by organizations.	

Course Objectives:

On having completed this course, the students should be able:

1. To apply the basic concepts of Business Intelligence and Data Visualization
2. To apply the concepts of business analytics and types
3. To analyze the implications of analytics in various functional areas
4. To assess concepts of machine learning
5. To create machine learning model using tool

Course Learning Outcomes:

CLO-1: Identify the basic concepts of Business Intelligence and Data Visualization
CLO-2: Identify the concepts of business analytics.
CLO-3: Analyze the implications of analytics for business decision making
CLO-4: Assess the concepts of machine learning
CLO-5: Create the machine learning model

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students' discussions, case analysis, and lab-based sessions in order to facilitate experiential learning.

Syllabus

Unit I Business Intelligence and Data Visualization **6 Hours**

Types of data - structured / unstructured / semi – structured, master or transactional data, storage of data – data warehouse and data mart. What is BI, BI architecture, BI challenges and limitations, Introduction to Data Visualization, Visualization best practices, Dashboard, Storytelling, Demonstration to create a Dashboard.

Unit II Introduction to Business Analytics **6 Hours**

Introduction to Business Analytics, Importance of Business Analytics, Benefits and challenges, Role and importance of data, DIKW Framework, CRISP DM Framework - Types - Descriptive, Predictive and Prescriptive Analytics, Ethics in data management.

Unit III Applications of Analytics **6 Hours**

Analytics for business decision making, Applications of Analytics in various functional areas – Finance, Marketing, Human Resources and operations.

Unit IV Introduction to Machine Learning **6 Hours**

Machine Learning - Definition, Types - supervised, unsupervised and reinforcement learning, managerial applications of Machine Learning, Introduction to deep learning

Unit V Building Machine learning models **6 Hours**

Model building process, Machine learning model – Multiple Regression and Clustering

Essential references:

1. Seema Acharya, R N Prasad. (2016). Fundamentals of Business Analytics. 2e. Wiley.
2. Saikat Dutt Subramanian Chandramouli (2018), Machine Learning, First Edition

Recommended references:

1. Ramesh Sharda, Dursun Delen and Efraim Turban (2015). Business Intelligence and Analytics: Systems for Decision Support. 10th edition. Pearson
2. Introduction to Business Analytics https://michael.hahsler.net/SMU/EMIS3309/slides/Evans_Analytics2e_ppt_01.pdf
3. Business Analytics and Decision Making https://www.cgma.org/Resources/DownloadableDocuments/business-analytics-briefing.pdf
4. U Dinesh Kumar. (2017). Business Analytics: The Science of Data: Driven Decision Making, Wiley Publications.
5. Wayne Winston (2017). Microsoft Excel 2016 Data Analysis and Business Modelling, 5th Edition

Course Name: Entrepreneurship and Intrapreneurship	**Course Code: MBA238**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This core course will motivate students on entrepreneurship. The course will discuss on the characteristics of the entrepreneurs, what motivates them and the challenges they face. The course makes students to understand how successful entrepreneurs will think. The effectuation concept will be explored. Further students will learn about the Lean Start-up framework which will allow them to successfully initiate/improve business idea. This course will also focus on developing required competencies to become an innovative, opportunity-driven, market-ready and entrepreneurial manager.

Course Objectives: This course attempts to enable students to exercise writing a business plan by applying various concepts of entrepreneurship such as lean, effectuation etc. Understand the requirements in domestic and international context for a startup. Manage suitability and entrepreneurial challenges.

Course Learning Outcomes: : On having completed this course students should be able to:

CLO1 Analyse critical relationships involving entrepreneurship and economics

CLO2 Discover various opportunities and challenges to become and entrepreneur

CLO3 Appraise the entrepreneurial thinking and lean Startup concepts.

CLO4 Develop a basic knowledge of what is corporate entrepreneurship and how entrepreneurship within a corporation is similar to or different from start-up entrepreneurship.

CLO5 Develop an appreciation for how to apply the entrepreneurial process to the operations of a department or a functional area within a large established organization.

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I Introduction **6 Hours**

Economics perspective on the entrepreneurship, the entrepreneurial society and Institutional changes. Entrepreneurial mindset- Fixed vs growth mindset.

Unit II Entrepreneurship opportunities **6 Hours**

Entrepreneur Characteristics, Challenges faced by entrepreneurs. Opportunities for Women Entrepreneurs. Opportunities through Innovations, Social Entrepreneurship, Sustainable entrepreneurship and International Entrepreneurship

Unit III Effectuation and Lean Startup **6 Hours**

Entrepreneurship process, Principles of effectuation, reasoning, effectuation process. Nature of Lean Startup, Changes created by Lean Startup, Limitations of the Lean Startup method, Customer Development Model.

Unit IV **6 Hours**

Introduction, overview and definition of corporate entrepreneurship - behavioral aspects of corporate entrepreneurship, how to succeed as an intrapreneur – understanding and managing of entrepreneurship process, what an intrapreneurial programme looks like.

Unit V **6 Hours**

Corporate Venturing – strategy and organization - internal and external corporate venturing - organizing and financing corporate venturing - managing corporate entrepreneurial ecosystems - corporate entrepreneurial climate - human resources for entrepreneurial
thinking

Essential Reference:

1. Hisrich, R. D, Peters, M.P., Shepherd, D. A., and Sinha, S., (2020). Entrepreneurship (11e). New Delhi: Tata-McGraw-Hill.

2. Morris, M.H., Kuratko,D.F., and Covin, J.G. (2011). Corporate Entrepreneurship and Innovation (3e). Cengage Learning.

Recommended References:

1. Tabarrok, A. Entrepreneurial Economics: Bright Ideas from the Dismal Science, Oxford University Press.
2. Parker, S. (2018) The Economics of Entrepreneurship, Cambridge: Cambridge University Press.
3. McQuaid, R., Glancey, K. Entrepreneurial Economics, Palgrave McMillan.
4. Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radical Changes
5. Technology Entrepreneurship: Taking Innovation to the Marketplace by by Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter,
6. Create Radically Successful Businesses. Random House Digital, Inc.
7. Osterwalder, A & Pigneur, Y. (2010) Business Model Generation: A Handbook for Visionaries,

Effectuation: Elements of Entrepreneurial Expertise, Saras D Sarasvathy, Edward Elgar Publishing Ltd (1 March 2009)

Course Name: Business Mathematics (Only for Lavasa Campus	**Course Code: MBA239**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course provides the knowledge to comprehend the application of mathematics in business, commerce, economics and finance. The learner will be able to resolve financial and business challenges using mathematical tools and techniques. Developing the capacity to comprehend the numerical data that serves as the foundation for corporate decision-making is given particular priority. The majority of the examples are from various commercial applications. It addresses business and marketing topics in relation to fundamental mathematical analysis. Students will be given the chance to go through sample problems as well as the theoretical principles, tools, and procedures of mathematics.

Course Objectives: This course attempts to understand the key mathematical concepts that influence the business decisions and help to analyse it with quantitative and statistical emphasis

Course Objectives: On having completed this course student should be able to:

1. CLO1 To utilize equations, formulas, mathematical expressions, and connections to explain concepts in a variety of business scenarios.
2. CLO2 To apply the knowledge of Arithmetic, Algebra and Calculus in developing mathematical models for business situations and solve them.
3. CLO3 To demonstrate the ability to use mathematical skills required in the areas of business, economics and finance that rely heavily on the use of numbers.
4. CLO4 To recognize the importance and value of mathematical techniques, training, and approach to problem solving, on a diverse variety of business problems
5. CLO5 To develop critical thinking in modelling and problem-solving skills in a variety of business scenarios.

Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions & case studies, problem solving and link to the real world by extracting and analysing data from corporate database.

Syllabus

Unit I Ratio & Proportion, Indices and Logarithms and Antilogarithms 6 Hours

Concept and types of Ratio, Percentage, Commission, Discount and Brokerage, Proportion and Properties of proportion. Indices – meaning and laws of indices, Logarithms & Antilogarithms - meaning – Fundamental laws of logarithms, characteristics and mantissa of logarithm.

Unit II Linear Algebra 6 Hours

Definition of a matrix; types of matrices; Algebra of matrices Properties of determinants; calculations of values of determinants up to third order, Adjoint of a matrix, elementary row and column operations, solution of a system of linear equations having unique solution and involving not more than three variables Determinant of a Matrix

Unit III Calculus – Differentiation and Integration **8 Hours**

Introduction to functions-linear/Non-linear and their Graphs, Rules of differentiation, Chain rule, Product rule, Maxima and Minima, Point of inflexion, Second order Derivatives, Logarithmic Differentiation, Exponential Differentiation.

Integration as anti-derivative process; Standard forms; Methods of integration-by substitution, by parts, and by use of partial fractions; Definite integration; Finding areas in simple cases; Consumers and producers' surplus; Nature of Commodities learning Curve; Leontief Input-Output Model.

Unit IV Permutations and Combinations **4 Hours**

Definition, Factorial Notation, Theorems on Permutation, Permutations with Repetitions, Restricted Permutations; Theorems on Combination, Basic Identities, Restricted Combinations.

Unit V Linear Programming **6 Hours**

Objective of CPM & PERT, elements of network, network rules, constraints, error in network, Critical Path Analysis, Activity time and floats, optimization through CPM techniques, PERT and three estimates, critical path analysis of a PERT network, probability of completion of project, controlling and monitoring**.**

Recommended Text

Mathematics of Finance 2nd Edition Schaum's Outline Series Peter Zima, Robert Brows Tata McGrawHill Publishing Company Ltd

Reference

Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.

Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGrawHill Publishing Company Ltd.

Course Name: Social Concern Project (SCP)	**Course Code: MBA281**
Total number of hours: 15 Hours	**Credits: 1**

Course Description: This course attempts to utilise the academic capability and skill of the students of MBA programme to develop and suggest practicable solutions to enduring societal problems prevalent in India. Thus the course inculcates among the students the agility of utilising acquired knowledge to explore strategies to overcome practical problems, while helping them to become a socially aware global citizen.

Course Objectives: This course attempts to utilize the academic capability and skill of the students of MBA programme to develop and suggest practicable solutions to societal problems while helping the students to become a socially aware global citizen.

Course Learning Outcomes: Knowledge

- Conduct preliminary study and analysis of nature and vulnerability of social problems prevalent in India.
- Carry out review of literature regarding the applicability and impact of alternative solution models adopted for different social problems.
- Pursue a research methodology to develop a practicable solution to societal problems.
- Explore the concept and viability of social entrepreneurship which the students may pursue as a career path.

Skills

- Inculcate of the ability to utilize the academic competence and aptitude to develop feasible solutions to various societal problems.
- Use statistical tools and related software applications.

Attitude

- Developing sensitiveness towards the society and thereby contribute in their own holistic development.

Course Duration and Timeline:
The course shall be offered as a one credit course (**15 contact hours**).

Course Execution:

1. This course shall be offered in association with the Centre for Social Action (CSA), Christ University; and they would be providing necessary capability building workshops, training, orientation and guidance programs for both the faculty as well as students.
2. Further to this CSA would act as a catalyst between the students of the course and the social development organisation or community that requires solutions to the societal problem faced by them.
3. The course shall be executed through the faculty mentors, who will act as a guide to students. Thus this course would present an opportunity to the faculty as well to contribute to the social service learning.
4. Each student, in consultation with the respective mentor, has to carry out necessary study, literature review and to prepare a project report to suggest feasible solutions to pre-identified societal problems of various social development organisations.

Course Name: Business Domain Knowledge	**Course Code: MBA211**
Total number of hours: 30 Hours	**Credits: 2**

Course Description: This course is offered to MBA students during the second trimester. The course is designed to familiarize students with business terms and updates through significant developments in the corporate world. The course also enables students to reflect on their personal values and work on their self-development. It gives opportunity for the students to identify their strength areas and work towards their area of Specialization in MBA.

Course Objectives: This course develops a futuristic thinking for the students to identify themselves with a specific area of Specialization and a career goal. Students get exposure to various business terms and develop an aptitude towards management thinking.

Course Learning Outcomes: At the completion of the course, students should be able to:
CO1: Familiarize with business terms through news analysis
CO2: Develop a futuristic thinking by exploring possibilities of entrepreneurship
CO3: Develop professional skills through presentations
CO4: Develop management thinking
CO5: Identify strength areas through business discussions

Pedagogy: This course uses student presentations, analysis, reading and mentor driving activities.

Syllabus

Unit I News Analysis **6 Hours**
Business, National, International, Technology, Politics, Sports

Unit II Industry presentations **8 Hours**
Latest topics from Technology, Business and Economics, Visit to Industry

Unit III Career Building **10 Hours**
Entrepreneurship & Startup, Exposure to Domains

Unit IV Vision 2030 **3 Hours**
Topics related to Science, Environment, Business, Society, Government, Technology

Unit V: Social Concern Project **3 Hours**
Identify projects, Report writing

TRIMESTER- III
CORE SUBJECTS

Course Name: Research Methodology	**Course Code: MBA 332**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a common core course in the third trimester. The course aims to develop a research orientation among students and thereby making their managerial decision-making process scientific. The course covers all elements of business research process including problem discovery, literature review, research design, data collection, and data analysis using software applications, interpretation and reporting of results. It provides a knowledge base on steps in a research process needed to conceptualize, define, design and execute a business research project.

Course Objectives:

At the end of the course, students should be able:

1. To identify management problems and convert them into research problems.
2. To choose appropriate research methods based on the research problem.
3. To identify suitable measures and sources of information for literature review and data collection.
4. To construct research instruments for collecting the required data.
5. To recommend suitable courses of action, based on statistical analysis of the data.

Course Learning Outcomes:

CLO-1: Develop the research proposal for the selected research problem.
CLO-2: Apply different methods of research based on the selected research problem.
CLO-3: Identify suitable measures and sources of information for data collection.
CLO-4: Construct research instruments for collecting the required data.
CLO-5: Determine fact-based decisions, based on statistical analysis of the data.

Pedagogy: This course uses multiple pedagogies like case studies, interactive lecture, students' discussions and PPTs, research article analysis, field visit, and experiential learning.

Syllabus

Unit I Introducing Business Research and Proposal **3 Hours**

Business Research: Concepts, Research skills, types of research, manager-researcher relationship, limitations of research. Research Problem Definition - Problem definition, hypothesis, variables and measurement. Research process, designing a research study, Sampling design, Resource allocation and budgets, Scheduling of projects. Research Proposal: Purpose, Proposal development, types, structuring the proposal and valuation.

Unit II Research Design & Ethics in Business Research **6 Hours**

Research design – and overview, the basic stages of research design, classification of research designs – Descriptive, causal, longitudinal, cross – sectional, Experimental and Exploratory. Research in ethics. Ethical treatment of participants, obligation towards sponsors, researchers, team members, and society. Professional standards. Resources for ethical awareness.

Unit III Data Measurement, Sources and Collection **6 Hours**

Sources of Data: Primary versus Secondary data, Library research, Literature review, use of internet. Data collection design: Qualitative - Focus group discussion, Projective techniques, Depth interview, Observation and Surveys. Measurement: Nature, data types, sources of measurement differences, characteristics of sound measurement, validity and reliability.

Unit VI Scaling & Instrument Design & Experimentation **6 Hours**

Scaling Design: Definition, classification, response methods, rating and ranking scales, scale construction, arbitrary scale, graphic scale, Itemized rating scales.

Instrument Design: Types of data collection instruments. Questionnaire construction - structure - content, Wording - sequence, Response strategy, Instrument refining. Experimentation: Nature, Evaluation, Conducting an experiment - Randomized designs - Completely randomized design (CRD) and Randomized block design (RBD).

Unit V Analysis of Research Data & Report Presentation **9 Hours**
Overview of hypothesis testing- t-test, F-test, Chi-square test, Correlation, Regression, Discriminant analysis, MANOVA, Factor analysis, Cluster analysis. Report Presentation: Short and long report - Research report components - Report writing – Presentation – oral and written.

Essential Reference:
Chawla, D., & Sodhi, N. (2016). *Research Methodology Concepts and Cases*. Vikas Publishing House, New Delhi

Recommended References:
Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students*. Pearson education. Harlow
Cooper, D., & Schindler, P. (2009). *Business research methods* (4thed.). New Delhi: Tata McGraw Hill Publications.
Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*. Oxford university press.
Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). *Business research methods* 7th ed. Thomson/South-Western: Appendices.
Field, A. (2016). *Discovering statistics using IBM SPSS statistics*. Sage.

DISCIPLINE SPECIFIC ELECTIVES (Finance)

Course Name: Security Analysis and Portfolio Management (SAPM)	**Course Code: MBA341F**
Total number of hours: 30 Hours	**Credits:** 3
Course Description: This course is offered as a finance elective for the MBA programme. It develops an investment attitude and prepares students for careers in the areas of finance and investment. Students opting for finance specialization would find this course to be important as its applications can be seen while understanding financial markets	
Course Objectives: This course attempts to develop a conceptual and analytical understanding of framework of evaluating financial instruments & markets and inculcates investment intelligence in students.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Comprehend the functioning of securities market and its functioning from a global Perspective CLO2 Compute risk and return of different securities CLO3 Evaluate Capital market securities that is equity and bond CLO4 Create optimum portfolios of different securities CLO5 Appraise Emerging trends in the Securities markets	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions, mock trading, excel computations	
Syllabus **Unit I Introduction: The Investment Background** **6 Hours** Overview of the Investment Environment and Investment Process; Organization and Functioning of securities markets - types of markets, issues, orders and trading strategies; securities trading (trading cost, short sales, margin trading); Security market indices - Stock market indices; Bond market indices. The investment setting - What is an investment? The Asset Allocation decision - Individual investor life cycle; the need for a policy statement; Input to the policy statement; constructing the policy statement; the importance of asset allocation, Introduction to Global stock markets **Unit II Risk and Return Analysis** **6 Hours** Introduction to Risk – Return Trade-off, Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium:	

An introduction to asset pricing models – Capital Market Theory: An overview; The Capital Asset Pricing Model: Expected return and risk; relationship between Systematic risk and return; Equilibrium and Disequilibrium; Multifactor Models of risk and return – Arbitrage Pricing Theory;

Unit III Asset Valuation **6 Hours**

Equity Valuation

Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach: Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns: Company Analysis, SWOT Analysis; Technical Analysis – Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators

Unit IV Portfolio Theory and Practice **6 Hours**

Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidence-Tests and results of EMH; Implications of efficient capital markets;

Introduction to Portfolio Management - Measures of risk, return and utility; Markowitz portfolio Theory; Covariance and correlation of returns; portfolio return; portfolio risk; capital allocation; optimal risky portfolios; index models

Passive Vs Active management; asset allocation strategies; evaluation of portfolio performance –application of portfolio performance measures; Bond portfolio building and evaluation

Unit V Portfolio revision and rebalancing strategies **6 Hours**

Approaches to portfolio rebalancing, Issues in portfolio rebalancing, Frequency, Extensiveness, Transaction costs, Uses of index and futures funds, Equity Portfolio, Management Strategies, Active management, Dimensions, Optimal residual risk, Benchmark selection, Style, Types, Value, Growth, Size, Management, Rotation, Returns, Inconsistency, Style weights, Style drift, Limitations, Long-short strategies, The Treynor-Black Optimizing Model, Factor models, Contrarian strategies, Within industries, Specialized managers (e.g., REIT managers), Scope of active managers, Alpha sources, Portfolio segmentation techniques, Tracking error optimization, Setting tactical ranges, Market cap issues, Small cap portfolios, Quantitative management, Tax aware equity investing, Costs vs. Benefits of active management, Law Constrained active management, Effect of portfolio size, Passive management, Motivation, Economic impact

Essential Reading

Bodie, Kane, Marcus and Mohanty., *Investments* (10th ed.). Tata McGraw Hill Publications.

Recommended Reading

1. Reilly. & Brown. (2012). Analysis of Investments & Management of Portfolios (12th ed.). CENGAGE Learning.
2. Chandra, Prasanna. (2008). *Investment analysis and portfolio management*. New Delhi: Tata McGraw – Hill Publications.
3. Fischer.,& Jordan., *Security analysis and portfolio management*. Prentice Hall Publications.
4. Bhalla, V. K., *Investment management*, S. Chand & Co Publications.
5. Kevin S.(2008). *Security Analysis & Portfolio Management*, New Delhi: PHI Learning Pvt Ltd Publications.
6. Brealey.,& Myers., *Principles of corporate finance* (7th ed.). Tata McGraw Hill Publications

Course Name: Management of Banks	**Course Code: MBA342F**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: This course is offered as a finance specialization mandatory course for the MBA program. It prepares students for careers in Banking and Finance industry. Students opting for this specialization understand the various aspects related to management of banks from a macro perspective mainly.	
Course Objectives: This course attempts to make students understand the broad functioning of a bank both at the macro and at micro levels and measure the performance of banks.	
Course Learning Outcomes: On having completed this course student should be able to:	

CLO1 Understand the linkages between banking system and the economy
CLO2 Evaluate the impact of interest rate changes to the banking sector
CLO3 Measure the financial performance of banks
CLO4 Examine the ethical, social and governance dimensions concerning banking industry
CLO5 Develop an integrative thinking of the functioning of the banking industry with the rest of the economy.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, discussion of articles in business dailies and research articles, and live projects.

Syllabus

Unit I

Overview of the Banking Industry & Regulation **8 Hours**

Introduction to Banking. Role of commercial banks in the economy Universal Banking License Vs Differentiated Banking License.
Structure of banks in India. Perspectives of Indian banking sector. Banking
Regulatory environment. Monetary Policy – Tools and implications on banking. Reserve Requirements – CRR and SLR.
Banking Products and Services Deposit products: Deposit accounts, Current Accounts and Savings Accounts. Credit products – Fund based facilities -Term loans, working capital loans – Cash Credit and Overdraft Accounts, Non-Fund based facilities – Letter of Credit, Bank Guarantee. Payment services. Trade Finance and Custodial services.

Unit II

Evaluating Bank Performance **6 Hours**

Operation and performance of commercial banks. Understanding Banks' financial statements - Bank Assets and Liabilities.
Analysing Banks' Financial statements – Key Performance indicators, Capital Adequacy, Asset Quality, Earnings Quality and overall Liquidity Analysis. DuPont model for evaluating bank performance. Basic risk and return features of commercial banks.

Unit III

Risks in banking and Credit and NPA Management **6 Hours**

Introduction to Banking Risks – Credit Risk, Market Risk (Interest Rate Risk, Liquidity Risk) and Operational Risk. Basel I, II and III Regulations. Regulatory Capital and Capital Adequacy
Credit and NPA Management: Basic credit analysis principles and the characteristics of different types of loans. Appraisal and assessment of credit risk facilities – Working capital and Term loans. . Types of collaterals. Basic credit scoring models applied to borrowers. Interpreting financial statements and generating cash flow estimates to determine repayment prospects.
NPA regulations governing banks and NPA management. Insolvency and Bankruptcy Code

Unit IV

Market Risks – Interest Rate Risk and Liquidity Risk **6 Hours**

Market Risks – What is market risk? Different types of market risks. Interest Rate Risk and Asset Liability Management. . How do banks measure and manage interest rate risk? Types of Interest Rate Risks. determinants of interest rates. Measuring Interest Rate Risk - GAP analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on net interest income. Liquidity Risks

Unit V Contemporary Topics **4 Hours**

Relevance of socially responsible banking and financial inclusion. Fintech - Technology in banking, New forms of Payments, Digital Currencies, Climate changes and financial system. Recent trends in banking.

Course Name: Financial Reporting and Analysis	**Course Code: MBA343F**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: In order to make decisions using information contained in financial statements, a deeper understanding of the process of financial reporting is necessary. Knowledge of accounting standards and principles will help in deciphering the accounting information clearly. This is significant as accounting is the primary channel of sending information about a business to the external world. Analysing the financial statements using advanced ratios will shed deeper insight to the real performance of firms. Hence this course tries to cover the twin areas of reporting and analysis of financial statements.

Course Objectives: This course attempts to enable to understand the key accounting standards that can influence the financial numbers and help evaluate the financial statements with quantitative and qualitative emphasis

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Compare the financial reporting regulations of India with international standards
CLO2 Analyze the financial health of the business through financial statements information
CLO3 Evaluate financial reporting and disclosures
CLO4 Examine the effect of accounting standards on the financial numbers
CLO5 Apprise the accounting standards on assets and debt with respect to the impact on the financials

Pedagogy: This course uses multiple pedagogies like interactive lectures, case studies, research papers analysis and link to the real world by extracting and analyzing data from corporate databases

Syllabus

Unit I - Overview and Regulatory Framework

The regulatory and conceptual framework of preparation and presentation of financial statements- National differences in financial reporting practices – International Accounting Standards setting Boards- IASB, FASB- International Financial Reporting System- Indian scenario NACAS- NFRA- Ind AS, role of Securities and Exchange Board and Companies Act – Periodicity of financial statements- Fair value Accounting- Global Reporting Initiative- Integrated reporting- ESG reporting- Valuation methods of intangible assets – Human resources and brand valuation

Unit II Applied Financial Statement Analysis 12 Hours

Modified Dupont analysis- Credit appraisal with financial statements- Cash flow analysis-operating vs financial – free cash flow and valuation- linkage between cashflow and income financial statement forecast with spreadsheet model- Earnings quality analysis-Aggressive treatment of income and expense-choices of accounting alternatives- related party transactions- asset impairment charges- Earnings management motives- Accounting shenanigans

Unit III Inference from Annual Reports 6 Hours

Format of Annual report- Analysing the Management Discussion and Analysis- letters to shareholders- segment information -operating performance data- forward looking statements-business description risk, contingencies - Accounting policies and Notes to Accounts –analysing the press releases- conference calls and webcasts- non financial information letters to Theories of Disclosures- Format of Auditors Report- Audit Qualifications

Unit IV Analysis of Accounting standards on tax and revenue 6 Hours

Revenue recognition- alternate source of income AS -for Income Tax – Revenue recognition –components of EPS– analysis of non-recurring and other comprehensive income- Consolidation of Group Companies

Unit V Analysis of assets and debts 3 Hours

Recognition of Current tax liabilities -Analysis of current liabilities- operating vs financing – disclosure of off-balance sheet assets and liabilities- operating and financing leases-effect of leases on financial ratios

Recommended Text

Krishna G. Palepu , Paul M. Healy (2015). 5th Edition, Business Analysis and Valuation: Using Financial Statements, Cengage Publications

Reference

Contemporary articles from professional bodies and magazines

Course Name: Database Management for Finance (Only for Lavasa Campus)	**Course Code: MBA344F**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: Database Management for Finance is an introductory course on Relational Database Management (RDBMS) concepts in the context of financial analytics. The course will teach the students how to extract and find meaningful patterns from the relevant databases. The course includes aspects related to database architecture, creation and querying of data. The implementation of RDBMS concepts will be taught using popular RDBMS like MS Access and MySQL. Students will also be exposed to NoSQL databases for financial applications.

Course Learning Outcome:

At the end of the course the students will be able to

1) Identify data and the components of Database Management System
2) Create and Manipulate Data using Data Definition and Manipulation language of SQL.
3) Evaluate different Databases and its influence in various applications in a global environment.
4) Understand the application of NoSQL Databases for Financial Analytics.
5) Familiarize students with databases hosted on popular cloud platforms in context of financial analytics

Syllabus

Unit I: Database Management Systems

Overview Data vs. Information, Traditional Processing Systems, Database approach, Types of databases - Personal, Workgroup, Department, Enterprise, Inter organizational, Virtual Storage, Functions and components of DBMS, Risks and Advantages of DBMS, Roles and Users of DBMS in Financial Databases. Database Models in Finance, - RDBMS Comparison between different data models. Database Architecture, Database Schemas Logical, Conceptual and Physical, Designing Databases.

Unit II: Database Management Design

Roles and Responsibilities of Database Administrator, Database Integrity and ACID (Atomicity, Consistency, Isolation and Durability) properties
Database design strategies for Finance use cases, Financial Database Structures- Tables, Views, Index. Logical Design vs. Physical Design, Entity Relationship Modelling: Entity, Relationship, and Cardinality. Types of Keys, Enhanced ER Design, Normalization and de-normalization, Setting up an RDBMS environment. Introduction to Database Languages: DDL, DML, TCL, DCL.

Unit III Data Querying and Retrieval

Data Definition Language (DDL), Constraints, Integrity constraints.
Data Manipulation Language (DML): UPDATE, DELETE, SELECT, Functions and Operators and their practical applications..

Unit IV Advanced Querying

SELECT with Where Clause, Order BY, GROUP BY, Sub queries: Single row, Multi row; Set Operators. JOINs: Inner JOIN, Outer JOIN.
Transaction Management, Commit and Rollback of Transactions, Emerging Trends: Self Study: Data Centers, Distributed Data.

Unit V NoSQL and Databases hosted on Cloud Platforms

Introduction to NoSQL, Popular SQL and NoSQL Databases hosted on AWS, AZURE, Google Cloud Platform. Cloud based Financial Database platform like Bloomberg & Prowess and their practical applications.

Essential Reading:

1. Cengage eBook support*- Database Systems: Design, Implementation, and Management, 13th Edition by Carlos Coronel; Steven Morris

DISCIPLINE SPECIFIC ELECTIVES (Human Resource)

Course Name: Industrial Relations	**Course Code: 341H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the third trimester to students of HR specialization. In this course Students learn various aspects of Industrial Relations mainly focusing on compliance part. They will be getting an in-depth knowledge of compliance and they will be becoming an asset for any organization irrespective of sectors.

Course Objectives: This course attempts to develop the awareness among students about the various acts and legal compliances required for smooth functioning of the organization which is essential for all HR managers.

Course Learning Outcomes: On having completed this course student should be able to:
By the end of the course, students will be equipped well with knowledge& understanding of: Top of Form
CL01 Put into action statutes and employer's obligations under different acts of Labour Law.
CL02 Must fully understand employers and employee's rights and duties and their compliance.
CL03 Students must be able to interpret the powers of the appropriate government/authorities under the Act.
CL04 Must able to put into action the requirements of Compliance officers.
CL05 Must be able to build amicable employee – employer relations by understanding the provisions of the act.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions & presentations, HBR case and article analysis, and lots of practical case studies in the form of experiential learning.

Syllabus

Unit I **9 Hours**

A. Industrial Disputes Act, 1947

B. Introduction to labour laws and Factories Act, 1948

A. Scope and Extent of the act, Definitions [Industry, Industrial dispute, Individual and collective dispute, Average Pay, Employer, Independent person, lay – off, Lock Out, Retrenchment, Strike, Unfair Labour Practices, Wage and Workmen], Procedure for settlement of industrial dispute, Prohibition of strikes and lockouts, Matters under the purview of Labour Court and Industrial Tribunal,

B. **Definitions**, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures. [Practical case laws will be discussed in depth].

Unit II **4 Hours**

A. Karnataka Shops and Establishments Act

B. Wage Code Bill 2019

A. Karnataka Shops and Establishments Act 1961, Activities of Karnataka Labor Welfare Board, Documents to be filed by Shops and Owners in Karnataka, Documents to be filed for registration and its process, Plantation Act [Employers obligations on Welfare, Leave and Safety

B. Scope, definitions, establishment, Wages, Worker, Implementation of minimum wages, payment of wages, payment of bonus, advisory board, payment of dues and claims and audit, records and returns, inspector and facilitator and penalties.

Unit III **4 Hours**

A. Child Labour prohibition and Regulation Act, 1986

B. Contract Labour Regulation and Abolition act

A. Objects, Definitions of [Child Labour, Employer], Prohibition of Children in Certain Occupations, Hours and periods of work, Conditions of Work, Safety, Welfare and Health Measures for Children, Penalties if Children are Employed**.**

B. Definitions [Contract Labour, Contractor, and Principal Employer], and Procedure for Registration of Establishment, Licensing, Obligations of employers to provide certain amenities, payment of wages, Penalties if this act is violated.

Unit IV **5 Hours**

A. Payment of wages act, 1936

B. Payment of Bonus act, 1965

A. [Definitions: Industrial Establishment, Wages], Responsibility, Time and deductions for payment of wages, Recovery of Amount, Appeals, Conditions where attachment of property can be made, Penalties.

B. [Definitions: Accounting year, Allocable surplus, available surplus, direct tax, employee, employer, Wage], Computation of gross profits, Computation of available surplus, Eligibility and disqualification for bonus, Minimum and Maximum Bonus, Set on Set Off of allocable surplus, Time limit for payment of bonus, Calculation, Forfeiture of Bonus and Bonus in case of New Establishments, Penalties.

Unit V **8 Hours**

A. The Minimum wages act, 1948

B. The Employment Standing Orders Act, 1946

A. Definitions [Scope of the act, Apprentice, Designated trade, Graduate or technician apprentice], Qualifications for being engaged as an apprentice, Contract of apprentice, minor as an apprentice, Number of apprentice, Period of training, Termination, Obligations of employer regarding hours of work, safety and health measures, Penalties.

B. Objects, Definitions [Employer, Industrial Establishment, Standing Orders], Scope of the Act, Establishments to which this act doesn't apply, Procedure for submission of draft standing orders, Procedure for certification of standing orders, Conditions for certification of standing orders, Payment of subsistence allowance, Penalties.

Essential Reference:

P.K Padhi, Labour and Industrial Laws, October 2017, Published by PHI Aguinis, H. 3rd edition.

Recommended References:

1. Kapoor N.D. (2012). *Elements of industrial law* (11th ed.). New Delhi: Sultan Chand & Sons.
2. Kumar, H.L. (2013). *Labor Laws Everybody should know* (9th ed.). New Delhi: Universal Law Publishing Co. Pvt Ltd.

Additional Reading / Reference Material: Sarma A.M., (2013). *Industrial Relations and Labour Laws (2nd ed.).* Mumbai: Himalaya Publishing House.

Course Name: Talent Management	**Course Code: MBA342H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered in the third trimester. The subject helps students in understanding the fundamentals of Talent and performance Management

This course gives special emphasis on Talent Planning, Talent acquisition and Talent Management strategies. Students will also get the skills and knowledge pertaining to hands- on Employee Engagement activities and specialize in the various aspects of job market related talent planning, talent acquisition and retention strategies which can be directly linked to the business strategy of an organisation.

Course Objectives

At the end of the course, the student should be able to

- apply the principles of talent management in the business setting
- examine recruitment and selection strategies for smooth business operations
- design performance management system to assess employees
- develop a comprehensive approach to career management
- To develop talent management strategies to develop and retain talents

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Make use of talent management concepts in organizations

CLO2 Examine recruitment and selection strategies

CLO3 List suitable approaches to measure performance

CLO4 Decide on various approaches to career management

CLO5 Choose appropriate talent management strategies for retention of employees

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit 1 Talent Management: Concept and frame work **5 Hours**

Definition, concept of talent, talent- engine of new economy, the talent value chain, importance of talent management, relationship with other HR processes, characteristics of talent friendly organizations, talent management process: 9 Box Grid Model of Talent Management. competencies, building blocks of talent management systems

Unit II Talent Acquisition **7 Hours**

Man power planning: demand and supply forecasting, Recruitment: social media recruitment, role of AI in recruiting Selection: methods of selection: tests, interviews, Assessment of effectiveness of recruitment and selection, on boarding and orientation processes, importance of on boarding, integrated on boarding

Unit III Talent Management & Performance Management System **7 Hours**

Performance Management: Definition, Purposes, Performance Management cycle, Approaches to Measuring Performance, Comparative Systems & Absolute Systems of performance measurement. Selection of a suitable performance management method, Personal development plan, 360-degree appraisal feedback, 720- degree appraisal and feedback Performance management tools, Potential appraisal, Contemporary trends

Unit IV Career Management **7Hours**

Definition of a career, career management. Psychological contract, Employee lifecycle management, employee role in career management, career planning, career anchors, employers role in career management, employers career management methods,
Best Practices for succession management:

Unit V Talent engagement and Retention **4 Hours**

Concept of Talent Engagement, Retention, Employee Experience and Retention, The Race for Talent: Retaining and Engaging Workers,
Managing voluntary turnover, a comprehensive way to retaining employees, job withdrawal, managing dismissals,

Essential Reference

- Dessler, G and Varkkey, B. (2020) Human Resource Management 16 edition: Pearson
- Rao, V.S.P Human Resource Management(2010) 3rd Edition Excel Publishers

Recommended References:

- Aguinis Herman (2019) Performance Management. Fourth Edition Pearson Education.
- Berger, L.A &. Berger, D.R (2018) The Talent Management Hand Book, Making Culture, A Competitive Advantage by Acquiring, Identifying, Developing and Promoting the Best People Tata McGraw Hill, Third edition.
- Cook, M. (2016). Personnel selection: Adding value through people (5th ed.). Hoboken, NJ: J. Wiley & Sons.
- Martocchio, J. J. (2019). Human Resource management.15 Edition New York: Pearson
- Murugan, A. (2018). Human Resource Planning And Development. New Delhi: Discovery Publishing House.

Course Name: Learning and Development	**Course Code: MBA343H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: The course is offered as a human resource elective in the third trimester. The course includes both the cognitive and the behavioral component. It will help develop both knowledge and skills in the fast developing learning and development field. Students will have an increased knowledge, understanding, and application about the training, learning and various development functions related to

learning processes, design considerations, alternative methods of instruction and implementation issues. It is expected to develop and improve skills at applying the L&D processes particularly in the global L&D context.

Course Objectives: This course attempts to impart knowledge, understanding, and application about the training function with a special emphasis on L&D, training processes, design considerations, alternative methods of instruction, implementation issues, and training evaluation to the students.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Identify the significance of Learning concepts, learning Organizations and corporate Universities.

CLO2 Demonstrate the strategic criticality of the L&D, training concepts, principles and issues connected with L&D in designing a training program.

CLO3 Interpret the relevant theories and concepts of L&D and training to various current practices

CLO4 Assess the impact of L&D practices and policies.

CLO5 Design Training and learning initiatives linked to business strategies.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I **8 Hours**

The move from training and development to Learning and development. Significance of L&D in today's business world - including the concept of learning organizations.

Emergence of Corporate Universities and their strategic significance. Study of successful corporate Universities.

Unit II **8 Hours**

Needs Analysis and Training Design – with a view to link to the L&D significance.

Introduction to adult Learning-Bloom's taxonomy -Kolb's experiential learning, Honey and Mumford learning styles. Practical application of ISD theory and practices.

Unit III **7 Hours**

Learning and development Methods: Action learning, E-learning, Mentoring. Coaching etc. Designing the various Learning and development Methods.

Unit IV **4 Hours**

Evaluation of Training-Kirkpatrick Model- **Emerging technologies in learning interventions**

Unit V **3 Hours**

Professional ethics and sustainability in building learning organizations

Essential Reference:

Noe, A. R. (2008). Employee training and development. The McGraw-Hill Companies

Blanchard. P. N., & Thacker, J. W. (2009). Effective training: Systems, strategies, and practices (2nd ed.). Pearson Education

Recommended References:

1. Anderson, A.H. (2000). *Training in practice: Successful implementation of plans*. Infinity Books
2. Irwin, L. Goldstain. L. I., & Ford, J. K. (2002). *Training in organization: Needs assessment, development, and evaluation* (4th ed.). Thomson Learning
3. Janakiram, B. (2007). *Training & development, Biztantra innovations in management*. Dreamtech press.
4. Mcgrath, E. H. (2008). *Training for life and leadership in industry*. Prentice Hall of India Pvt Ltd.
5. Phillips, J. J. (2004). *Handbook of training evaluation and measurement methods*. Jaico Publishing House
6. Sahu, R. K (2005). *Training for development: All you need to know*. Excel Books.

Truelove, S. (2009). *Training and development: theory and practice*. Jaico Publishing

Course Name: People Analytics (Only for Lavasa Campus)	**Course Code: MBA344H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course is offered as a discipline-specific elective in HR specialization. The course aims to examine the dimensions of human resource management and the use of data to arrive at decisions pertaining to these dimensions. The student will learn about the evolution of people analytics. The course focuses on sources of data in human resources, types of data, and types of analytics. The course helps the students to develop an insight into the people analytics which will help to make better decisions.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 - Understand the relevance of analytics in the field of Human Resources.

CLO2 - Apply different types of data sources and analyze related data

CLO3 - Analyze different HR analytical techniques

CLO4 - Distinguish data structure for appropriate HR decisions

CLO5 - Interpret the future human resource requirement of the organization

Syllabus

Unit I

Introduction to People Analytics **6 Hours**

Introduction to people analytics, Evolution of analytics, People analytics as the third wave of HR value creation, The four roles of HR Analytics

Unit II

Data Preparation and Development Metrics **8 Hours**

Understanding different sources of data in HR, Data preparation - reliability, adequacy, completeness, variation, applicability, cleansing. analysing types of data - categorical and numerical. Types of analytics - descriptive, diagnostic, predictive, and prescriptive analytics. Removing data basis

Unit III

Predictive Analytics in HR **6 Hours**

Root cause analysis - fishbone diagram, pareto analysis, scatter diagram, failure mode, and effect analysis. Predictive analytics - Steps involved in predictive analytics, Key performance indicator and weightage system based on outcomes.

Unit IV

Benchmarking and Practices in HR **5 Hours**

Understanding the HR Metrics -turnover, performance, and employee engagement. dash boarding and interpreting HR metrics, performance, goal setting and storytelling.

Unit V **5 Hours**

HR Forecasting and Measuring

Optimization through HR analytics, HR forecasting, predictive HR analytics - segmentation and profiling of employees, analysis of employee loyalty and attrition, performance improvement plan, recruitment, and additional/replacement headcount need analysis.

Essential Reading

Sekhar, C. (2022). Human Resource Analytics: Theory and Application Techniques by Swati Dhir and Suparna Pal, Cengage, India, 2021

Recommended References:

- Bhattacharyya, D. K. (2017). HR analytics: Understanding theories and applications. Sage Publications Pvt.
- Banerjee, P., Pandey, J., & Gupta, M. (2019). Practical applications of HR analytics: A step-by-step guide. SAGE Publications Pvt.
- West, M. (2019). People analytics for dummies. John Wiley & Sons.

DISCIPLINE SPECIFIC ELECTIVES (Lean Operations and Systems)

Course Name: Quality Management Systems	**Course Code: MBA 341L**
Total number of Hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a functional core course in the third trimester to LOS students. This course emphasizes the importance of total quality management in all areas of business and organizations. Students develop and specialize on the various approaches to quality and problem-solving methodology using quality tools. This course includes emerging trends like data driven quality, use of disruptive technology and non-invasive quality management. Students apply the concepts of continuous improvement and understand the importance of organizational learning as a process driven outcome.

Course Objectives:

At the end of the course, students should be able:

1. To understand foundation concepts of TQM
2. To analyse the implementation of Cost of Quality / Cost of Poor Quality for strategic planning.
3. To appraise the business implications of implementation of TQM
4. To explore qualitative and quantitative tools for quality management.
5. To apply organizational learning frameworks for continuous improvement of business processes.

Course Learning Outcomes:

CLO-1: Understand the foundational concepts and current industry practices in Total Quality Management (TQM).
CLO-2: Analyse cost of quality in real life business scenarios for system improvement and strategic planning.
CLO-3: Analyse the strategic implications of TQM for effective decision making in real life business scenarios.
CLO-4: Examine qualitative and quantitative tools for quality management.
CLO-5: Apply organizational learning frameworks for continuous improvement of business processes.

Pedagogy: This course uses multiple pedagogies like interactive lectures, active student participation in classroom & presentations, HBR case and article analysis, and field visit in the form of experiential learning.

Syllabus

Unit I Introduction to Quality **4 Hours**

Importance of Quality – history - dimensions of quality –Total Quality principles. Quality Philosophies: Deming 14 Points to transform business; Juran Trilogy; Crosby Zero Defects; Ishikawa quality circles, customer supplier relationship; Taguchi Loss function. Kaizen as a function of Quality; TQM framework – awareness, defining quality and obstacles.

Unit II Cost of Quality **3 Hours**

Cost of Quality - Discretionary Cost: - Prevention – Appraisal - Consequential Cost: Internal Failure - External Failure. Target Costing, Quality and differentiation strategies, quality - strategic planning**.** COPQ- Cost of Poor Quality, Warranty Claims/ Field Returns and Management.

Unit III Quality Frameworks, Teamwork and Leadership **8 Hours**

Management tools for quality, tools for Quality planning. Process Design & Control. Quality Circles, ISO 9001, ISO 14001, ISO TS 16949. Malcolm Baldridge Award – criteria for performance excellence. Comparing Baldridge, ISO 9001 and Six Sigma. TQM in Education. Fitness Levels of Quality. Customer

Satisfaction Levels, Company Integration on Customer satisfaction, Customer Focus: Work Concept Changes. Stages of Customer Focus. Customer Concerns, Kano Model and Value function
Importance of teams in Total Quality Ethical values in Quality. Implementing TQM - culture change required. Establishment of **(EQC)** Effective Quality Communication system. Manpower Training. "GenchiGembutsu" concept – Go and See actual to understand Quality. Sustainability in TQM.

Unit IV Quality Management Tools and Techniques 8 Hours
Benchmarking, Quality Function Deployment, Quality by Design, FMEA, TPM, SPC, Six Sigma, Zero defect inbuilt quality, Product quality design, eQMS - Data driven quality management and quality insights, Digital Twin, Non-invasive quality management, Vendor assessment and certification, GAP Model for Service Quality.

Unit V Continuous Improvement and Organizational Learning 7 Hours
Continuous improvement by process, PDSA/PDCA cycle for improvement, types of problems, problem solving method, problem solving frameworks and tools. Individual learning, team learning, organizational learning. Hoshin Management concepts of participation &improvement.

Essential Reference:

1. Besterfield, D. H, &Besterfield, M.C., et al. (2018). Total Quality Management. 5th Edition, Pearson Publications.

Recommended References:

1.Bedi, K. (2010). Quality Management.New Delhi: Oxford Press Publications.
2. Bhatt, S. (2007). Total Quality Management. New Delhi: Himalaya Publications.
3. Evans, J. R. (2012). Quality & Performance Excellence - management, organization and strategy. New Delhi: Cengage Learning 6th Edition
4.Shoji Shiba & David Walden (2007). Four Practical Revolutions in Management. Productivity Press

Course Name: Business Analysis and Process Modeling	**Course Code: MBA342L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a functional core course offered in the third trimester to students of Lean Operations and Systems specialization. In this course, students learn the approach, tools, and techniques required to facilitate definition of stakeholders and Requirements for providing IT solutions to business problems, with a specific focus on modeling the business processes.

Course Objectives:

At the end of the course, students should be able:

1. To relate the Business Analysis concepts and Process Modeling Techniques in business context
2. To solicit the concepts of Scope Modeling & Requirements Modeling to develop context diagrams.
3. To bid Use Cases diagrams, Business Domain Modeling, principles, and relationships to a business process.
4. To appraise Business Rules and User Experience principles in the business context
5. To Recognize ethical challenges of business analyst, the emerging technologies and trends.

Course Learning Outcomes: On having completed this course student should be able to:

CLO-1. Apply the Business Analysis concepts and Process Modeling Techniques in business context
CLO-2. Apply the concepts of Scope Modeling & Requirements Modeling to develop context diagrams.
CLO-3. Apply Use Cases diagrams, Business Domain Modeling, principles, and relationships to a business process.
CLO-4. Evaluate Business Rules and User Experience principles in the business context
CLO-5. Identify ethical challenges of business analyst, the emerging technologies and trends

Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.

Syllabus

Unit I Introduction to Business Analysis **6 Hours**

Overview of Business Analysis. Introduction to IIBA and BABOK.
Business Analysis Core Concept Model (BACCM). Six Knowledge Areas and Five Perspectives of Business Analysis.
Classification of requirements. Requirements Elicitation – Process, Techniques. Non functional requirements: definition, types, practices in eliciting NFR. Manage Stakeholder Collaboration. Stakeholder Analysis - Stakeholder Matrix, Onion Diagram.
Requirements Management and planning- traceability matrix, change management and impact analysis, requirements transition, Managing issues/clarifications

Introduction to Business Case and Business Process Management **6 Hours**

Need for a Business Case, Preparation and Presentation of a Business Case
Business Process Management lifecycle - Process Identification, Process Architecture, Process Modeling and Process Performance measurement.
Overview of Business Process Modeling, Business Process Modeling Techniques – BPMN, UML Diagrams, Flowcharting, DFD, Role Activity diagrams, Role Interaction diagrams, IDEF, Simulation model.

Unit II Scope Modeling and Requirements Modeling **6 Hours**

Scope Modeling - Introduction, distinguish from project scope. Concepts- Actors, System, Sub system, External system. Developing level 1 and level 2 Context diagrams.
Requirements Modeling – Specify, Model, Verify and Validate Requirements -
Trace, Prioritize and Maintain Requirements, Assess and Approve Requirement Changes

Unit III Use Case Modeling and Business Domain Modeling **4.5 Hours**

Use case Modeling: Use Case overview - Modeling principles and relationships
Business Domain Modeling – basic and advanced principles
Use case specification- Capturing Assumptions, Interface requirements, and dependencies

Unit IV Business Rules and User Experience principles **4.5 Hours**

Rationale for Business Rules*, Structural and Operative Business rules, wording Business rules, Embedding Business rules. User experience Principles- User persona, wireframes/prototypes, user experience in use case specification

Unit V Ethical Perspectives and Trends **3 Hours**

Ethical Challenges while playing the role of Business Analyst
Business Analysis for Emerging Technologies. Trends in Requirements Engineering and Business Analysis. Agile Techniques for BA, Agile Business Process Modeling

Essential Reference:

1. IIBA (2015). A Guide to the Business Analysis Body of Knowledge Version 3.0 (BABOK Guide, Version 3.0)
2. Bittner, K. and Spence, I. (2006) *Use case modeling*, Pearson Education

Recommended References:

1. Wiegers K., and Beatty J. (2013). *Software Requirements.* 3rd ed.) Microsoft Press.
2. Hull, E., Jackson, K.., and Dick, J. (2011) *Requirements Engineering*. (3rd ed.) Springer.
3. Carkenord, B.A.. (2009) Seven steps to mastering business analysis. Cengage.
4. Leffingwell, D., Widrig, D. (2003). *Managing Software Requirements.* (2nd ed.) Pearson.

Course Name: Lean Operations Management	**Course Code: MBA 343L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered as a core specialization paper for the students of Lean Operations & Systems in the third trimester. This paper emphasizes the importance of Lean management practices to improve productivity and profitability. It develops an insight into the current trends and latest concepts of lean management, both in the manufacturing and service sectors.

Course Objectives:

At the end of the course, students should be able:

1. To identify the importance of a lean manufacturing system
2. To identify measurement systems in lean management practices
3. To examine the lean concept and different types of lean tools
4. To determine the different faces of change improvement and innovation
5. To develop an organizational master plan for a lean management system

Course Learning Outcomes:

CLO-1: Identify the importance of a lean manufacturing system
CLO-2: Distinguish measurement system in lean management practices
CLO-3: Examine the lean concept and different types of lean tools
CLO-4: Determine the different faces of change in improvement and innovation
CLO-5: Develop organizational master plan for a lean management system

Andragogy: This course uses multiple pedagogies like interactive lectures, student discussions, research articles, case studies, and exercises.

Syllabus

Unit I Introduction and History of Lean Management **6 Hours**

Lean Manufacturing, Lean Management System, Process Management, Flow of Goods, Operator, Information and Engineering Flow. Lean Management Model. Asset, Resource and Risk Management. Lean Management System Development Model. Lean Techniques.

Philosophers of lean (Self Study)

House of Lean Management: - Muda, Muri, Mura, Lean Activity Model, Steps of Lean Implementation Model. Continuous Improvement, System Strategic Vision.

Unit II Lean Performance Measurement System **6 Hours**

Variations, Value added activities, Non Value added activities, Observation, Different types of waste, causes of each waste, check list for each waste.

Lean Measures: Lean performance measurement, Assessing current measurement system, Lean production measurement process, Performance measures, Different types of measures, Critical components of lean measurement system.

Unit III Lean concepts, Tools and Methods **6 Hours**

Continues flow, Pull system, Just in Time (JIT), Point of use Storage (POUS), 5Ms, key process input variables (KPIVs), Key process output variable (KPOV),

Lean Tools: - 5S, Overall Equipment Efficiency (OEE), Mistake Proofing, Cellular manufacturing, Kanban, Value stream mapping, Visual Controls, Lean Six sigma.

Unit IV Three face of change: - Kaizen, Kaikaku and Kakushin **6 Hours**

Continuous Improvement, Kaizen Event, Step by step approach to conduct a Kaizen event. Transformation of Mind, Kaikaku in Cell Design, Kaikaku in Facility Layouts, Innovation, 20-20 innovation process, Innovation process Model. Goals of lean management, Goals of DMAIC/DMADV lean management system.

Unit V Lean Management System: Organizational Master Plan **6 Hours**

Six-phase approach for making the transition to a Lean management system: - Evaluate the methodology, Define opportunities within the organization, Develop the implementation plan, Implement the plan, Measure the results, Continue to improvement

Facilitating Lean Management System: - Lean culture, Change management, Organization as system thinking, Project chart.

Text Book:
Rich Charron et al., (2015), The Lean Management Systems Hand Book, Taylor & Francis Group, LLC

Recommended References:
1. David Mann (1947) Creating a lean culture: tools to sustain lean conversions, Productivity Press.
2. Jeffrey Liker (2017), Toyota Way - 14 Management Principles. First Edition. McGraw Hill Education
3. Pascal Dennis(2015) Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System, 3rd edition (23 October 2015), Productivity Press.
4. James P Womack and Daniel T Jones. (2003). Lean Thinking.
5. Simon & Schuster. Yasuhiro Monden. (2011). Toyota Production System - An integrated approach to Just-in-time
6. Yasuhiro Monden, Toyota Production System - An integrated approach to Just-in-time:
7. James Womack et al. (2007) The machine that changed the world

DISCIPLINE SPECIFIC ELECTIVES (Marketing)

Course Name: Sales and Distribution Management	**Course Code: MBA 341M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is offered as a core course in third trimester with 3 credits. This course is designed to expose the students to the concepts, and principles of both Sales and Distribution Management and to develop the necessary skills among the students to effectively sell and distribute products while managing the sales force effectively.

Course Objective:
At the end of the course, students should be able:
1. Classify different selling approaches and execute sales deals. with efficiency and Effectiveness.
2. Explain sales forecast methods, territory management, permanent journey plan, annual operating plans and set sales targets and manage quota.
3. Analyse the concept of Marketing channel design and structure and its overall impact on marketing mix strategy in decision making.
4. Appraise the concept of Channel power, relationship and channel economics and its impact on "Go to market strategy.

Explain the concept of sales force motivation, productivity and performance.

Course Learning Outcomes:
CLO1: Explain the importance of sales management dimensions including sales structure, market potential estimation and forecasting.
CLO2: Construct templates on Territory management, permanent journey plan, annual operating plans and set sales targets and manage quota.
CLO3: Appoint right channel members who would meet organizational goals.
CLO4: Develop and orchestrate effective marketing mix for various channel types.
CLO 5: Demonstrate higher levels of selling and distribution skills.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, case study, and form of experiential learning.

Syllabus

Unit I Sales Management **6 Hours**
Nature and importance of sales management, Dimensions of sales management. Estimating market potential and forecasting sales: Importance and definitions of Sales forecasting methods-quantitative and qualitative techniques. Organizing the sales force --Nature and characteristics, Basic types of organization, Specialization within sales department.
Selling process:

Preparation & Prospecting – Challenges of prospecting, qualifying leads, effective prospecting. Sales Approach, Diagnosis and Solution generation.
Handling Objections: common customer objections, Reasons why prospects raise objections, Objection handling techniques and methods. Closing call: Types of sales closures.

Unit II Management of the Sales Force **9 Hours**

Sales Force Staffing Process: The planning phase, The recruiting phase, The selection phase– Hiring and assimilation Phase.
Directing the Sales force: Time and territory management --Objectives and criteria for territory formation, Sales territories design, Time management, Routing and scheduling
Sales quotas and compensation: Purpose, Types of quotas, Administration of quotas, Objectives of a compensation plan, Developing the compensation plans-basic and combination, Trends in compensation plan. Restructuring quotas due to changes in organization, product portfolio, and geographical coverage.
Controlling and evaluating the sales force: Analysis of sales, costs and profitability, Budgeting, Sales analysis-Marketing cost analysis-Increasing sales force productivity.

Unit III Developing the Marketing Channel **6 Hours**

Strategy in Marketing Channels: Marketing Channel Strategy and the Role of Distribution in Corporate Objectives and Strategy, Marketing Channel Strategy and the Marketing Mix.

Designing the Marketing Channels: What is Channel Design, Who Engages in Channel Design, A Paradigm of the Channel Design Decision, the Phases of Channel Design. "Go to Market" with Multiple Channels.

Selecting the Channel Members: Channel member Selection and Channel Design, The Selection Process, finding prospective channel members, Applying Selection criteria, securing the Channel members.

Unit III Managing the Marketing Channel **9 Hours**

Motivating the Channel Members: Finding out the needs and Problems of Channel Members, Offering Support to Channel Members, Providing Leadership to Motivate Channel Members.

Product Issues in Channel Management: New Product Planning and Channel Management, the Product Life Cycle and Channel Management, Strategic Product Management and Channel Management, Trading Down, Trading Up, and Channel Management

Pricing Issues in Channel Management: Anatomy of Channel Pricing Structure, Guidelines for Developing Effective Channel Pricing Strategies, Other Issues in Channel Pricing (Free Riding, Grey Markets).

Promoting through the Marketing Channel: Promotional Strategies and Channel Member Cooperation, Basic Push Promotional Strategies in Marketing channels, Bait and Switch, Consignment Selling, "Kinder and Gentler" Push Promotion Strategies in Marketing, Breakeven Analysis for "Free Schemes" in Channel Promotions.

Evaluating Channel Member Performance: Factors Affecting scope and frequency of Evaluations, Performance Evaluation versus Day-to-Day Monitoring, Channel Member Performance Audit.

Unit V Additional Perspectives on Marketing Channels

Self-learning module
Electronic Marketing Channels: Structure of Electronic Marketing Channels, Developments and Trends in Electronic Marketing Channels, Business Models in Internet Channels, Television Sky shop, Advantages and Disadvantages of Electronic Marketing Channels.

Direct Selling Channel Systems: Structure and Trends in Direct Selling, Direct Agents, DSA and MLM formats in Direct Selling

Essential Reference:
Spiro, L.R., Stanton, J. W. & Rich, A.G. (2013). *Management of a sales force* (15th ed.). Irwin: McGraw – Hill.

Recommended Reference:
Rosenbloom, B. (2004). *Marketing channels* (8th ed.). New Delhi: Cengage Learning Reprint (2015).

Course Name: Marketing Research and Analytics	**Course Code: MBA 342M**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course provides an in-depth introduction to marketing analytics as a basis for competitive marketing strategies and execution. Students will learn how to use marketing analytics for forecasting sales using statistical techniques, customer base analysis, performance analysis of brands, data management, and application of analytics for effective marketing decisions. Students will gain hands-on experience with the techniques and theory covered in this course.

Course Objectives:
At the end of the course, students should be able:

1. To Understand the Marketing Analytics,
2. To collect data for appropriately for analysis,
3. To framework for data analysis,
4. To Analyse the marketing Data using statistical techniques,

To apply analytics in Marketing decisions.

Course Learning Outcomes:
CLO-1: Identify the ways to do marketing analytics
CLO-2: Apply the marketing analytics techniques for solving marketing problems.
CLO-3: Analyse data by Compiling, Disassembling, And Reassembling data
CLO-4: Present the Results from analytical approach.
CLO-5: Decide about appropriate marketing strategy based on the results. n the Research report to Share with Others.

Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions and practice sessions.

Syllabus

Unit I ANALYTICS IN MARKETING **3 Hours**
Role of analytics in marketing, Current trends and industry practices, Success stories

Unit II PROBLEM SOLVING FRAMEWORKS for ANALYTICS **3 Hours**
Cross-Industry Standard Process for Data Mining (CRISP DM) and Sample, Explore, Modify, Model, Assess (SEMMA) models.

Unit III DATA MANAGEMENT **6 Hours**
Customer base analysis, Performance analysis, Contribution analysis, Migration Analysis
Time Series Analysis and Forecasting: Time Series Patterns – Horizontal pattern, trend pattern, seasonal pattern, cyclical pattern. Moving averages, weighted moving averages, Single Exponential smoothing, Holts exponential smoothing, Autoregressive–moving-average (ARMA) model

Unit IV LOSS FUNCTIONS **6 Hours**
Mean Error or Mean Forecast Error (MFE), Mean Absolute Error (MAE), Mean Percentage Error (MPE), Mean Absolute Percentage Error (MAPE), Mean Squared Error (MSE), Root Mean Squared Error (RMSE)

Unit V APPLICATIONS OF ANALYTICS IN MARKETING **9 Hours**
Market segmentation, Customer profiling/segmentation using Hierarchical clustering K-means clustering, Customer churn analysis, Market mix models, Market Basket Analysis (MBA), RFM Analysis, Market share analysis

Essential References:
Hair Jr., J. F., Black, W. C., Babin, B. J., & Black, A. C. (2019). *Multivariate Data Analysis.* Delhi: Cengage Learning India Private Limited.

Recommended Reference:
Williams, T. A., Anderson, D. R., Sweeny, D. J., Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2020). *An Introduction to Management Science - Quantitative Approaches to Decision Making.* Delhi: Cengage Learning India Private Limited.

Course Name: Business to Business Marketing	**Course Code: MBA343M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a marketing subject in the third trimester and it emphasizes the importance of the B2B industry. Approaching organizational buyers requires developing unique sets of marketing knowledge. TheB2B sector has phenomenally grown in the past decade and are increasingly using AI to automate certain functions. The customer revolution, the business environment, global players have brought in tremendous changes to the B2B industry. The course equips the students to acquire core competencies &skill sets to make a successful career in the B2B sector.

Course Objectives: To impart knowledge needed to understand the trends and unique characters of B2B marketing.
To develop the skills among students required for a career in B2B marketing.

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1: Apply knowledge of management theories and practices to solve business problems with specific reference to marketing strategy used in B2B sector.
CLO 2: Foster Analytical and critical thinking abilities for data based decision making.
CLO 3: Discover, analyze and communicate global, economic, legal and ethical aspects of business.
CLO 4: Apply existing theories, methods and interpretations and work independently on practical and theoretical problems.
CLO 5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, case study, and form of experiential learning.

Syllabus

Unit I Introduction to new generation Business-to-Business Marketing 6 Hours
Leading organizations in B2B marketing in India and global markets. Business and Consumer marketing-A contrast, the value chain, Trends and changes in Business marketing. Perspectives on the Organizational Buy: Classifying customers, Organizations and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets.
Organizational buying and buying behavior: The nature of buying, organizational buying process- A process flow model.

Unit II Customer relationship management strategies for business markets 4 Hours
Developing emotive connects in B2B marketing, Buyer seller connector, New generation value added partnerships roles in B2B Marketing, managing buyer seller relationships, Gaining a customer relationship advantage.

Unit III Segmenting the Business Market and Demand Analysis 8 Hours
Segmenting, Targeting and Positioning. Value based segmentation. A model for segmenting the organizational Market.
Organizational demand analysis, determining market and sales potential, Sales forecasting methods.

Unit IV Managing Innovation and Marketing Mix 6 Hours
Managing Innovation and New product development process. Pricing in Business-to-Business Marketing.

Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing.
Direct & Indirect channels, Distributors & manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members. B2B Advertising and **digital marketing**, Sales tools and communication, Content marketing in B2B, B2B Marketing communication, Trade shows, Personal selling, Key account management.

Unit V Strategic Perspectives in Business Marketing Planning **6 Hours**
Managing service for Business Markets, Ethics as strategy in B2B selling. Use of technology and AI. Use of AI in predictive lead and behavior scoring, Customer segmentation, media buying and programmatic advertising, personalized customer journeys, automated customer interactions, omnichannel experiences and performance measurement and optimization.

Essential Reference:
Hutt, Michael,D., Speh, Thomas, W.(2023). *Business marketing management*. 13th Edition, Cengage Learning.

Course Name: Introduction to Marketing Analytics (Only for Lavasa Campus)	**Course Code: MBA344M**
Total number of hours: 30 Hrs	**Credits:3**

Course Description: This is a general elective course offered in the third trimester to marketing specialisation students. The purpose of the course is to enable marketers to measure, manage and analyse marketing performance to maximise its effectiveness and optimise return on investment (ROI). Marketing analytics can provide profound insights into customer preferences and trends beyond the apparent sales and lead-generating uses, which can be used for future marketing and business.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understand the basic terminologies of marketing analytics
CLO2 Understand STP using cluster and conjoint analysis to arrive at actionable market segments
CLO3 Develop and apply skills required for Demand forecasting and pricing
CLO4 Measure customer lifetime value and evaluation of strategic marketing alternatives based on whether they improve customer retention and lifetime value.
CLO5 Identify trends in marketing analytics using multiple tools

Pedagogy: This course uses multiple pedagogies like interactive lectures, case studies, student discussions and PPTs, research articles, a field visit, and form a experiential learning.

Syllabus

Unit I
Introduction to marketing analytics **4 Hours**
Introduction to marketing analytics, data-based approach, highlights and limitations to marketing analytics. Tools used, Why Marketing Analytics, Introduction to the Marketing Process

Unit II
Analytics for STP **6 Hours**
STP framework, Managing segmentation process, Discriminant analysis. Market segmentation, estimating market size, market profiling – Cluster Analysis. Data Collection and Management, Data Sources for Marketing Analytics, Data Cleaning and Preparation, Data Storage and Management

Unit III
Demand Forecasting and Pricing **6 Hours**
Quantitative forecasting techniques – Definition, Time series, average, Simple moving average, weighted moving average, exponential smoothing, Forecast errors, Trend projection

Unit IV **9 Hours**

Types of Analytics used in marketing

Descriptive Analytics: Overview of descriptive analytics, Data Visualization Techniques, Market Segmentation, Customer Profiling. Predictive Analytics, Overview of predictive analytics, Predictive Modeling Techniques, Predictive Model Evaluation, Predictive Model Deployment. Prescriptive Analytics, Overview of prescriptive analytics, Decision Optimization. Recommender Systems, Predictive Modeling for Customer Lifetime Value

Unit V

Trends and ROI in marketing analytics **5 Hours**

Text and search analytics, sentiment analysis, social network analysis for marketing. Marketing ROI Analysis Overview of marketing ROI analysis, Measuring Marketing Effectiveness, Marketing Budget Optimization

Essential Reference:

Cutting Edge Marketing analytics

Rajukumar venkatesan, Paul Farris. TRonald T. Wilcox, Pearson education, 2015

DISCIPLINE SPECIFIC ELECTIVES (Business Analytics)

Course Name: Business Data Management	**Course Code: MBA 341B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description:

This is a three-credit course offered as a Functional Core during third trimester for Business Analytics Specialization students. It is an introductory course on Relational Database Management (RDBMS) concepts. The course includes aspects related to database architecture and creation & querying of data. Various concepts of RDBMS will be delivered through lab sessions.

Course Objectives:

At the end of the course, students should be able:

1. To identify data and the components of Database Management System
2. To experiment with Database Model with its relationships
3. To discover Data Definition and Manipulation using SQL
4. To evaluate different Databases and its influence in various applications in a global environment
5. To evaluate knowledge of Query Language using SQL

Course Learning Outcomes:

CLO-1: Identify Data, components of Database Management System
CLO-2: Identify relationships in Database models
CLO-3: Examine manipulation methods using SQL along with data definition
CLO-4: Evaluate different databases and investigate challenges and opportunities in global communities
CLO-5: Evaluate knowledge extracted by querying using SQL

Pedagogy: This course uses multiple pedagogies like interactive lectures, lab sessions, student discussions, research articles and case studies.

Syllabus

Unit I Database Management Systems- Overview **6 Hours**

Data vs Information, Traditional Processing Systems, Database approach, Types of databases- Personal, Workgroup, Department, Enterprise, Inter-organizational, Virtual Storage, Functions and components of DBMS, Risks and Advantages of DBMS, Roles and Users of DBMS. Database Models, - RDBMS- Comparison between different data models. Database Architecture, Database Schemas- Logical, Conceptual and Physical, Designing Databases.

Unit II Database Management Design **6 Hours**

Database design strategies, Database structures- Tables, Views, Index. Logical Design vs Physical Design, Entity Relationship Modelling: Entity, Relationship, Cardinality, Types of Keys, Enhanced ER Design,

Normalization and de-normalization, Setting up an RDBMS environment. Introduction to Database Languages: DDL, DML, TCL, DCL.

Unit III Data Querying and Retrieval **6 Hours**

Data Definition Language (DDL), Constraints, Integrity constraints, Data Manipulation Language (DML): UPDATE, DELETE, SELECT, Functions and Operators.

Unit IV Advanced Querying **9 Hours**

SELECT with Order BY, GROUP BY, Subqueries: Single row, Multi row; Set Operators, JOINs: Inner JOIN, Outer JOIN

Unit V Database Management-Administration **3 Hours**

Roles and Responsibilities of Database Administrator, Database Integrity and ACID (Atomicity, Consistency, Isolation and Durability) properties, Transaction Management, Commit and Rollback of Transactions Emerging Trends: Self Study: Data Centers, Distributed Data Storage, Big Data- Storage and Retrieval, Web, Cloud Databases, Influence of Data Management, - Social-Media, Business, E-Commerce, Retail, Banking etc. Ethics while handling data

Essential Reference:

Cengage eBook support- Database Systems: Design, Implementation, and Management, 12th Edition by Carlos Coronel; Steven Morris (2017)

Recommended References:

A, P. A., Jain, N. R., & Vasgi, B. P. (2021). *Database Management System.* Technical Publications.

Course Name: Programming with Python	**Course Code: MBA342B**
Total number of hours: 30	**Credits: 3**

Course Description: This is a three-credit course offered as a Functional Core during third trimester for all Business Analytics Specialization students. Python is a general-purpose programming language which is simple and incredibly readable. The course discusses the fundamental principles of Object-Oriented Programming as well as in-depth data and information processing techniques. The course introduces core programming basics – including data types, control structures, algorithm development and program design with functions – through Python. During this course, students will explore real-world software development challenges while solving practical and contemporary business problems.

Course Objectives:

At the end of the course, students should be able:

1. To identify various data types in python
2. To apply various types of string operations for data processing
3. To utilize functions for efficient programming.
4. To analyze the data using Numpy and Pandas.
5. To apply various data visualisations to capture data characteristics.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Outline Python programs for various scenarios using expressions, text or strings.
CLO2 Construct data structures of various types using Python programs.
CLO3 Construct Python programs for data manipulation using NumPy and Pandas
CLO4 Develop efficient Python programs using functions.
CLO5 Design Python programs to visualize business data using matplotlib, Pandas and seaborn

Pedagogy: This course uses multiple pedagogies like interactive lecture, hands-on practical sessions, and a project in the form of experiential learning.

Syllabus

Unit I Introduction to Python **3 Hours**

Programming essentials; data types and expressions – strings, variables, assignment, operators, type conversions; Using functions and modules – arguments and return values; Control statements: for loops – count-controlled, augmented assignment, steps; if-else statements – one-way, multiway (elif), logical operators and Boolean expressions; while loops – break, loop logic, errors and testing.

Unit II String Operations and Data Structures **6 Hours**

Strings and text files: string concatenation, subscript operator, indexing, slicing a string;
string methods, manipulating files and directories; text files: reading/writing text and numbers from/to a file.
Lists: basic list operators, list methods, mutators, aliasing, object identity and structural equivalence; tuples; dictionaries: dictionary literals, adding and removing keys, accessing and replacing values, traversing dictionaries.

Unit III Design with Functions **6 Hours**

Overview of Object oriented programming, pickling, exception handling – the try-except statement. Overview of Functions, Functions as abstraction mechanisms, removing redundancy, hiding complexity; recursive functions; Managing a program's namespace – module variables, parameters and temporary variables; scope, lifetime, named arguments; higher-order functions – Map, Filter & Reduce; anonymous (lambda) functions. Simple student management system using python constructs and files.

Unit IV Data Manipulation using Numpy and Pandas **9 Hours**

The NumPy module: ndarrays, array-oriented programming, mathematical and statistical methods, sorting arrays, file input and output with arrays, array slicing using NumPy. The pandas module: pandas data structures – Series, Data Frame, Index objects; indexing, selection and filtering, function application and mapping, sorting and ranking, mathematical and statistical methods, reading and writing data in text formats, data preparation, transformation, wrangling – join, combine, reshape, data aggregation and group operations; string manipulation. Pandas-eval () and query ().

Unit V Data Visualisation **6 Hours**

Advanced Plots and charts types (stacked bar chart, area chart, bubble chart, box plot, venn diagram, tree map), The matplotlib package: setting graph attributes, saving plots to files, plot configuration files, plotting with pandas and seaborn. Integrating with other Visualization tools.

Essential Reference:

1. Manaranjan Pradhan, U Dinesh Kumar. (2019) Machine Learning using Python, Wiley
2. Lambert KA., Juneja BL. (2015). Fundamentals of Python. Cengage Learning.

Recommended Reference:

McKinney W (2018). Python for Data Analysis. 2nd Edition. O'Reilly Media.

Course Name: Exploratory Data Analysis	**Course Code: MBA343B**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a three-credit course offered as a Functional Core during third trimester for all Business Analytics Specialization students. The course enables the students to use the R programming language for performing basic data analysis including data preparation, data manipulation, data visualization, descriptive statistics and statistical modelling.	
Course Objectives: At the end of the course, a student should be able: 1. To organize data using R programming 2. To apply analytical techniques using R programming 3. To identify patterns from data.	

4. To discover insights from data.
5. To discover principal component analysis

Course Learning Outcomes: On having completed this course student should be able to:
CLO-1: Demonstrate data preparation using R programming.
CLO-2: Illustrate data using R programming to use it for analysis.
CLO-3: Infer data graphically using R programming.
CLO-4: Outline data using R programming.
CLO-5: Interpret principal component analysis using R programming.

Pedagogy: This course uses multiple pedagogies like interactive lecture, research article, and hands-on sessions in the form of experiential learning.

Syllabus

Unit I Introduction to R **3 Hours**

Importing data into R – text files, Excel, from other statistical software packages, from databases, and from the web, viewing data. Arithmetic with R, Variable assignment, basic data types in R. Vectors, Matrices, Data frames and Lists. Categorical data – factors, discretizing variables.

Unit II Data Preparation **7.5 Hours**

Exploring raw data, basic data visualization through graphs, cleaning data, preparing data for analysis – missing and special values, outliers and obvious values.
The dplyr package and the tbl class, Selecting and mutating data – joining data with dplyr, filtering and arranging data, Filtering based on factors, Summarizing data and the pipe operator, Group_by and working with databases.

Unit III: Data Exploration **7.5 Hours**

Exploring categorical data, exploring numerical data, Descriptive Statistics – measures of central tendency and variability. Exploratory Data Analysis using graphs.

Unit IV Data Visualization **6 Hours**

Frequency tables and Cross-tabulation.
Introduction to base graphics in R, different plot types, adding details to plots, managing visual complexity, creating plot arrays.
Advanced plot customization, other graphics systems in R.
The ggplot2 package, Grammar of Graphics, aesthetics, geometries, the qplot() function, statistics in graphs.

Unit V Application of PCA for product analytics **6 Hours**

Selection of relevant variables for product analysis
Dimensionality Reduction Techniques- Principal Component Analysis and Factor Analysis, Feature selection using PCA, PCA based regression and Anomaly detection using PCA

Essential references:

1. Wickham H., Grolemund G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.

Recommended references:

1. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis *1st Edition* [Kindle Version]. Retrieved from http://www.amazon.in.
2. Knell, R. (2013) Introductory R: A Beginner's Guide to Data Visualisation, Statistical Analysis and Programming in R. [Kindle Version]. Retrieved from http://www.amazon.in.
3. Murray, S. (2013) Learn R in a Day. [Kindle Version]. Retrieved from http://www.amazon.in.

Prerequisite to the Course

Installing R and R-Studio, downloading packages in R, using the R-Studio interface.

DISCIPLINE SPECIFIC ELECTIVES (Entrepreneurship & Innovation)

Course Name: Business Model Innovation	**Course Code: MBA341EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course defines business model innovation. The course introduces the students to the various innovations in the business models, and how these innovations have a disruptive influence on the industry. This course provides students a detailed guide to the design and implementation of innovative, and scalable business models across sectors

Course Outcomes: : By the end of the course students should be able to :

- CO1: Discriminate different types of innovation
- CO2: Analyse business models and risk involved
- CO3: Examine the business model components and its perspectives
- CO4: Evaluate process innovation and competitive advantage
- CO5: Appraise the sustainability and impact in business models

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I Innovation **6 Hours**

definition; types -product innovation, technology innovation; analysing with current business environment; challenges, Idea Management System, Divergent Vs Convergent Thinking

Unit II Business Model and Risk: **6 Hours**

Business models and value proposition, Platform Business models, 2 sided marketplace & network effects in B2C and B2B, Business model failure: Reasons and Remedies, - risk management defined; building risk in business model; risk management strategies across different industries; various dimensions of risk management; groups of business models and risks

Unit III Business Models and Value creation **6 Hours**

Understand the 3 components of the business model and its linkage-Desirability, Feasibility and Viability of redesigned Business Model-Deconstructing the Customer perspective, internal resources and capabilities perspective, Revenue streams and cost structure innovation

Unit IV Process innovation and sustainable competitive advantage **6 Hours**

Process innovation, competitive advantage. Universality of innovation- staying ahead of the curve for winning customer patronage; how do companies innovate and succeed? Exploring the link between innovation and organizational characteristics

Unit V Aligning the Business Model innovation and Future markets **6 Hours**

Future markets: Green innovation- need and influence for of green innovation on corporate ethics across sectors and competitive advantage. Difficult trade-offs in scale, sustainability, and impact. Challenges associated with business model design and rejuvenation in large established

Essential Reference:

1. Zott.C,Raphael.A,ed.(2020).Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders.New Jersey:Wiley
2. Afuah.A,(2018).Business Model Innovation: Concepts, Analysis, and Cases.UK:Routledge
3. Bock.A,Gerard .G,(2018).The Business Model Book: Design, Build and Adapt Business Ideas that Drive Business Growth. New York: Pearson
4. Srinivasan.R,(2021).Platform Business Models: Frameworks, Concepts and Design (Management for Professionals).Singapore:Springer

Recommended References:

1. HBR's 10 must Reads on Business Model Innovation (with featured article "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann)

2. Business Model Innovation: The Organizational Dimension Reprint Edition, Kindle Edition by Nicolai J Foss (Editor), Tina Saebi (Editor)

Course Name: Communication for Prospective Entrepreneurs	**Course Code: MBA342EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course concludes in a detailed, well-researched communication plan to reach and persuade prospective investors, whether on crowdfunding sites or to traditional investors. This course explores different approaches in developing entrepreneurial ideas and expressing them in a manner that inspires stakeholders inside and outside the organization.

Course Outcomes: By the end of the course students should be able to :
CO1 Highlight the elements of communication enunciating entrepreneur's Mission and Vision.
CO2 Integrate entrepreneurial mindset with communication.
CO3 Analyse the communication habits and expressions of the people and organizations
CO4 Evaluate the choices and methods used to communicate with target market
CO5 Develop strategies for communication outreach before, during and after startups

Pedagogy: This course uses multiple pedagogies like interactive lectures, students' discussions and case study analysis.

Syllabus

Unit I Communication Concepts **5 Hours**

Communication concepts and process-different stakeholders and forms of communication-oral, verbal, written, audio-visual, storytelling, negotiation, motivation, persuasion challenges and appropriateness. Articulating the Entrepreneur's Mission and Vision.

Unit II Developing the Entrepreneurial Brand **10 Hours**

The Elements of a Brand • Brand-centric Integrated Communication • Developing the Entrepreneurial Brand Bible, Brand-centric Integrated Communication.

Unit III Market Research **5 Hours**

Identifying Customer Communication Approaches

Addressing Pain Points vs Wants vs Needs • Communicating with Customers vs Pandering: How to Find the Entrepreneur's Voice

Using Communication to Differentiate from Competitors

Positioning and Perceptual Maps • Challenger Brand Strategies

Leveraging Community Stakeholders in Communication

Communicating and Collaborating with other Stakeholders: Investors, Employees, Influencers, Regulators, Interest Groups, Collaborators/Complements

Unit IV Entrepreneurial Marcom Mix Formulation **8 Hours**

Classic marketing mix, with an emphasis on psychological signals

Product Signals- Selling technique • Product Features vs Benefits • Tailored Sales Strategies + Product Maturity Levels

Price Signals- Value: More than Just a "Bargain" • False Equivalencies

Place Signals • Retail Therapy + Distribution

Promotion Signals - The Marketing Communication Funnel (AIDA+), Qualitative Evaluation: The 3B's (Brand, Buzz, Behavior)

Unit V Pitching and Crowdfunding **2 Hours**

Crowdfunding Strategies : Kickstarter as a Framework, S.M.A.R.T. Goals

Pitching: Elements of an Entrepreneurial Presentation, Making PowerPoint Persuasive

Showcasing — Conventions and Conferences ,Exhibition strategies for startups, Communication outreach before, during, and after

Essential Reference:

1. Business Communication for Success, ISBN 13: 9781946135056, Publisher: University of Minnesota Libraries Publishing

Recommended References:

1. Connect Through Storytelling, by Monika Tandon
2. The New Elevator Pitch: The Definitive Guide to Persuasive Communication in the Digital Age by Chris Westfall

Course Name: Ideation and Opportunity Assessment	**Course Code: MBA343EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course helps students to start onto their journey of entrepreneurship. The course enables students to understand the process of starting a new enterprise and apply the same in a practical setting.

Course Outcomes: By the end of the course students should be able to :
CO1 Identify new business opportunities
CO2 Explain the process of setting up a new business unit
CO3 Develop and complete a business proposal for a proposed venture
CO4 Create an effective new venture plan
CO5 Identify and build learning from real word examples

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, and live projects

Syllabus

Unit I Ideation **8 Hours**

Idea generation – Definition, Frameworks, Idea generation techniques-5W+H Method, Social Listing, Brainstorming, Mind mapping, Reverse Thinking, SCAMPER, etc

Unit II Drivers of Opportunity **8 Hours**

Key drivers of Opportunity, Application of Idea Generation Process, Innovation Process and fuzzy front end, Toolkits for Creativity & Innovation- PInterest, Mindmeister, Freeplane, Idea Generator, Stormboard, Mindomo.

Unit III Process, Evaluation and Risk identification of opportunities **7 Hours**

Ideas to Opportunity process, Window of Opportunity, Evaluation of Business Opportunities, Team and Resources-Timmons framework, Risk identification, Mullins 7 domains framework-Road test for ideas

Unit IV Identification of Opportunities **5 Hours**

Opportunity to Building a Customer Value proposition, Value proposition Canvas, Empathy map canvas, Potential Customer Journey mapping

Unit V Learning from Cases **2 Hours**

Customer Value proposition to new product and service development process, Building a MVP-Minimum Viable product, Prototyping, Pilot testing

Essential Reference

1. Mullins, J.,ed.(2017)*The New Business Road Test: What entrepreneurs and investors should do before launching a lean start-up*.5 th ed. New Jersey: FT Publishing International
2. Osterwalder, A.,Pigneur.Y,Bernarda.G,Smith.A,Papadakos.T, ed.(2014) *Value Proposition Design: How to Create Products and Services Customers Want*.1 st ed. New Jersey: Wiley

Recommended References:

1. Birss.D,ed.(2019)How to Get to Great Ideas: A system for smart, extraordinary thinking.
2. David J. Bland, Alexander Osterwalder.,ed (2019)Testing Business Ideas: A Field Guide for Rapid Experimentation. New Jersey: Wiley
3. Blank.S,Dorf.B.ed (2020) The Start-up Owner's Manual: The Step-By-Step Guide for Building a Great Company. New Jersey: Wiley

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (International Business)

Course Name: International Marketing	**Course Code: MBA341I**
Total number of hours: 30 Hrs.	**Credits: 3**

Course Description: This course involves the study of the issues involved in identifying, and developing, relationships with international markets. The course analyzes the marketing that occurs across national boundaries. Never before in the history of this country has international marketing been so critically important.

Course Objectives:

1. To Provide an understanding of the scope and function of international marketing theory and practice
2. To develop knowledge and skills to help in developing international market strategies.
3. To analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries.

Course Learning Outcomes: Upon satisfactory completion of this course competency, a student should be able to:

CLO1: Relate International marketing strategy & corporate strategy with local and national marketing strategy
CLO2: Identify the options in adopting a global standardized action as opposed to a locally responsive action in international marketing and relate these to the overall corporate strategy of companies
CLO3: Analyze various product related decisions in a global context and make rational decisions
CLO4: Evaluate various marketing communication plans for organizations operating in a global context
CLO5: Apply selected international business theory to practical, international marketing situations.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, case studies.

Syllabus

Unit I Introduction to International Marketing **6 Hours**

The different meanings of 'International marketing' (Internationalization and glocalization) The meaning of the value chain in international marketing. The Importance of International Marketing, Forces Affecting International Integration and International Marketing the Scope and Challenge of International Marketing. Motives for firms going international; Three theories explaining firms' internationalization process

Unit II Product Decisions in International Marketing **6 Hours**

International Market segmentation, Assessing Market potential and choosing Target Markets, Targeting and Target Market strategy options, Positioning. Product decisions Standardization or adaptation of products, International service strategies PLC and IPLC Product communication alternatives, Branding decisions (sensory branding) Environmental strategies 'Long tail' strategies

Unit III Pricing Decisions in International Market **6 Hours**

International Pricing Objectives and Strategies; Factors influencing international pricing, Price escalation, Experience-curve pricing, Transfer pricing, Price quotations, Terms of payment

Unit IV International Distribution Decision **6 Hours**

Structure of the channel (intensive, selective and exclusive) Managing and controlling distribution channels Managing logistics Most common export documents Transportation Internationalization of retailing Grey markets.

Unit V International Marketing Communications Decisions **6 Hours**

International Advertising, Advertising Agencies: Organizations and Brands, Creating International Advertising, International Media Decisions, Public Relations and Publicity. Sales Promotion, Personal Selling, and Special Forms of Marketing Communications

Essential References :

1. Hollensen, Svend(2017). 7th Edition, *International Marketing*, Pearson Education.
2. Warren J. Keegan & Mark C.Green (2018). 9th Edition, *International Marketing*, Pearson Education

Recommended references::

1. Caterora. P, Gilly .M & Graham. J (2011). 15th Edition, *International Marketing*, Tata-McGraw-Hill Publications
2. Czinkota M.R., Ronkanen, I.A. M.H (2013). 10h Edition, *International Marketing.* Cengage Learning.
3. Albaum, G., Strandskov, J., Duerr, E., Dowd, L. (2006). *International Marketing* ,Pearson Education.

Course Name: Global Business Environment	**Course Code: MBA343I**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This Course is designed to be an introduction to international business. It is a compulsory Course in the International Business major. It helps the students to be exposed to various business environments which act as a base for any international business. The Course focuses on key global business environmental factors and issues that affect firms with international operations.

Course Objectives: .

- To develop the ability to evaluate the impact of key business environmental factors on multinational firms and how these firms should respond to them
- To analyse trends and changes in the current global business environment and debate the impact of globalisation
- To show how international business is affected by the many different types of environments (i.e. economic, political, social, cultural, financial, technological) in which it operates.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1: Identify the range of purposes pursued by business enterprises in the changing environment, highlighting the role of internal and external environment.
CLO2: Discuss the key economic factors which influence the business environment
CLO3: Understand the demographic, social and cultural impact on Business

CLO4: Analyse the interface between political institutions and Business Environment
CLO5 : Identifying the key technological developments and technology acquisition and its impact on global economy.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, a field visit, and form of experiential learning.

Syllabus

Unit I **7 Hours**

Business Environment

Concept of Business, Levels of the Business Environment, the business organisation and its environment, the general or contextual environment, operational environment, Analysing the business environment, The global context of business, Globalisation versus internationalisation
The role of multinational enterprises, Globalisation and business

Unit II **5 Hours**

Economic Environment

Introduction, Economic Environment of Business, the Global Economic Environment, Economic Policies, Business and Economic Policies- Capitalist Economy, Socialist Economy, Mixed Economy-changing trade in world business environment, International economic institutions and organisations

Unit III **5 Hours**

Demographic, social and cultural Environment

The demographic environment of business, The social context, The cultural environment and Business, Application of Culture in market segmentation , Behavioral Practices Affecting Business

Unit IV **6 Hours**

Political Environment

Introduction to Political Ideology, Spectrum Analysis, , Types of Political Systems ,Trends in Political Ideologies,, Classifying Political Risk , Business Risks Posed by the Indian Political System

Unit V **7 Hours**

Technological Environment

International Technology Transfers – importance and types, Technology in developing countries Technology acquisition and protection, forms of technology, technology transfer, Impact of technological change on global business environment-Technology Assessment, Technologies reshaping international business

Essential References:

1. Ian Worthington, Chris Britton and Ed Thompson, The Business Environment: A Global Perspective Eighth edition: Pearson Education Limited

Recommended references:

1.Daniels,J.D., Radddebaugh, L.H., & Sullivan, D.P. (2004). International Business: Environment and Operations. Upper Saddle River: Pearson Education Limited.
2.Anant K Sundarram & Stewart J Balck. (2012). International Business Environment. PHI New Delhi. Eastern Economy.
3.Bennet, Roger. (1999). International Business. Financial Times. Pearson Publishing. London.
4.Hill, Charles W. L. (2014). International Business. McGraw Hill. New York.

Course Name: Crisis Communication and Organizational Learning	**Course Code: 344I**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered as an elective course in International Business Specialization. The importance of communication in crisis management and prevention is explored in this course. Students will learn how to use communication to assist avoid conflict from becoming a crisis, how to strategically plan ahead for a potential crisis, and how to deal with a crisis once it has become public. There will be variety of case studies involving global companies in order to better understand how crisis communication works. Some of these case studies show how strategic planning helped turn a possible crisis into a non-issue crisis, while others show how strategic planning helped turn a potential crisis into a non-issue crisis.

Course Objectives:

At the end of the course, students should be able:

- To explain what constitutes a crisis – how it is distinct from day-to-day issues
- To elaborate on the methods for a crisis preparedness plan and vulnerabilities assessment
- To explain the typical stages of a crisis, and how they are changing in the social media era.
- To show to create a post-crisis plan, which includes learnings for the corporation and proof points for stakeholders on corrective actions to prevent a recurrence of the crisis

Course Learning Outcomes:

CLO-1: Understand the crisis management lifecycle and Crisis leadership
CLO 2: Apply risk communication, issue management, crisis communication to practical crisis communication campaigns
CLO 3: Critically examine crisis communication case studies and be able to recognize effective and non-effective crisis management principles
CLO 4: Develop effective Crisis Preparation communication
CLO 5 : Appraise the Crisis Response ,post crisis concerns and organisational learnings

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Syllabus

Unit I Introduction to Crisis Management **4 Hours**

Definition, Framework and Lifecycle of crisis management, Importance of Crisis Management, Organisational Learning, Crisis Leadership
Case 1: *Johnson and Johnson Teynol Case*

Unit II Reputation Management and Crisis Prevention Process **6 Hours**

Issues management, Reputation Management Risk Management, Identify the Sources to Scan for crisis prevention, Collect the Information, Analyse the Information, Take Preventive Action, Evaluate the Effectiveness of the Threat Reduction

1. Case 2: PepsiCo's can tamper rumors

Unit III Crisis Preparation **8 Hours**

Diagnosing Vulnerabilities, Assessing Crisis Types, Selecting and Training a Crisis Management Team Functional Areas, Task Analysis, Group Decision Making Working as a Team
Enacting the Crisis Management Plan, Developing a Crisis Management Plan, Value
Components Crisis Appendix, Reviewing the Crisis Communication System Mass Notification System, Stakeholders and Preparation

2. **Case 3**: Cadbury's worm-infested candy bars

Unit IV Crisis Response **6 Hours**

Strategies at the beginning of the crisis, strategies during the crisis: Response and mitigation ,Damage containment ,The End of Crisis : getting the organisation back on feet
Case 4: *Mattel Toy Recall Case*

Unit V Post Crisis Concern and Organizational Learning **6 Hours**

Crisis Evaluation, Crisis Management Performance Evaluation, Organizing and Analyzing the Crisis Management Performance Data Impact Evaluation Specific Measures: Assessing Objectives, Organisation learning: single loop, double loop, learning from crisis ,barriers to organisational learning

1. **Case 5:** *BP Deepwater Horizon*

Essential Reference:

Coombs, Timothy. (2011). Ongoing Crisis Communication: Planning, Managing and Responding.

Recommended References:

Crandall, William & Parnell, John & Spillan, John. (2014). Crisis Management: Leading in the New Strategy Landscape (2nd Edition).

Crisis Communication: A Casebook Approach by Kathleen Feran-Banks 5th Edition

GENERAL ELECTIVES

(Students to choose 1 out of 4 subjects) – Basket 1

Course Name: Macro Economics	**Course Code: MBA361F**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is cross functional elective course for three credit hours. Macro Economics introduces the student to the concept of macroeconomic policy, objectives, and instruments of macroeconomics. The primary objective of this course is to discuss the fundamental principles of macroeconomics and how these principles can be applied to managerial decision making. The course focuses on how the external factors and policy issues affect the operation of an economy and why managers need to understand the dynamics of the economy at firm level so as to operate accordingly in changing economic environment.

Course Objectives: This course attempts to discuss the fundamental principles of macroeconomics and how these principles can be applied to managerial decision making.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Identify the various macroeconomic indicators of economic performance.

CLO2 Inspect the determinants of national income in the economy from different perspective.

CLO3 Interpret the equilibrium condition in product market and money market.

CLO4 Assess the impact of fiscal and monetary policy in product market and money market

CLO5 Demonstrate sensitivity to sustainability issues and green economy.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, Case and article analysis, and field visit

Syllabus

Unit I Introduction, Measuring National Output/Income **6 Hours**

Objectives and instruments of Macroeconomics, Need for the study of Macroeconomics for the manager, Stock and flow variables, Circular flow of income and expenditure in two, three and four sector model. Introduction to Business Cycles, Concept and Applications in Managerial Decision making. Concept of national product, Variants of national product, Methods for measuring national income, and problems of measuring, Real vs nominal price indices and its applications**.**

Unit II Theory of Employment and Keynes's Determination of National Income and Multiplier **6 Hours**

The classical theory of employment, Keynes's attack of classical theory and the Keynesian theory of employment output and income*.The consumption function, its forms and factors influencing consumption function, the saving function, the investment function, the MEC schedule and rate of interest investment or government multiplier, tax multiplier, balanced budget multiplier and transfer multiplier.

Unit III IS and LM Model 6 Hours

Product market equilibrium (IS), money market equilibrium (LM), simultaneous equilibrium in both the markets, two market equilibrium, three market equilibrium with government, four market equilibrium with foreign sector, shift and slope in IS and LM curve, effect of monetary and fiscal policies on IS and LM.

Unit IV Inflation, Unemployment and Macro Economic Policies 5 Hours

Inflation, measurement, types, causes effects and measures to control inflation, Philips curve, unemployment types, monetary policy, objectives, instruments, functions of money, money supply and its components, money multiplier, high power money and the Keynes versions demand for money, fiscal policy its objectives and instruments and budget and its implication. Market Failures/Crash

Unit V Sustainable green economy and Recent Developments in the International Economy 7 Hours

Green Economy Concepts – Why Green Economy – Green Economy and Biodiversity- Emerging opportunities – Green economy and developing countries - Green Growth in Indian Context- India's Green Growth Challenges- Green Growth Interventions and their Impact - Policy Implications, BoP and exchange. Economic development in emerging economies- cases about China and Eastern European countries. Possible changes in the international economy. Green Economy

Essential Reading:

Mankiw, N. Gregory. (2015). Principles of Macro Economics(7th ed.). New Delhi: Cengage Learning

Recommended Reading:

1 Dwivedi, D. N. (2015). Macro Economics Theory and Policy. 4th Ed, New Delhi: TATA McGraw Hill Education Private limited.
2 D Souza, E. (2008). Macro Economics. New Delhi: Pearson Education.
3 Dornbusch, R., Fischer, S., & Startz, R. (2005). Macro Economics. New Delhi: Tata McGraw Hill.
4 Samuelson, P. A. (2012). Macro Economics. New Delhi: Tata McGraw Hill.
5 The Wall Street Journal (http://online.wsj.com/)
6.Vivek Moorthy.(2019), Applied Macro Economics Employment-Growth-Inflation, I.K.International Publishing House Pvt. Ltd, New Delhi

Course Name: Managing Conflicts And Negotiations	**Course Code: MBA361H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course is offered as a generic elective in the fourth trimester. In this course students learn to recognize how differences and conflicting situations affect work relationships and learn strategies for responding productively and positively to these differences & resolve conflicts. The course also provides for an understanding of the process and tactics used for effective negotiations in various situations. Students get a perspective on how culture could influence international negotiations as well.

Course Objectives: This course is designed to help students:

- Make use of the various dimensions of conflict
- Identify the approaches of conflict resolution as a means for improving relationships at work
- Examine the practical understanding of the process of negotiation
- Utilize various approaches available to manage negotiations
- Examine cross-cultural understanding to negotiation situations

Course Learning Outcomes: At the end of the course, students should be able to:

CLO-1: Identify the dimensions of conflicts
CLO-2: Apply appropriate conflict resolution styles in a given situation
CLO-3: Analyze information required for planning a negotiation

CLO-4: Apply appropriate negotiations tactics in a given situation
CLO-5: Analyze impact of cultural dimensions

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Syllabus

Unit I Introduction to Conflict **6 Hours**

Introduction Conflict, Nature & Types of conflict, Levels of conflict – personal, group and organisational conflicts (Intra and Inter), Sources of Conflict, Pondy's Stages of Conflict.

Unit II Conflict Resolution Strategies **6 Hours**

Conflict resolution strategies, Thomas-Kilmann Model, Improving relationships at workplace – Johari window, Transactional analysis

Unit III Introduction to Negotiations **6 Hours**

Introduction to Negotiation- Nature and Concept of negotiation, Characteristics of a negotiation situation, Phases of negotiations, Planning process, BATNA, WATNA.

Unit IV Win-Win Negotiations **6 Hours**

Strategy and tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiations.

Unit V International Negotiations **6 Hours**

Challenges in International Negotiations, Hofstede's model of understanding national culture, Influence of culture on negotiations.

Essential Reference:

1. Lewicki R. J., Barry, B., &Saunders,D. M. (2019). Negotiation,8th Edition, McGraw Hill.

Recommended References:

- Anandamurugan, S. (2019). *Negotiation Skills*. New Delhi: Global Vision Publishing House.
- Brien,Terry O'. (2017). *Perfect Negotiation*. New Delhi: Rupa Publications.
- Stark, P. B., & Flaherty, J. (2017). *The Only Negotiating Guide You'll Ever Need: 101 Ways To Win Every Time In Any Situation*. United States: Crown Publishing.
- Dawson, R. (2017). *Secrets of power negotiating: Inside secrets from a master negotiator: updated for the 21st century (15th anniversary ed.*). Pompton Plains, NJ: Macmillan.
- Reilly, S. (2016). *Negotiating with Tough Customers: Never take no for a final answer, and other tactics to win at the bargaining table*. Delhi: Jaico Publishing House.
- Weiss, J. A. (2016). *HBR guide to negotiating*. Boston: HBR Press.

Course Name: Digital Marketing	**Course Code: MBA361M**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: Developing a successful digital marketing strategy and implementation is both an art and science. It involves in-depth knowledge of dynamics of new media (Social Media, Mobile) and utilizing the right resources and marketing skills to design and launch successful customer engagement campaigns. Digital Marketing course has been designed to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns. The course also helps students gain an insight how to plan and implement Digital Marketing initiatives

Course Objectives: This course attempts to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns.

Course Learning Outcomes:

On having completed this course student should be able to:
CLO 1: Outline the basics of digital marketing and digital marketing plan.

CLO 2: Utilize the concepts of display ads and e-mail marketing in digital campaigns.
CLO 3: Choose the appropriate social media for achieving the objectives of the campaign.
CLO 4: Appraise the SEO and SEM efforts of any business organization.
CLO 5: Explain Mobile Marketing and Web Analytics pertaining to any business.
CLO 6: Design and run a digital marketing campaign for a client.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, case studies and a real time project performed by student groups for any business client.

Syllabus

Unit I Introduction to Digital Marketing **5 Hours**

Digital Marketing: Origin of digital marketing; Traditional Vs Digital Marketing; Internet Users in India; Grehan's 4Ps of digital marketing; The consumer decision journey; The P-O-E-M Framework; The digital landscape; Digital Marketing Plan.

Ethical Challenges: Frauds on the Web, Data and Identity Theft, Issue of Privacy. Information Technology Act, 2000.

Unit II Display Advertising **6 Hours**

Why pay for Search Advertising? Understanding Ad Placement; Understanding Ad ranks; Creating the first Ad campaign; Enhancing the Ad campaigns; Performance reports. Google AdSense.

Concept of Display Advertising; Types of display Ads; Buying Models; Display Plan; Targeting – Contextual targeting- Placement Targeting-Remarketing- Interest categories- Geographic Language Tagging; What makes a good Ad? Programmatic digital advertising; Analytics tools – view ability, on target reach, Ad fraud, Brand Health.

Unit III Social Media Marketing **9 Hours**

How to build a successful social media strategy? Facebook Marketing- Facebook for Business-Anatomy of an Ad campaign – Adverts - Facebook Insights

Linkedin Marketing – Linkedin Strategy- Sales lead generation – Content Strategy – Linkedin Analytics – Targeting – Ad Campaign

Twitter Marketing – Getting started with Twitter – Building a content strategy – Twitter Ads – Twitter Analytics

Instagram Marketing – Objectives – Content Strategy – Style guidelines – Hashtags – Videos- Sponsored Ads – Apps – Generate leads

Unit IV Email Marketing and Search Engine Advertising and Search Engine Optimization **6 Hours**

e-mail Marketing – Building a List- Content Strategies – e-mail newsletter – Automating e-mail marketing- Analytics

Search Engine Optimization – How search engine works? SEO Phases; On page Optimization; Off-page Optimization; Social Media Reach; Maintenance

Unit V Mobile Marketing and Web Analytics **4 Hours**

Mobile Advertising – Mobile Marketing toolkit – Mobile Marketing Features – Mobile Analytics

Web Analytics – Key Metrics – Making web analytics actionable – Types of tracking codes.

Essential Reference:

Seema Gupta. (2020). *Digital Marketing (2nd Ed).* Tata Mc Graw Hill.

Recommended References:

Kerpen, D., Berk, R., Greenbaum, M. (2019). *Likeable social media, Third Edition: How To Delight Your Customers, Create an Irresistible Brand, & Be Generally Amazing On All Social Networks That Matter*. United Kingdom: McGraw-Hill Education.

Puthussery, A. (2020). *Digital Marketing: An Overview*. Notion Press.

Herman, J., Butow, E., Allton, M., Liu, S., Robinson, A. (2020). *Ultimate Guide to Social Media Marketing*. United States: Entrepreneur Press.

Marshall, P., Rhodes, M., Todd, B. (2020). *Ultimate Guide to Google Ads*. United States: Entrepreneur Press.

Course Name: Leadership	**Course Code: MBA361S**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course introduces the leadership concept by examining different types of leadership and theories. It enables students to manage leadership in teams by being creative and innovative. The course also discusses emerging leadership trends.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Identify best qualities of effective leaders
CLO2 Able to differentiate participative style of leadership with delegation and empowerment
CLO3 Appraise the current status of working in team and able to apply various team building activities
CLO4 Determine skills for leadership development
CLO5 Discuss the emerging future leadership trends

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions and PPTs, research article, a field visit, and form of experiential learning

Syllabus

Unit I Introduction to Leadership **6 Hours**

Leadership: Definition, The nature of Leadership, Manager vs Leaders, Traits of good leaders and followers Participative Leadership, Participative Nature, Delegation, Motivation and Empowerment, Consequences of empowerment, Facilitating conditions for empowerment.
Styles of leadership -Transactional, transformational, Servant, Charismatic, adaptive Leadership , Leader Self-Awareness and Personal Growth: • Emotional intelligence • Personality, Mindfulness and stress management
Early contingency theories of effective leadership: Contingency approaches - Fiedler's contingency model, Situational leadership, Path-Goal theory and Decision-Making theory

Unit II Leadership Communication **6 Hours**

Leadership communication for influencing, Five levels of leadership Influence, Communication Standards for leadership, levels of clear communication, Writing for business, Public speaking and presentation skills, Negotiation and conflict resolution, BATNA, Active listening and feedback, OARS Model (**O**pen-ended questions, **A**ffirming, **R**eflective listening, and **S**ummarizing.), Decision Making and problem solving and thinking tools, Time Management,

Unit III Leadership in Teams **6 Hours**

Nature of teams and determinants of team performance - Virtual Teams. Leadership in teams, procedures for facilitating team learning, Diversity and inclusion in teams - Gender and leadership, Women Leadership, Multicultural leadership, Managing leadership diversity, Creativity and Innovation
Team Dynamics and Team Leadership: • Building high-performing teams • Team motivation and engagement, Leadership Coaching and mentoring, Leader as change and Transformation agent

Unit IV Ethical leadership and Leadership development **6 Hours**

Ethical leadership- concept, Ethical decision-making frameworks, Stakeholder management and corporate responsibility; Managing conflicts of interest, • Leading with integrity and authenticity
Nature of leadership development, Leadership development through self-development and self-discipline, Types of leadership development and training programs

Unit V Emerging Leadership trends **6 Hours**

Emerging Leadership Styles of future, Scenario Analysis for leaders, Agile Leadership, Entrepreneurial Leadership; Digital transformation in Leadership - Scope, importance, benefits, digital leadership skills,

Essential References:

Yukl, G., Gardner, W. L., & Uppal, N. (2019). Leadership in Organizations, 9th Edition. Pearson.
Dubrin, A.J. (2016). Leadership, Research findings, Practice and Skills, 8th Edition. Cengage Learning

Recommended Reference:

Daft, R. L. (2018). Leadership Experience, 7th edition. Cengage Learning.
Northouse, P. G. (2021). Leadership: Theory and practice, 8th Edition. Sage Publications.

(Students to choose 1 out of 5 subjects) – Basket 2

Course Name: Artificial Intelligence for Managers	**Course Code: MBA362B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The origins of Artificial Intelligence (AI) can be traced to the seminal work done by Alan Turing during the World War. Artificial Intelligence has come a long way since then and currently impacts all areas of our lives. Advances in computing power have made the application of brute force to AI feasible, e.g., machine learning. This Generic Elective course in the third trimester provides an insight into Artificial Intelligence, Machine Learning, and Deep Learning

Course Objectives:

At the end of the course, a student should be able:

1. To Apply the Fundamentals, and Economics of Artificial Intelligence (AI)
2. To Make use of the role of AI systems as agents
3. To Experiment with potential applications suitable for RPA based on domain knowledge
4. To Examine appropriate machine learning and deep learning techniques to solve business problems
5. To Discuss the ethical perspective while developing AI applications

Course Learning Outcomes:

CLO-1: Apply the Fundamentals and Economics of Artificial Intelligence (AI)
CLO-2: Make use of the role of AI systems as Agents
CLO-3: Experiment with potential applications suitable for RPA based on domain knowledge
CLO-4: Examine appropriate machine learning and deep learning techniques to solve business problems
CLO-5: Discuss the ethical perspective while developing AI applications.

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles and case studies.

Syllabus

Unit I Introduction to AI **6 Hours**

Introduction to AI; History and evolution of AI; Why AI now?; Components of AI; Economics of AI: Prediction Machines

Unit II Foundations of AI **6 Hours**

Intelligent agents; Uninformed search, Heuristic search; adversarial search, game playing, Robotics

Unit III Machine Learning **9 Hours**

Supervised Learning: Basic concepts, Classification; Regression, Unsupervised Learning: Clustering, Association
Self-supervised Learning, Reinforcement Learning

Unit IV Deep Learning **4.5 Hours**

Introduction, Artificial Neural Network, Applications

Unit V Future of AI **4.5 Hours**

Explainable AI, Generative AI, Responsible AI, Ethics of AI
MLOps, Governance

Essential Reference:

Taulli, T. (2019). *Artificial Intelligence Basics.* Apress
Agarwal, A., Gans, J. & Goldfarb, A. (2022). *Prediction Machines, Updated and Expanded: The Simple Economics of Artificial Intelligence* - Harvard Business Review Press.

Recommended references:

- Russell, S., Norvig, P.(2010) *Artificial Intelligence: A Modern Approach (3rd ed.).* Prentice Hall.
- Tacker, J. (2020) The Age of AI: Artificial Intelligence and the future of Humanity, Zondervan
- Daugherty, Paul R., Wilson, H. J., *Human+Machines Reimagining Work in the Age of AI*
  Ertel, W. *Introduction to Artificial Intelligence*. Springer

Course Name: Finance Through Films	**Course Code: MBA362F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course will familiarise students with the functioning of the capital markets and money markets. It also intends to give a good knowledge about the financial systems, products, services and financial institutions. Students will gain insights on the role of regulations and regulators for the smooth and efficient functioning of the financial system. All these concepts will be described through contemporary global events that are reflected in some of the films chosen to support the pedagogy of this course. Importance of ethics in finance will be highlighted throughout the course

Course Learning Outcomes: : On completing this course, students would be able to:

CLO1 Understand the structure of capital markets and money markets.

CLO2 Analyse the functioning of financial systems.

CLO3 Review the regulatory framework in financial markets.

CLO4 Appraise the ethical dimensions of actions from market participants.

CLO5 Evaluate performance of different markets at a basic level.

Pedagogy: The first two units of the course would be covered using seminars involving industry practitioners working in the respective areas, and subsequent class discussions. The attendance for these seminars would be mandatory for all students. For the remaining units, students would be expected to watch the specified movies and make group presentations. This would be followed by class discussions**.**

Syllabus

Unit I Overview of Financial Systems and markets **6 Hours**

Financial Institutions, products, services, overview of Indian capital markets, primary market and its role, Initial Public Offerings, secondary market and it role, Equity and Debt market structures, trading on stock exchanges money markets, Call money market, Commercial paper market, Commercial bill market, Certificate of deposit (CD), Treasury bills, Sovereign Securities market, Credit rating agencies

Unit II Regulations in the Indian Financial System **4 Hours**

Analysis of regulatory environment and framework
SEBI and its framework on regulating capital markets, insider trading, LODR

Unit III **8 Hours**

Financial systemic collapses and remedies
Bubbles in markets -
Indian securities scam 1992
Asian crisis 1997
Financial crisis of 2008
Actions of different markets players,
Role of credit rating agencies
Regulatory intervention

Unit IV Loopholes in financial systems and ramifications **6 Hours**

Insider trading, Rogue trading, loop holes in traditional and shadow banking system, ponzi scheme

Unit V Wealth creation strategies during market crisis **6 Hours**

Distressed investing
Investment strategies for crisis times, Deep value investing approach
Shortlisted Films for this course
The Big Short
Inside Job

Too Big to Fail Margin Call Wall Street Wall Street: Money Never Sleeps Rogue Trader The Wolf of Wall Street Enron – The Smartest Guys in the Room The Big Bull Bad Boy Billionaires The Pursuit of Happyness

Course Name: Enterprise Resource Planning	**Course Code: MBA 362L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a generic elective paper offered in the third trimester of an MBA program. The subject enhances the level of practical knowledge about ERP and develops an understanding of management of various functions and processes in an organization with its integrated approach on appropriate implementation of Enterprise Resource Planning Systems like SAP and Open Source ERPs. The concepts learnt in this field are applicable to all specializations including, Marketing, Human Resources, Finance, Business Analytics, Lean Operations and Systems, and also in other fields.

Course Objectives:

This course enhances the level of practical knowledge about ERP and develops an understanding of management of various functions and processes in an organization. The objectives are:

1. Communicate the relevance and evolution of modern Enterprise applications.
2. Convey an understanding of the basic concepts of Process Mapping and Business Process Reengineering in an ERP context.
3. Explain the ERP Life Cycle challenges and success factors.
4. Inform the latest trends in Enterprise Applications.
5. Guide the configuration of the business processes in open source ERP and SAP

Course Learning Outcomes:

CLO-1: Identify the relevance and evolution of modern Enterprise applications.
CLO-2: Examine the basic concepts of Process Mapping and Business Process Reengineering in an ERP context.
CLO-3: Identify the ERP Life Cycle challenges and success factors.
CLO-4: Apply the latest trends in Enterprise Applications.
CLO-5: Build and configure business processes in open source ERP.

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Syllabus

Unit I ERP Introduction, Technology & Functional Modules **8 Hours**

Introduction, Evolution from MRP to ERP, Need for an ERP, Essentials, Advantages and Risks: ERP Architecture, System Landscape, RDBMS, Configuration, Customisation: Functional Modules of ERP; Manufacturing/SCM, Sales & Distribution, HR, Finance; CRM, SRM.

Unit II Business Process Redesign and Mapping **5 Hours**

Business Function & Processes, Cross Functional Processes, Functional departments in a Business, Business Process Reengineering, Process mapping.

Unit III ERP Life Cycle: Selection and Implementation **6 Hours**

Pre-implementation tasks/Readiness for ERP, Requirements definition/analysis, Cost Benefit Analysis/ERP Costs, ERP Life Cycle: Package Selection, ERP Transition Strategies, ERP Implementation Strategies, methodologies and challenges, ERP implementation lifecycle, Vendors and Consultants, Training & Education, Data Migration, Post Implementation activities, Success & Failure factors of ERP implementation,

Testing and Users, Operation & Maintenance of an ERP system, Measurement of the performance of ERP system.

Unit IV ERP Market and Trends **3 Hours**

ERP Market Share Analysis, Popular ERP Package Vendors, Cloud based ERP, Mobility, Business Intelligence and Analytics, Geographic Information systems (GIS), OLAP, Security Systems for ERP, Enterprise Application Integration, ERP and e-Business, Open Source ERP

Unit V ERP Packages **8 Hours**

SAP as a ERP Package - S&D Module, Odoo as an Open Source ERP Package/ERPSim.

Essential Reference:

Book 1: Bradford, Marianne. Modern Erp: Select, Implement and Use Today's Advanced Business Systems. Morrisville, NC: Lulu, 2015. Print.

Book 2: Leon, Alexis. Enterprise Resource Planning. (Fourth Edition) New Delhi: McGraw-Hill Education (India) Pte Ltd, 2019. Print.

Recommended References:

1. Monk, Ellen & Wagner, Bret. Concepts in Enterprise Resource Planning (3rd Edition), 2011.
2. Leon, Alexis. ERP Demystified. , 2014. Print.
3. Ray, Rajesh. Enterprise Resource Planning-Text & Cases. McGraw-Hill Education (India) Pte Ltd, 2011. Print.
4. K. Ganesh & Sanjay Mohapatra & S. P. Anbuudayasankar & P. Sivakumar, "Enterprise Resource Planning," Management for Professionals, Springer, edition 127, number 978-3-319-05927-3, August. 2014.

Course Name: Entrepreneurial Finance	**Course Code: MBA362EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Without finance, no business can start or sustain. Hence, this course will equip students to understand the various aspects of raising finance for the new enterprises.

Course Outcomes: By the end of the course students should be able to :

CO1 Define the relation between entrepreneurial finance and value creation in a business.
CO2 Identify the sources of finance for new ventures.
CO3 Analyze the financial performance of an entrepreneurial initiative.
CO4 Evaluate an entrepreneurial perspective on management of short-term funds.
CO5 Compare and contrast the VC/PE industry across the world

Pedagogy: This course uses multiple pedagogies like interactive lectures, students' discussions, numerical problem solving and case studies.

Syllabus

Unit I The Entrepreneurial Environment **5 Hours**

Role of Finance in Entrepreneurship Developing the Business Idea Financial Testing of the Business Model, Organizing and Financing a New Venture

Unit II Creating and Recognizing Venture Value **10 Hours**

Evaluating the Operating and Financial Performance, Projecting Financial Statements, Securities Law Considerations in Obtaining Venture Financing, Venture Capital Valuation Methods, Valuing Early-Stage Ventures

Unit III Structuring Finances for Growing Ventures **8 Hours**

Cost of Capital Considerations for Ventures, Alternate Sources of Financing for Ventures: Angel Investors / Private Equity Finance / Venture Capital, structuring deals, Determinants of Enterprise Value, Preventing Venture Sickness, Overview of tax
Regime

Unit IV Exit and Turnaround Strategies **5 Hours**
Harvesting the Business Venture, Investment IPO Process and Issues Listing on SME Exchange: Requirements and Regulations, Turnaround Opportunities in Financially Troubled Ventures

Unit V Development and Growth of VC/PE Industry **2 Hours**
Comparison of VC/PE Industry between developed vs developing nations, growth of VC/PE industry and trends, etc.

Essential Reference:
Leach, J., & Melicher, R. Entrepreneurial finance. Nelson Education

Recommended References:
Stancill, J.M. Entrepreneurial Finance, Thomson South Western: Ohio
Smith, J.K, and Smith, R.L. Entrepreneurial Finance, John Wiley: New Jersey

Course Name: R for Managers (Only for Lavasa Campus)	**Course Code: MBA363B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: R is one of the most sought-after statistical computing and graphical presentation programming language, which can be used for effective analysis and visualization of data. In this course you will learn, how to install R-Studio, handling packages etc. Followed by this the course will give the students a good idea about various programming constructs used in R. You will learn how to repeatedly execute a portion of the code and how to do branching based on conditions. Student studies some important built in R functions too. This course will act as a predecessor to any advanced statistical programming for analyzing data in business domain

Course Learning Outcomes:

CLO-1: Develop an understanding of R

CLO-2: Build R Datatypes, R Variables and R operators.

CLO-3: Make use of R programs which involve simple manipulations.

CLO-4: Inspect program logic which involves repeated execution of statements and branching.

CLO-5: Assess high quality modular programs in R.

Pedagogy: This course uses multiple pedagogies like case studies, interactive lecture, students' discussions and PPTs, hands on sessions,

Syllabus

Unit I Introduction to R **6 Hours**
What is R? – Why R?, Advantages of R over Other Programming Languages, R Studio, R command Prompt, R script file, comments, Handling Packages in R,Installing a R Package, Few commands to get started: installed. Packages(), package Description(), help(), find.package(), library() - Input and Output – Entering Data from keyboard Printing fewer digits or more digits – Special Values functions : NA, Inf and –inf

Unit II R Data Types, Variables and Operators **6 Hours**
R Data Types: Vectors, Lists, Matrices, Arrays, Factors, Data Frame – R - Variables: Variable assignment, Data types of Variable, Finding Variable ls(), Deleting Variables - R Operators: Arithmetic Operators, Relational Operators, Logical Operator, Assignment Operators, Miscellaneous Operators –

Unit III Simple Manipulations: : **6 Hours**
Simple manipulations, Numbers and Vectors, Objects- modes and attributes, Ordered and unordered Factors, Arrays and Matrices

Unit IV Grouping and Conditionals: **6 Hours**

Grouping, Conditional execution: if statements, Repetitive execution: for loops, repeat and while loops, Functions.

Unit V Functions in R **6 Hours**

function definition, Built in functions: mean(), paste(), sum(), min(), max(), seq(), user-defined function, calling a function, calling a function without an argument, calling a function with argument values
R-Strings – Manipulating Text in Data: substr(), strsplit(), paste(), grep(), toupper(), tolower()

Essential Reference:

Sandip Rakshit, R Programming for Beginners, McGraw Hill Education (India), 2017
W. N. Venables, D. M. Smith(2021), An Introduction to R- Notes on R: A Programming Environment for Data Analysis and Graphics Version 4.1.1 (2021-08-10), R Core Team,.

Recommended References:

Seema Acharya(2018), Data Analytics Using R, CRC Press, Taylor & Francis Group.
Michael Lavine(2013), Introduction To Statistical Thought, Orange Grove Books,
JD Long, Paul Teetor, Paul Teetor(2019), R Cookbook, O'Reilly Media ,2nd Edition,

OTHERS

Course Name: Functional Domain Knowledge	**Course Code: MBA311**
Total number of hours: 30 Hours	**Credits: 2**

Course Description: This course is offered during third trimester for MBA students. This course includes readings, presentations, activities, and projects which help students to develop domain knowledge, skills and competency in their chosen area of specialization (Business Analytics, Finance, Human Resources, Marketing, Lean Operations & Systems). Students are expected to read, analyze, reflect, share their knowledge, opinions and views and participate actively in the session discussions.

Course Objectives: The objective of this course is to develop knowledge, skill and competence in the chosen area of Specialization that will support the student in building a lasting career in the functional area of their choice. Within the Specialization, identify a ''practice area' for developing deeper level competencies.

Course Learning Outcomes: By the end of the course, the student should be able to:
CO1: Display beginner-level, discipline-specific knowledge and capabilities in the chosen Specialization
CO2: Identify a practice area within the chosen Specialization for developing 'deep' competencies
CO3: Contextually communicate personal competencies and skills (oral – GD, Interview, one-minute video pitch; written – resumes, emails)
CO4: Identify potential internship opportunities (for summer internship, live projects)

Pedagogy: This course uses student presentations, analysis, reading and mentor driving activities.

Syllabus

Unit I Domain Specific knowledge and competencies **10 Hours**

Key terms in domain, their meaning, relevance and application. Potential career opportunities and roles in domain, generic competencies for domain, specific competencies for special roles / opportunities

Unit II Practice area knowledge and competencies **5 Hours**

Key practice areas or sub areas in the domain, competencies associated with each practice area, career opportunities.

Unit III Personal Branding **10 Hours**

Building a resume, one-minute video pitch, Group Discussion sessions, Interview performance skills

Unit IV Identifying internship opportunities **5 Hours**

Industry / sector specific opportunities, personal networking skills, proactively exploring internship opportunities.

Course Outline
Year – II

Trimester – IV
CORE SUBJECT

Course Name: Strategic Management	**Course Code: MBA431**
Total number of hours: 30 Hours	**Credits: 3**

Course Description:
This is offered as core course in the fourth trimester. The course aims to introduce strategic management principles to the participants. Additionally, this course provides the participants with tools, concepts and perspective to understand and develop strategies for businesses in varied industries.

Course Objective: This course facilitates understanding of the concept of strategy and strategic management process across corporate and business level strategies.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Analyze and formulate new vision, mission statements
CLO2 Foster research skills resulting in improved understanding of strategic management concepts/theory
CLO3 Assess strategic progress using control measures for achieving organizational goals
CLO 4 Able to think, formulate and evaluate various business strategies.
CLO5 Examine the global perspective in the realm of strategic management.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I Introduction **7 Hours**
Concepts, Nature, Competitive Advantage, Strategists, External Opportunities and Threats, Internal Strengths and Weaknesses, Strategic-Management Model
Types of Strategies
Long term Objectives, Types of Strategies, Integration Strategies, Intensive Strategies, Diversification Strategies, Defensive Strategies, Porter's Generic Strategies, Blue Ocean Strategy
Strategy Development Processes
Intended Strategy Development, Emergent Strategy Development

Unit II Strategic Analysis **8 Hours**
Vision and Mission Analysis: Vision versus Mission, Vision Statement Analysis, The Process of Developing Vision and Mission Statements
Strategic Environment
Process of Performing an External Audit, The Industrial Organization (I/O) View, PESTLE, Understanding risks and uncertainties, Porter's Five Forces Model, Industry Analysis, Industry Life Cycle, Competitor Analysis, Strategic Groups
Resources and Processes
Process of Performing an Internal Audit, Resource Based View, Integrating Strategy & Culture, Management, Marketing, Finance and Accounting Ratios, Operations, Value Chain Analysis, The Internal Factor Evaluation Matrix

Unit III Business Level Strategy **5 Hours**
Bases of competitive advantage, Sustaining competitive advantage, Competitive strategy in hypercompetitive conditions, Game Theory- Prisoner's dilemma

Unit IV Corporate Level Strategy **6 Hours**
Strategic Directions, Reasons for Diversification, Value Creation and Corporate Parent, Portfolio Matrix – BCG, Porter's Diamond
International Strategies, Methods of pursuing strategies, Strategy Evaluation Methods, Turnaround strategy, Model Innovation

Unit V Strategic Implementation and Evaluation **4 Hours**

The Nature of Strategy Implementation
Annual objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy, Managing Resistance to change

The Nature of Strategy Evaluation
Measuring Organizational Performance: The Balanced Score Card

Essential Reference:
David, Fred. (2018). Strategic Management: Concepts (15th edition). Prentice Hall.

Recommended References:
Johnson. (2013). Exploring Corporate Strategy: Text and Cases (7th edition.). Pearson Education India.
Grant, R. M. (2015). Contemporary Strategy Analysis, Eighth edition, New Delhi, Wiley.
Hill, Charles W. L. and Jones, G. R. (2018). Strategic Management Theory: An integrated approach (10th edition.). Cengage Learning.
Hitt, Michael A, Hoskisson, Robert E., Ireland, R. Duane and Manikutty, S. (2012). Strategic Management. Cengage Learning.

DISCIPLINE SPECIFIC ELECTIVES (Finance)

Course Name: Financial Econometric Analysis (FEA)	**Course Code: MBA441F**
Total number of hours: 30	**Credits: 3**

Course Description: Financial Econometric Analysis is offered as an elective course in the fourth trimester with 3 credits. The course is designed to provide students with the understanding of econometrics for analyzing financial and economic data and how to interpret the results for managerial decision making. The course focuses on application-oriented learning and thus will follow hands-on pedagogy and real-life data and problems where students can apply econometrics tools for analysis.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understand the potential of data analysis in decision making and become comfortable with extracting and handling data
CLO2 Apply econometric procedures to determine data characteristics
CLO3 Compare the different approaches for assessing relationships between economic/financial variables for a defined decision-making purpose
CLO4 Construct econometric models
CLO5 Examine the implications of improper analysis for decision making

Pedagogy: Each topic will be covered starting with conceptual explanation of econometric method followed by a data-based exercise using EViews. Assessments would require students to formulate research questions, collect data, run the appropriate econometric model in EViews, interpret and report the results.

Syllabus

Unit I Introduction to econometrics **3 Hours**
What is econometrics? Need for a separate discipline. Methodology of econometrics. Types of econometrics. Mathematical and Statistical prerequisites. Supervised vs. unsupervised learning. Types of econometric models based on characteristics of data sets (cross-section, time-series and panel data).

Unit II Ordinary Least Square (OLS) Regression **7.5 Hours**
Introduction to regression analysis. Regression vs. causation. OLS Model - assumptions, variable selection methods, and hypothesis testing. The classical linear regression models – SLR and MLR, the Gauss-Markov Theorem. Model fit – R^2. Model diagnostics – multicollinearity detection and remedy, residual diagnostics and remedy– normality, autocorrelation and heteroscedasticity. Dummy variable regression models. Logistic Regression – model, classification table, AuC. Need for WLS and GLS.

Unit III Time Series Analysis I: Univariate time-series analysis **7.5 Hours**

Stochastic process, components of times series data – trend, seasonality and cycle, concept of stationary process – need, auto correlation (ACF and PACF), unit root stochastic process and tests for stationarity. Decomposition of trend, seasonal, cyclical and random error components. Smoothing models – Moving average, Exponential smoothing models. AR, MA, ARMA and ARIMA model for forecasting – characteristics, identification of model using ACF/PACF graphs, determination of model parameters.

Unit IV Time Series Analysis II: Multivariate time-series analysis 6 Hours

Introduction to multivariate time-series analysis. Building long-term relationship between variables, choosing the model based on stationarity of the data. Vector Auto Regression (VAR) – Form, estimation and interpretation of result. Cointegration and Error Correction Models (ECM). Cointegration tests – Johansen's and ARDL. Granger causality.

Unit V Panel Data Regression 6 Hours

Introduction and form of the panel data regression model. Building panel-data regression based on stationarity of the data. Pooled OLS model – form and limitations. First difference, fixed effect and random effects model. Hausman's specification test. Choosing between fixed effects, random effects and pooled OLS models.

Essential Reference:

1. Gujarati, DN and Porter DC, Basic Econometrics, 5th edition, McGraw-Hill, 2009

Recommended References:

1. Bhowmik, Sankar Kumar, Principles of Econometrics 1st Edition, Oxford, 2015
2. Greene WH. Econometric Analysis, 7th Edition, Pearson Education, 2010
3. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., Multivariate data analysis, 7th edition, Prentice hall, 1998

Course Name: Business Valuation	**Course Code: MBA442F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is intended to enhance the skill level of the students in financial analytical and valuation skills. In this course, the students would be exposed to Industry analysis, business strategy analysis for performing the financial analysis leading to equity valuation. This course also involves developing a financial model to perform equity valuation of a real company through Discounted Cash flow method. It also emphasize on other techniques of valuation such as relative valuation, Residual Income and replacement value.

Course Objectives: This course attempts to enhance the skill level of the students in business strategy analysis, financial analysis, prospective analysis to build an equity valuation model of a business and communicate the valuation through report writing.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Distinguish different methods of equity valuation
CLO2 Analyze the Industry and strategies of the business to forecast the future
CLO3 Build discounted cash flow model to value a listed company
CLO4 Prepare the equity valuation research report in the appropriate format and structure
CLO5 Discuss the dynamics of valuation of young and distressed companies

Pedagogy: This course is delivered primarily through hands on sessions on creation of equity valuation model using spreadsheet and using real company and live data.

Syllabus

Unit I Approaches to Valuation 3 Hours

Discounted cash flows, Free Cash Flow to Equity and Free Cash Flow to Firm-
Estimation issues- Relative Valuation using multiple approach – comparison across firms and sectors P/E approach -Price to Book ratio- Price to Sales – Enterprise value to EBITDA

Unit II Industry Analysis for DCF valuation 6 Hours

Business cycle analysis - Reading the industry specific parameters – Analysis of business ratios of various sectors-Macro economic factors affecting the industry- Market structure- Analysis of competitive environment- Industry concentration using Herfindahl-Hirschman Index- Understanding the value drivers of the industry- collating the key trends in the Industry

Unit III Equity Valuation model of Publicly traded Companies **12 Hours**

Identify the business model- Revenue and cost drivers- Building the financial model - Forecasting financial statements using FCFE and FCFF multi stage growth options - Estimation of capital expenditure and working capital requirement-, , Calculation of Weighted Average Cost of Capital– Selecting a terminal growth rate- Arriving at the equity value of the company - Sensitivity analysis of the model- Estimating the market multiple

Unit IV Equity Research Report Writing **3 Hours**

Investment Note Writing-Buy side and sell side reports- Different principles of logic and structure of the report- Use of Info graphic and use of linking words in report writing- Investment Note writing- principles of logic and structure of the report- Use of Info graphic and use of linking words in report writing

UNIT V Special Cases in Valuation **6 Hours**

Valuation of young companies, privately held companies, distressed companies- the principles and the challenges

Core Text:

Damodaran, Aswath (2011), Damodaran on Valuation, Wiley Publications, 2nd Edition

Reference Books:

Tim Koller, Marc Goedhart, David Wessels (2015), *Valuation: Measuring and Managing the Value of Companies,* 6th edition

Specialisation Electives (Finance) Students to choose 1 out of 2 courses

Course Name: Derivatives	**Course Code: MBA443F**
Total number of Hours: 30 Hours	**Credits: 3**

Course Description: This course is offered to students of MBA (Finance) program. It provides comprehensive knowledge about the concepts underlying the functioning of the different types of Derivatives instruments and Derivatives markets. It also generates interest in students for them to consider this area for their career growth.

Course Learning Outcomes: On completing this course, the student should be able to:

CLO1 - Understand the working of Derivatives instruments, including Forwards, Futures, Options and Swaps.

CLO2 - Assess the effectiveness of different hedging strategies using Forward and Futures contracts.

CLO3 - Evaluate the effectiveness of different trading strategies using Call and Put Options, and Swaps.

CLO4 - Determine the prices of Call and Put Options using Binomial and Black-Scholes-Merton models.

CLO5 - Examine the research work that has been undertaken in the field of Derivatives.

Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions, numerical solving and case studies.

Syllabus

Unit I **3 Hours**

Derivatives – An Introduction

Introduction, Risk management, Derivatives, Derivatives Products, Classification of Derivatives, Participants in Derivative Markets, Evolution of Derivatives, Functions of Derivatives Markets, Misuse and Criticism of Derivatives.

Unit II **8 Hours**

Forwards and Futures

Forward Contract, Settlement of Forward Contract, Futures Contract, Specifications of Futures Contract, Open Interest, Difference between Forward and Futures Contract, Pricing a Forward and Futures Contract.
Commodity Futures, Benefits of Commodity Futures, Pricing Commodities Futures, Hedging with Commodities Futures, Perfect and Imperfect Hedge, Basis & Basis Risk, Optimal Hedge Ratio. Stock and Index Futures, Futures Contract on Indices and Individual Stocks, Features and Specifications of Stock and Index Futures, Pricing Stock and Index Futures, Application of Index Futures, Hedging through Index Futures.
Interest Rate Forwards And Futures, Forward Rate Agreement (FRA), Hedging with FRA, Speculation with FRA, Arbitrage with FRA, Eurodollar Futures.

Unit III **6 Hours**

Swaps and Options

Interest Rate and Currency Swap, Features of Swap, Need for Swap Intermediary, Applications of Swaps, Rationale for Swaps - Comparative Advantage, Types of Interest Rate Swaps.
Options, Call Options, Put Options, Moneyness of Options, Types of Options, Understanding Options Quotations, Trading and Settlement of Options, Margins in Options, Differences between Options and Futures/ Forwards.

Unit IV **10 Hours**

Options Pricing

Intrinsic Value and Time Value, Arbitrage based Relationship of Option Pricing, Put Call Parity. Binomial Option Pricing Model, Applying Binomial Model, Factors Affecting Options Price, Black Scholes (BS) Options Pricing Model, Assumptions of BS Model, Interpreting the BS Model, Measuring Historical Volatility, Implied Volatility.
Hedging with Stock Options, Hedging with Index Options, Straddle, Strangle, Straps and Strips, Bull Spread, Bear Spread, Butterfly Spread, Factors Affecting the Spread.

Unit V **3 Hours**

Credit Derivatives

Credit Derivatives, Types of Risk, Assessing Credit Risk - The Probability of Default, Credit Default Swaps.

Core Text

1. Options, Futures and Other Derivatives, John C. Hull and Sankarshan Basu, Pearson Education.

Reference Books

1. Derivatives: Principles and Practice, Sundaram and Das, McGraw Hill.
2. Derivatives Markets, Robert McDonald, Boston: Addison-Wesley.
3. Analysis of Derivatives for CFA Program, Don M Chance, AIMR.
4. Futures and Options, Vohra and Bagri, Tata McGraw Hill.
5. Derivatives Demystified, Andrew M. Chisholm, John Wiley and Sons.
6. Derivatives Markets, Valuation, and Risk Management, Robert E. Whaley, John Wiley and Sons.

Course Name: Cost Analysis And Management Control Systems (CA&MCS)	**Course Code: MBA444F**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: The focus of this course is on the usage of cost information of an enterprise for analysis and decision making. While the Financial accounting system provides information, this course helps in developing the analytical ability of the student by using various Management accounting methods and techniques. In addition, the student gets to learn about the various Management control aspects that would be required for a manager.	
Course Learning Outcomes: On having completed this course student should be able to:	

CLO1	Distinguish costs and costing methods based on diverse setting of a business organisation.
CLO2	Compute product cost under volume based and activity-based costing system.
CLO3	Evaluate business decision making scenarios with CVP analysis.
CLO4	Appraise business decision making situation using relevant cost analysis
CLO5	Create control system through budgets and responsibility centers.

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I **6 Hours**

Cost, Cost centers, Cost Unit, Method of costing, Techniques of costing, Classification of cost- fixed and variable, Allocation, Apportionment & Absorption, Apportionment of costs to service cost centers, Pre-determined overhead rates. Job costing, Process Costing, WIP (Equivalent Production), Normal & abnormal losses, Internal process profits, Joints & by-product costing.

Unit II **6 Hours**

Common cost behavior patterns- cost estimation method – Breakeven analysis– contribution margin and what if analysis- multi product analysis -Assumptions in CVP analysis- Variable costing and Full costing- benefits of variable costing for internal reporting purpose- Incremental analysis- make or buy decisions- dropping a product line- qualitative considerations in decision making including ethical dimensions

Unit III **9 Hours**

Process of cost allocation- traditional product costing systems - problems with cost allocation- activity based costing- Activity based management as a tool to improve efficiency.

Unit IV **6 Hours**

Budgetary Planning and Performance Analysis: Uses of budgets in planning and control (Self Learning area) - developing the budget- The master budget- budgeted balance sheet- static and flexible budgets - standard costs and budgets- development of standard costs- variance analysis.

Unit V **3 Hours**

Performance evaluation - Revenue centers, Cost centers, Profit center and investment center – Transfer Pricing.

Balanced score card and performance evaluation including Governance adherence - Target costing- Life cycle costing- Total cost of ownership.

Essential references:

1. *Managerial Accounting - Creating Value in a Global Business Environment,* Hilton & Platt, 9th ed. McGraw Hill

Recommended references:

1. Managerial Accounting - James Jiambalvo 5th ed. Wiley

2.Accounting - Text and Cases, Anthony, Hawkings, Merchant 13th ed. McGraw Hill

- *Cost Accounting - A Managerial Emphasis,* Horngren, Datar, Rajan 15th ed. Pearson

DISCIPLINE SPECIFIC ELECTIVES (Human Resource)

Course Name: Compensation Management	**Course Code: MBA441H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: The course is offered to second year MBA students specializing in HR.

Compensation Management is a specialization in the field of Human Resources that addresses how organizations use financial and other forms of pay to attract, retain and reward employees. In most organizations, compensation costs are the single largest line item expense on a balance sheet. As a result, HR practitioners responsible for managing wage, salary and benefit administration are required to have interdisciplinary training. Course content introduces important concepts from various fields including labor law and economics, individual, group and organizational psychology, financial management and actuarial science. The administrative systems used to manage compensation are surveyed in the context of underlying theory and major regulatory, competitive and ethical constraints on pay practices.

Course Objectives: Compensation and reward management is one of the most critical responsibilities in managing human resources. It is important that HR professionals understand and refine their knowledge of compensation techniques such as setting base pay that are internally aligned and externally competitive, design of incentive plans to reward for skills, merit and seniority. This course will help HR student understand how to create competitive advantage through compensation, and learn and link compensation plans to other HR functional areas viz. Recruitment, Selection, Performance Management and Training & Development.

Course Learning Outcomes: On having completed this course student should be able to:

CO1: Explain Compensation Management theories, models, strategies and practices

CO2: Analyze and critically evaluate compensation strategies

CO3: Design market-competitive compensation systems

CO4: Design compensation models to support decision choices about base pay, merit, skill and seniority

CO5:Structure and implement legally mandated benefit program, discretionary benefit programs and incentive pay programs

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions and PPTs, research article and experiential learning.

Syllabus

Unit I Introduction to Compensation Management **6 Hours**

Compensation definition, Perspectives on Compensation. Forms of Pay – Base Pay, Merit Pay, Cost of Living, Long term and Short term incentives, Benefits – Income Protection, Tax Protection, Allowances, Work life balance. Total Earnings Opportunities, Relational Returns from work. Total Rewards Models – The Pay Model, Towers Perrin Total Rewards Model.

Unit II Compensation Strategy **3 Hours**

Compensation strategies – contextual similarities and differences. Strategic choices in compensation that support business Strategy and HR strategy. Developing a total compensation strategy. Test for competitive advantage through compensation. Best Practice vs Best Fit; Virtuous and Vicious Circles.

Unit III Internal Alignment and External Competitiveness **12 Hours**

Job analysis methods; Describing jobs through a Job Description; Judging job analysis; Job Evaluation Methods – Ranking; Classification, Point Method (with specific focus on Hay Point Method).

Defining competitiveness; Factors that shape external competitiveness – Labor market factors, Product market factors and organizational factors. Labour demand and supply – Marginal product, marginal revenue, marginal cost. Theories that explain modification of labour demand and supply - Compensating Differential, Efficiency Wage, Signaling, Reservation Wage, Human Capital Theory, and relevant markets, off shoring and outsourcing; Competitive Pay Policy Alternatives – Lead, Lag, Match. Defining relevant markets; globalization; Different policies for different employee groups; Consequences of pay decisions, pay levels and pay mix. Defining a competitive pay policy Purpose of salary survey; Selecting relevant market competitors; Design of salary survey; Interpreting results of salary survey and constructing a market line; Combine Internal Structure and External Market; The Pay-Policy Line; Salary grades and ranges; Broad Banding; Balancing Internal and External Pressures; Adjusting the Pay Structure.

Unit IV Employee Contributions **6 Hours**

Pay for performance plans; Short term and Long term performance pay plans; Options: Employee Stock Ownership Plans (ESOPs), Broad-Based Option Plans (BBOPs), Stock Grant; Gain sharing and profit sharing plans. The Value of Employee Benefits; Key Issues in Benefit Planning, Design, and Administration; Administering the Benefit Program; Legally Required Benefits; Retirement and Savings Plans; Life Insurance; Medical and Medically Related Payments; Miscellaneous Benefits; Benefits for Contingent Workers. Special Groups – Supervisors, Corporate Directors, Scientists and Engineers in High-Technology Industries, Sales Forces. The Impact of Unions in Wage Determination; Government and legal issues in compensation; Wages – Minimum wage, Living wage, Fair wage.

Unit V Making it all work **3 Hours**

Understanding of Basic, House Rent Allowance, Dearness allowance, Deductions: ESI, PF, PT, TDS Contributions (PF ESI) Calculation of Gross salary and Net salary, Calculations of CTC, Preparation of Break up salary Retirement Plans including VRS/Golden Handshake Schemes.

Managing, Controlling, Reducing Labor Costs; Structuring the Compensation Function – Centralization vs Decentralization; Reengineering and Outsourcing.

Ethics in Compensation Decisions, Wage Discrimination, Equal Pay

Global Perspective: Overview of US labour laws - FLSA, COBRA, HIPPA, ERISA, IRA, FMLA.

Essential Reference:

- Milkovich, G.T., Newman, J.M., & Venkata Ratnam, C.S. (2017). Compensation (9e) New Delhi: Tata McGraw Hill.

Recommended References:

Berger, L. A., Berger, D. R., & Berger, L. A. The compensation handbook. 6e, 2016. New York: McGraw-Hill.

Course Name: Human Resource Metrics and Analytics	**Course Code: MBA442H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This introductory course introduces students to HRM metrics and analytics. This course intends to increase students' awareness of the usefulness of HRM metrics and analytics and equip in using them at the workplace. Complexity in today's workforce, new technology investments, economic pressures, talent as a competitive edge, aligning the people strategy with the business strategy and many other reasons are driving a change in HR to be analytics-dependent. In this era of ERP / HRMS based system, employee and HR database is either an integral part or remains strongly coupled with the main data warehouse. In such an environment, organizational goals and KPIs drive the HR performance measures/metrics. This has evolved in Scorecard based performance management systems - applied for individual employee as well for overall HR performance.

Course Objectives: Structured around the three central themes of (a) (1) To expound HR measurement and data analytics concepts (b) Framework for applying this concept in an end-to-end HR business process for the entire life-cycle of employees (c) Experiential learning on using metrics and analytics in HR, this course attempts to help students to expound HR measurement and data analytics concepts and introduces a framework for applying this concept in an end-to-end HR business process for the entire life-cycle of employees.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 • Use HRM metrics in the different HR functional areas (performance management, training & development, compensations management, human supply chain and the use of dash boards

CLO2: Integrate knowledge of metrics and analytical models and their implications for human resource management and people operations

CLO3: Apply understanding of analytics and institutional context/differences to evaluate the challenges and opportunities of doing business in HR domain

CLO4: Display understanding of transformational HR operations in interactions with other strategic business concepts

CLO5: Predict and arrive at decisions based on analytics data

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article and experiential learning.

Syllabus

Unit I Quantitative HRM **6 Hours**

Framework of HR measurement

How decision science influences HR measurements, connecting measures and organizational effectiveness, Today's HR measurement and approaches. Evolution of HR Analytics; HR Metrics and HR Analytics; Analytical Pyramid- Descriptive and Predictive models; Intuition versus analytical thinking; Ethical issues in Analytics; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM: 21 Model.

HR measurement: Traditional vs. contemporary HR measures; Fundamental analytical concepts from statistics and research design; analytical concepts from economics and finance. Analytical Foundation of HR measurement**(Self learning module)**

Unit II Using HR Metrics for maximum impact **6 Hours**

Measures of efficiency, effectiveness and impact in HR processes and optimizing HR decisions. Staffing Metrics; Performance and compensation metrics; Learning and developmental metrics. HR's role in value chain. Developing Human Resources Balanced Score Card.

Unit III Business understanding and forecasting for HR **6 Hours**

Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. Metrics and organizational Ethics. Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions.

Unit IV **5 Hours**

Communicating HR data and processing

Data requirements; identifying data needs and gathering data; HR data quality, validity, and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. Developing HR Metrics Dashboards- using templates and spreadsheets (Workshop Mode)

Unit V **7 Hours**

Modeling in HR

Descriptive and indicative models for Employee retention and turnover; workforce productivity and performance; Neural Networks, Decision tree, scenario planning. (Workshop Mode)

Essential Reference:

1. Becker,B E ., Huafelid,M.A. &Ulrich.D(2001).*The HR Scorecard: Linking people, strategy, and performance*. Harvard Business Review Press.
2. Manish Gupta, Pratyush Banerjee, &Jatin Pandey (2019, *Practical Applications of HR Analytics: A Step-by-Step Guide*, SAGE Publications India Pvt Ltd
3. Dipak Kumar Bhattacharyya (2017) *HR analytics: Understanding Theories and Applications*. Sage Publications.

Recommended References: (To be identified)

1. Sullivan, J (2010). HR metrics. Kennedy Information.
2. Gregory, l E (2013).HR Metrics: Practical Measurement Tools for People Management. KnowledgeResources. (**ISBN: 9781869221690)**
3. Bucknall. H., Wei Z (2007). Magic Numbers for Human Resource Management. Wiley India.
4. Valerie, P., &Andreasson R. HR metrics: Bench marking human resources
5. Christman, W (2012) HR Metrics That Matter. HR smart
6. HR Metrics standards & glossary published by the HR metrics service. Version 8.0/December 2012
7. HR metrics service, HR metrics Intrepretation guide published by BC HRMA version 3.4 / December 2012.

Course Name: Labour Law	**Course Code: MBA443 H**
Total number of hours: 30 Hours.	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the third trimester to students of HR specialization. In this course Students learn various aspects of Labor Laws mainly focusing on compliance part. They will be getting an in-depth knowledge of compliance and they will be becoming an asset for any organization irrespective of sectors.

Course Objectives: This course attempts to develop the awareness among students about the various acts and legal compliances required for smooth functioning of the organization which is essential for all HR managers.

Course Learning Outcomes: On having completed this course student should be able to:

CL01 Put into action statutes and employer's obligations under different acts of Labour Law.

CL02 Must fully understand employers and employee's rights and duties and their compliance.

CL03 Students must be able to interpret the powers of the appropriate government/authorities under the Act.

CL04 Must able to put into action the requirements of Compliance officers.

CL05 Must be able to build amicable employee – employer relations by understanding the provisions of the act.

- Must be able to exercise the provisions of the act with a fair and ethical perspective.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions & presentations, HBR case and article analysis, and lots of practical case studies in the form of experiential learning.

Syllabus

Unit I **8 Hours**

A. **The Employees Provident Funds and Miscellaneous Provisions Act, 1952**

B. **The Employee State Insurance Act, 1948**

A. Objectives, Definitions [Authorized officer, Basic Wages, Contribution, Controlled industry, Employer, Employee, Exempted Employee, Recovery officer], Employee Provident Fund Schemes, Contributions, Statutory rate of contribution, retaining allowance, calculation], Employees' Pension Scheme: Establishment of Employees Pension Fund, Grant By central Government, Employees Deposit Linked Insurance Scheme, Framing and its functioning, circumstances under which employers contribution can be recovered, Attachment of properties, Penalties: Offences by companies.

B. Objectives, Definitions [Benefit period, confinement, Contribution period, dependant, employment injury, Employee, Exempted Employee, Immediate employment, Disablement (partial and permanent, wages, exclusion of wages], Applicability of the act, Contribution and Contribution calculation, Registration of establishments, Benefits, Restrictions, Protection, Penalties

Unit II **6 Hours**

A. The Employees Compensation Act, 1923

B. The Payment of Gratuity Act, 1972

A. Scope of the act, Definitions [Dependent, Employer, Disablement, Wages, Workman and Contract of Employment], Rules regarding employment [Personal injury by accident, Theory of notional extension],

Occupational Diseases, Amount of compensation, Calculation of Compensation for [death, permanent total disablement, permanent partial disablement, temporary disablement], Compensation when due, distribution of compensation.

B. Scope of the act, Applicability of the act, Definitions [Completed years of service, Employee, Wages, Retirement, Controlling authority, employer, employee, Superannuation, Family], Payment of gratuity on termination, forfeiture of gratuity, compulsory insurance and payment of gratuity, nomination, determination and recovery of gratuity, Penalties.

Unit III **8 Hours**

A. The Inter-State Migrant Workmen (Regulation of employment and conditions of Service) Act, 1979

B. The Trade Unions Act, 1926

A. Definitions, Registration, Licensing of contractors, Revocation and suspension of licenses, Duties of contractors, Welfare activities, Responsibility of payment of wages, Duties of inspecting staff, Contraventions of provisions of the act and Penalties.

B. Scope of the act, Definitions [Trade Dispute, Trade Union], Agreements not affected by the act, Procedure for registration of Trade Unions, Cancellation of registration of trade union, Duties and Liabilities of a Trade Union, Amalgamation and Dissolution of a Trade Union, Penalties.

Unit IV **6 Hours**

A. The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996

B. The Maternity Benefit Act, 1961

A. Definitions, registration of establishments, Licensing of contractors, duties and obligations of contractors, Wages and welfare, Responsibility of inspecting staff, Penalties.

B. Scope of the act, Definitions [Child, Delivery, Employer, Establishment, Miscarriage, Wages], Prohibition of Employment, right to Maternity Benefit, Payment of maternity benefit in certain cases, Dismissal during absence of pregnancy, Leave and nursing breaks, Penalties. Domestic Enquiry**:** Definition, Preliminary investigation, Rules of natural justice, procedure]

Unit V **2 Hours**

The Sexual harassment of women at work place (Prevention, Prohibition and Redressal) Act, 2013

Definitions, Constitution of Internal Complaints Committee, Constitution of Local Complaints Committee, Complaint, Inquiry and complaint, Duties of Employer, Duties and powers of District Officer, Penalties and Provisions

Essential Reference:

P.K Padhi, Labour and Industrial Laws, October 2017, Published by PHI Aguinis, H. 3rd edition.

Recommended References:

1. Kapoor N.D. (2012). *Elements of industrial law* (13th ed.). New Delhi: Sultan Chand & Sons.

2. Kumar, H.L. (2013). *Labor Laws Everybody should know* (9th ed.). New Delhi: Universal Law Publishing Co. Pvt Ltd.

Additional Reading / Reference Material:

Sarma A.M., (2013). *Industrial Relations and Labour Laws (2nd ed.).* Mumbai: Himalaya Publishing House.

DISCIPLINE SPECIFIC ELECTIVES (Lean Operations & Systems)

Course Name: Business Intelligence and Analytics	**Course Code: 441L**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: The course is offered for LOS specialization students in the fourth trimester. Businesses today accumulate large amounts of data through their transaction processing systems and social networks. There is tremendous potential in such data for better decision making. Data mining systems enable businesses to extract vital information from large data that facilitate effective decisions. It is generally assumed that students who take up the course will have basic understanding about statistics, basic predictive modelling techniques such as simple linear regression, and fundamentals of databases. The course will include hands–on work with data on software.

Course Objectives:

At the end of the course, students should be able:

1. To enable hands-on exercises relating to business data using BI Tools
2. To facilitate business analysis relating to data warehousing and data mining
3. To discuss classification and clustering techniques for business scenarios
4. To assist in developing model based on association rules
5. To enable identification of advanced technology usage in BI and data mining.

Course Learning Outcomes:

CLO-1: Apply the Business Intelligence (BI) tools to develop business metrics and scorecards
CLO-2: Analyse the data warehousing and data mining needs, implementation issues and best practices
CLO-3: Evaluate the various classification and clustering techniques in the business scenarios
CLO-4: Construct a model based on association rules
CLO-5: Identify the needs influencing usage of advanced technologies in business intelligence & data mining

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, HBR case and article analysis and lab sessions for hands on experiential learning.

Syllabus

Unit I Introduction to Business Intelligence **5 Hours**

Terminology, Evolution of BI, OLAP vs OLTP, OLAP basics, Data models for OLAP, ERP and BI, Popular BI tools*, *Use of Excel for BI*** Dimensions, Cubes, Measures, MDX, *Drill-down, Roll-up, Slice-and-dice, Pivoting, MOLAP, ROLAP, HOLAP, Building an OLAP cube*** Application of BI, BI users, Using BI for building dashboards, business metrics, scorecards, KPIs, BI for advanced reporting.

Unit II BI and Data warehouse Concepts **4 Hours**

Data Warehouse Need, Definition and characteristics, Types of data sources. ETL, Multidimensional data modelling, Implementation, Star and Snowflake schemas. Data marts, Top-down and Bottom-up approaches to DW architecture, BI and DW implementation issues, Data quality, Data auditing, Best practices.

Unit III Introduction to Data Mining` 4 Hours

Terminology, Evolution of Data mining, Steps in data mining, Supervised and Unsupervised learning, Introduction to classification, prediction, association, clustering. Organizing and sampling data*, Ethics in data collection process**, Creation of partitions, Oversampling, Pre-processing and cleaning, Visualization, Reduction of categories, Principal component Analysis, Lab session on pre-processing of data.

Unit IV Classification, Cluster Analysis and Association Rules 14 Hours

Introduction, Examples, Classification vs. Prediction, Issues in prediction, Naïve rule, Naïve Bayes method, Classification trees, Recursive partitioning, Evaluating performance, Lab session on Decision Trees** Concept and structure of neural network, Pre-processing data*, Training the model, Lab session on Neural Networks**

Cluster Analysis: Concept, Examples, Major Clustering Methods - Hierarchical and Non-Hierarchical clustering, Distance between clusters, Dendrograms, Validating clusters, K-Means clustering, Lab session on Clustering**

Association Rules: Concept, Examples, Market basket analysis., Apriori algorithm, Support and Confidence, Antecedents and Consequent, Lift ratio, Interpretation, Lab session on Association**

Unit V Advanced Topics on Business Intelligence& Data mining* 3 Hours

Cloud computing, SaaS model, Mobile BI, Latest trends in BI & DM, Ethical aspects in data handling and sharing, Logistic Regression, Social network analysis

***** Self learning topics/module

** Lab sessions Analytics lab

Essential Reference:

1. Prasad, R. N., & Acharya, S. (2011). *Fundamentals of Business Analytics* (1st ed., p. 348).WileyIndia.
2. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008).*Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner* (2nd ed., p.428).Wileys

Recommended References:

1. Turban, E., Aronson, J. E., Liang, T.-P., &Sharda, R. (2010) *Decision support and business intelligence systems* (9th ed., p. 720). Prentice-Hall.
2. Han, J., &Kamber, M. (2000). *Data Mining : Concepts and Techniques* (1st ed., p. 550). Morgan Kaufmann

Course Name: Supply Chain and Logistics Management	**Course Code: 442L**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course is offered as a specialization paper in the fourth trimester for LOS Students. The paper emphasizes the role of supply chain management in enhancing the effectiveness of an enterprise through increasing supply chain surplus. The curriculum addresses the issues in integrating the suppliers as well as customers with the organization for synergistic value addition along the supply chain.

Course Objectives:

At the end of the course, students should be able:

1. Identify strategies, processes and issues, related to supply chain management.
2. Examine the concepts of supply chain drivers and enablers to manage risks and inventory in supply chains.
3. Evaluate strategies for logistics, outsourcing and supplier base management.
4. Determine concepts of warehousing, transportation and distribution for various business situations.
5. Apply concepts of technology and information systems to improve supply chain performance.

Course Learning Outcomes:

CLO-1 Identify strategies, processes and issues, related to supply chain management.
CLO-2 Examine the concepts of supply chain drivers and enablers to manage risks and inventory in supply chains.
CLO-3 Evaluate strategies for logistics, outsourcing and supplier base management.
CLO-4 Determine concepts of warehousing, transportation and distribution for various business situations.

CLO-5 Apply concepts of technology and information systems to improve supply chain performance.

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Syllabus

Unit I Understanding the Supply Chain **5 Hours**

Introduction to Supply Chain Management, Evolution of Supply Chains, Objectives of a supply chain, Decision phases in a Supply Chain, Process views – Cycle view, push/pull view. Supply Chain macro processes in a firm, Key issues in supply chain management. Competitive and Supply Chain Strategies. Achieving Strategic fit and its challenges.

Unit II Supply Chain Drivers and Performance **10 Hours**

Supply Chain Enablers (Technology, Organisational Infrastructure, Alliances, Human Resource). Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing). Supply Chain performance: Supply Chain Efficiency, Supply Chain Responsiveness, Responsiveness-Efficiency trade off, Supply Chain Risks. Role of cycle inventory in supply chains. Production lot sizing. Lot Sizing with Capacity Constraint. Aggregating Multiple Products in a Single Order. Economies of Scale to Exploit Quantity Discounts. Numerical examples to illustrate the above types of inventory problems and its solution using MS Excel.

Unit III Logistic Decisions **5 Hours**

The role of sourcing in a supply chain. In-house vs. Outsource (risks and benefits), Introduction to Logistics, Types of Logistics, Third party logistics, Total cost of ownership, Impact of incentives when outsourcing. Supplier selection (auctions and negotiations). Sharing risk and reward in the supply chain.

Unit IV D istribution, Warehousing and Transportation **5 Hours**

Role of Distribution in Supply Chain, Types of distribution networks in practice – comparative performance. Online sales and distribution network, Strengths and weaknesses of various distribution options, selecting the appropriate distribution strategy.

Warehouse productivity and Metrics. Role, nature and importance of warehouse, Warehouse operations and design, materials handling, storage and packaging.

The role of transportation in Supply Chain, Modes of transportation and their performance characteristics, Transportation infrastructure and policies, Design options for a transportation network.

Unit V Role of Technology and IT in Supply Chain Management **5 Hours**

Importance and role of information and information technology in Supply Chain Management. IS application at each supply chain driver? Supply Chain ERP platforms. Service Oriented Architecture (SOA). RFID Applications. Current trends.

Essential Reference:

Sunil Chopra and Dharam Karla (2019); Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India.

Recommended References:

1. David Simchi Levi, Edith Simchi Levi, Ravi Shankar, Philip Kaminsky (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi.
2. Coyle J.J., Langley Jr. C.J., Novack R.A. and Gibson B.J. (2013). Managing supply chains-A logistics approach (9thed). Cengage Learning.
3. Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India.

Specialisation Electives (Lean Operations & Systems) Students to choose 1 out of 2 subjects.

Course Name: Operations Planning & Control	**Course Code: MBA443L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description:

This paper is offered as a choice-based course for Lean Operations & Systems students in the Fourth Trimester. It develops an insight into the planning, manufacturing and control aspects of Operations. This paper prepares the students for careers in the areas of Planning, Manufacturing and control management. Students opting for this elective specialize in the various aspects of Planning and Control in both manufacturing and service oriented industries.

Course Learning Outcomes: On having completed this course student should be able to:

1. Identify the concepts and the need for operations planning and control
2. Interpret Production Plan, MPS, MRP and CRP
3. Apply concepts hands-on with SAP modules (MM and PP)
4. Examine Operation-scheduling and Controls in a Manufacturing Environment
5. Examine the relevant trends and apply ethics in Operations Planning and Control

Pedagogy: This course uses multiple pedagogies like interactive lecture, student-discussions, numerical, presentations, case /article analysis, and hands on software applications

Syllabus

Unit I Operations Overview **4 Hours**

The operations planning and control system –closed loop system, planning and control process, operations planning and control activities –Planning interfaces –Business planning, Sales and operations planning and Aggregate planning.

Unit II Planning methodology **5 Hours**

Master Production Scheduling (MPS), Capacity Requirements Planning (CRP). Execution Interfaces – Material Requirements Planning (MRP)

Unit III ERP Applications in Operations **4 Hours**

Lab sessions on Materials Management (MM module) and Production Planning (PP Module) using SAP software.

Unit IV Process Selection, Operations Scheduling and Control **13 Hours**

Process Selection-Manufacturing: Process Selection, Manufacturing Process Flow Design, Process Selection-Services: The Nature of Services, An Operational Classification of Service, Designing Service Organizations, Structuring the Service Encounter, Service-System Design Matrix, Service Blueprinting and Fail-Staffing.

Objectives of a schedule, Establishing a schedule, Production scheduling, operations scheduling and project scheduling, Managing operations scheduling

Production Activity Control (PAC), Performances of production operation, accuracy of inventory records, performance reporting, evaluating cost of operations, audits and reporting. Controlling resources –integrating suppliers, controlling storage and movement of goods, quality control initiatives, Quality Management Process

Unit V Current issues & Latest trends* **4 Hours**

Ethical issues in Operations, Improvements in productivity and effectiveness in operations, latest trends and research works in operations.

- **Self-Learning module**

Essential Reading

Arnold, J.R.T., & Chapman, S.N., & Clive, L. M. (2011). *Introduction to materials management.* New Delhi: Pearson.

Recommended Reading

1. Starling, B. D. (2009). *World class supply management.* New Delhi: Tata McGraw Hill.

2. Chapman, S.N. (2008). *The fundamentals of production planning & control.* India: Pearson.

Course Name: Information Technology Services Management	**Course Code: MBA444L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered as a choice-based three-credit course for Students of LOS specialization. The course describes an approach to management of IT Services. It brings together in a Lifecycle based process approach, all the various activities that need to be performed by the IT Function of an organization for effective and efficient provisioning of IT Services to its users and customers. The course introduces JIRA tool for performing different IT service management activities. The course is aimed to provide practical knowledge and hands on working experience in service management tools. The course is practical based and also explores frameworks for sustainability in IT Service Management domain through Green IT and Lean IT concepts.

Course Objectives:

At the end of the course, students should be able:

1. To relate the concepts of ITSM and ITIL frameworks to a business context
2. To inspect the relevance of Service Strategy and Service Design in business process
3. To study the relevance of Service Transition, Service Operation and Continual Service Improvement in business process
4. To describe the concept of ITIL V4 and integration with other technologies
5. To appraise emerging trends in ITSM and extended role of ITSM

Course Learning Outcomes:

On having completed this course student should be able to:

1. CLO-1. To apply the concept of ITSM and ITIL frameworks to a business context
2. CLO-2. To examine the relevance of Service Design in business process and practical ways to address it.
3. CLO-3. To examine the practical approach for IT Change , Asset and Configuration Management
4. CLO-4. To resolve issues in issues in incident , problem and access management
5. CLO-5 : To evaluate emerging trends in ITSM and extended role of ITSM

Pedagogy: This course uses multiple pedagogies like interactive lecture, Hands on practical exercises, student discussions & presentations, HBR case and simulation

Syllabus

Unit I Introduction **4.5 Hours**

Concept of IT Service. Service Management as a practice for IT Services - Various frameworks and standards- ITIL Framework - 4 Ps for IT Service Management. Value creation through IT Services

Service Strategy and Service Design- Key Service Strategy Processes – Demand, Financial, Business Relationship Management. Key Service Design Processes

Unit II Service Design Management **7.5 Hours**

Availability, Capacity, Information Security, IT Service Continuity Management

Unit III Service Transition Management **7.5 Hours**

Key Service Transition Processes – Change Management – Service Asset Management – Configuration Management – Release and Deployment Management

Unit IV Service Operations Management **7.5 Hours**

Request Fulfillment – Incident – Problem – Access Management

Unit V Tools, Technology & Trends **3 Hours**

Latest trends and developments in IT Service Management. Ethics issues in IT Service Management. Lean IT Service Management. Role of IT Service Management in Green IT

References :

Essential

- Orand, B., Villareal, J. (2013). Foundations of IT Service Management with ITIL
- AXELOS, (2019). ITIL Foundation, ITIL 4 Edition. TSO
- Jira 8 Essentials: Effective project tracking and issue management with enhanced Jira 8.21 and Data Center features, 6th Edition by Patrick li
- Jira Core 8 Basics: A Beginner Guide for Novice Jira Administrators by Rynder Roy Klomp

DISCIPLINE SPECIFIC ELECTIVES (Marketing)

Course Name: Consumer Behaviour	**Course Code: MBA442M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered as a marketing elective in the fourth trimester. It is a three credit course that helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions. It also gives an insight to the students about the decision-making process and the growing significance of the consumer behavior study in various other areas of marketing.

Course Objectives: This course attempts to helps students gain valuable conceptual knowledge of how the behaviour of consumers change and influence their decisions.

Course Learning Outcomes:

On having completed this course student should be able to:

CLO1: Interpret concepts, frameworks and models of consumer behaviour to solve contemporary marketing issues.

CLO2: Examine various theories of consumer behaviour to enable marketing decisions.

CLO3: Recommend marketing and branding decisions based on consumer behaviour insights.

CLO4: Develop a meaningful insight to diagnose and effectively use consumer behaviour in marketing decision making.

CLO5: Illustrate pragmatic solutions using the theories and frameworks of consumer behaviour.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, case study, and form of experiential learning.

Syllabus

Unit I Introduction to Consumer Behaviour and consumer decision making 6 Hours

Level of Knowledge: Conceptual and Basic

Role of Consumer Behaviour in Marketing -Development of Consumer Behaviour field, Consumer behavioral models - Howard-Sheth model of Buying Behaviour. Ethics on consumer research

Diffusion of Innovations; Types of Innovations; The Diffusion process-consumer and industrial; The adoption process; Product characteristics and consumer resistance; Diffusion enhancement strategies; A profile of the consumer innovator.

Unit II Consumer Needs and Personality **6 Hours**

Level of Knowledge: Conceptual

Consumer Needs and Motivation, Meaning of Motivation; Needs and Goals; Dynamic

Nature of Motivation; Types& System of needs

Maslow's Hierarchy of needs-McClelland's Theory of need Achievement-Vroom's

Expectancy theory-Freud's Psychoanalytical theory

Personality & Consumer Behaviour

Meaning and nature of Personality; Freudian & Trait theories of Personality; Self Concept - Self Images; Lifestyle and AIO inventories; Brand Personality.

Unit III Consumer Perception **6 Hours**

Consumer perception

Meaning and dynamics of Perception – Absolute and Differential threshold; Selective Perception; Consumer Imagery-Brand Image; Perception of Quality; Perception of risk; Perceptual Organization; Categorization, Inference.

Unit IV Consumer Learning **6 Hours**

Learning & Cognitive Process

Meaning of Learning; Behavioral Learning Theories-Classical and Operant Conditioning-Observational Learning; Cognitive Learning Theories; Memory, Schema, Brand Loyalty

Unit V Consumer Attitude **6 Hours**

Consumer Attitudes

Nature and function, Attitude formation; Structural Models of Attitude-Tricomponent and Multi-Attribute model-TORA, Attitude Change and Underlying Models, Elaboration Likelihood Model and Attribution theory.

Essential Reference:

Schiffman, Leon G., Wisenblit, Joseph & Kumar, S. Ramesh. (2019). *Consumer Behaviour* (12th ed.). Pearson Education.

Recommended References:

Loudon, D., Bitta, A. D., (2017). *Consumer behavior* (4th ed.). McGraw Hill Education.

David, L. M., Hawkins, D. I., & Mookerjee, A. (2019). *Consumer behavior: Building Marketing Strategies* (13th ed). McGraw-Hill.

Course Name: Marketing Metrics	**Course Code: MBA443M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Marketing Metrics is a marketing specialization course designed to develop students to use numbers in assessing marketing strategy. The course reviews the different measures used by marketers and other decision makers in corporations. It covers metrics for understanding value of brands, customer loyalty, profitability of customers and to measure the performance of marketing activities.

This course examines the importance of managing marketing data in effective marketing decision making. It presents the role of marketing metrics within the organisation and establishes how an understanding of a range of measurement techniques can enable organisations to achieve marketing objectives through strategic decision making.

Course Objectives: This course attempts to provide students with an overview of tools and techniques that can be used to quantify the strategic value of marketing initiatives.

Course Learning Outcomes:

On having completed this course student should be able to:

CLO:1 Relate the importance of marketing metrics for organizations' sustainability endeavours;

CLO:2 Assess the market performance of a business unit for strategic decision making;

CLO:3 Evaluate marketing investment decisions of a business unit across industries;

CLO:4 Design pricing strategies for managing product portfolios of a business unit;

CLO:5 Predict promotional profitability for a business organization.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research articles and computations using data.

Syllabus

Unit I INTRODUCTION **3 Hours**

The alignment of business objectives, strategies and metrics; the potential gap between metrics and business outcomes, people, planet and profit, the importance of marketing metrics, measuring market effectiveness.

Unit II SHARE METRICS **5 Hours**

Market share, relative market share, market concentration, market penetration, brand penetration, penetration share, share of requirements, heavy usage index, market share decomposition, brand development index and category development index.

Unit III MARGINS and PROFITS **6 Hours**

Variable and fixed costs, margins, mark-ups, average price per unit, contribution per unit, contribution margin, breakeven sales level, target profit, rate of return on sales and breakeven on incremental investment.

Unit IV PRICING, PRODUCT and PORTFOLIO MANAGEMENT **8 Hours**

Price premium, maximum reserve price and maximum willingness to buy, price elasticity, optimal price, percentage breakeven price change, price discrimination, competitor reaction elasticity and cross and residual price elasticity. Trial volume and trial rate, repeat volume and repeat rate, adjusted trial rate, cannibalization rate, weighted contribution margin and breakeven with cannibalization.

Unit V SALES FORCE MANAGEMENT and PROMOTION PROFITABIITY 8 Hours

Sales funnel, sales pipeline, lead, closure rate, sales forecasting, workload, sales force effectiveness. Baseline sales, incremental sales, promotional lift, return on marketing investment, coupon redemption, pass-through, gross rating points, impression, cost per thousand impressions, reach, frequency, share of voice, page views, visitors, click-through rates, cost per click, cost per order, cost per customer acquired, bounce rate, abandonment rate. Customer lifetime value, retention rate, attrition rate& churn rate.

Essential Reference:

Bendle, N.T., Farris, P.W., Pfeifer, P.E., and Reibstein, D.J. (2006*) Marketing Metrics: The Manager's Guide to Measuring Marketing Performance* (Third Edition). Upper Saddle River, New Jersey: Pearson.

Recommended References:

Winston, W.L. (2014). *Marketing Analytics: Data-driven Techniques with Microsoft Excel* (First Edition). Indianapolis, Indiana: John Wiley & Sons.

Michael V. Marn, Eric V. Roegner, Craig C. Zawada (2004). The Price Advantage. Wiley Publication. E-BOOK.

Specialisation Electives(Marketing) Students to choose 1 out of 2 courses

Course Name: Strategic Marketing Management	**Course Code: MBA444M**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: The course is designed to provide students, knowledge about market-driven and market driving strategies for the success of a firm. The focus is on understanding the role of strategic decision making in marketing across different areas from segmenting, product decisions, pricing, distribution, ethical practices to name a few of them. Students would have the opportunity to practice creative problem solving and decision-making through case studies finally leading to design and development of market-driving strategies.	
Course Objectives: This course attempts to provide students, knowledge about market-driven and market driving strategies for the success of a firm.	
Course Learning Outcomes: On having completed this course student should be able to: CLO 1: Appreciate marketing as an idea that has strategic relevance and not just as an operational function. CLO 2: Identify pressing issues in the area of marketing and be able to get to the source of the problem and offer logical and relevant recommendations. CLO 3: Have insightful perspective on customer centric value creation, value capturing and delivery.	

CLO 4: Identify, appreciate, apply, critique and evaluate strategic marketing initiatives prevalent in businesses.

CLO 5: Create strategic marketing plan/blue print that can be readily implemented in the given context.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, case study, and form of experiential learning.

Syllabus

Unit I Foundations of Strategic Marketing Management **6 Hours**

Defining the organization's business, mission, and goals; Identifying organizational growth opportunities; Formulating product-market strategies; Budgeting marketing, financial and production resources; Developing reformulation and recovery strategy

Unit II Strategic segmentation and opportunity analysis **6 Hours**

Opportunity analysis – Opportunity identification; Opportunity-organization matching; Opportunity evaluation; Strategic segmentation and variables; Market sales potential and profitability

Unit III Product and service Strategy and Strategic Branding **6 Hours**

Offering portfolio; Modifying offering mix and rationalization; Life cycle concept; Brand equity and strategic brand management process; Analyzing competitive landscape

Unit IV Channel strategy and Management **6 Hours**

Channel selection decision; Capitalizing on internet driven growing distribution channels; Dual distribution and multi-channel marketing; Satisfying intermediary requirement and trade relations; Qualitative and quantitative assessment of modifying channel decisions

Unit V Pricing strategy and Management **6 Hours**

Pricing considerations; Product line pricing; New offering pricing strategy; Pricing and competitive interaction

Essential Reference:

Kumar, N. (2004). *Marketing as Strategy*. Massachusetts: Harvard Business School Publishing

Recommended References:

Kerin, R. A., and Peterson, R. A., (2011). *Strategic Marketing Problems; Cases and Comments*, 12th Ed, Dorling Kindersley

Anderson H. C. and Vincze W. J. (2004), *Strategic Marketing Management* 2nd Ed, Boston: Houghton Mifflin Company

Course Name: Global Marketing	**Course Code: MBA445M**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a MBA Marketing specialization core paper offered in the fifth trimester. Studentswilllearn the scope and challenges of global marketing, the dynamic environment of global trade, th e culture, political, legal, and business systems of global markets, global market opportunities, and finally, h ow to develop global marketing strategies.

Course Objectives:

On having completed this course student should be able to:

1. To show the trends, unique characters and challenges faced by global organizations.
2. To build knowledge in the area of market entry, expansion and the use of information technology.
3. To classify marketing mix elements.
4. To determine need and implication of digital revolution and its effect on global e-commerce.
5. To appraise the use of strategy and ethics in international marketing context.

Course Learning Outcomes:

CLO-1: Illustrate the unique nature of global marketing environment and different challenges and opportunity it offers.
CLO-2: Develop skills in estimating market entry and STP strategy.
CLO-3: Discover global marketing mix characters and application.
CLO-4: Determine the effect of digital revolution on global marketing.
CLO-5: Recommend the use of appropriate strategies, leadership styles and ethical practice in the global marketing context.

Pedagogy: This course uses multiple pedagogies like interactive lecture, role play, case study, student's discussions, PPTs and research article.

Syllabus

Unit I The Global Marketing Environment

Objectives, Scope, Importance, Challenges faced by Global Organizations
Forces affecting global integration and international marketing
Global Economic, Socio-Cultural, Political, Legal and Regulatory Environment
The International Trade Environment

Unit II Understanding culture

Society, Culture and Global consumer culture
High and low context culture
Hofstede's cultural typology
The EPRG model
Diffusion theory
Importance of cultural differences in Global business

Unit III Information technology and Import-Export

Use of Information Technology and Systems in Global Marketing
Global Market Segmentation, Targeting and Positioning Strategy
Market Entry and Expansion Strategies
Import Export and Sourcing

Unit IV Global negotiation and communication skills

Global Marketing Communications decisions
Cross-cultural communication styles, key stages of a negotiation
Strategies for successful Global business negotiations
Skills required to be a good negotiator and complete a successful negotiation

Unit V Strategy, Leadership and Ethics in Global Marketing

Global Competition and National Competitive Advantage
Leadership and Organization for Global Marketing
Ethics, Corporate Social Responsibility and Social Responsiveness in the context of Global Marketing

Essential Reference:
Keegan, W. J. (2017). *Global marketing management*. Pearson Publication.

Recommended Reference:
Alon, I., Jaffe, E., Prange, C., & Vianelli, D. (2020). *Global marketing*. Routledge.
P R., R. Bruce Money Fred Meyer, M C., & Graham, J. L. (2020). *International marketing* (18th ed.). McGraw-Hill Education.

DISCIPLINE SPECIFIC ELECTIVES (Business Analytics)

Course Name: Business Forecasting	**Course Code: MBA441B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Business Forecasting is offered as a Discipline Specific Elective course offered in the fourth trimester for BA Specialization students. This course introduces advanced forecasting models that enable students to apply such models to business problems. The course is designed to provide students with the understanding of forecasting in various business domains. The course introduces various quantitative methods along with hands-on exercise and real-life problems where students can apply these models for analysing data from various business domains.

Course Objectives:
At the end of the course, the students will be able:

1. To compare various types of forecasting
2. To identify data patterns
3. To contrast the various approaches to forecasting
4. To evaluate models using various measures
5. To elaborate the implications of forecasting on decision making

Course Learning Outcomes:
CLO-1: Outline various types of Forecasting
CLO-2: Identify Data Patterns to set up forecasting methods
CLO-3: Contrast the cross-sectional and time series approaches to Forecasting
CLO-4: Evaluate models using various performance measures
CLO-5: Elaborate the implications of forecasting on decision making

Pedagogy: Lecture, case study methodology and conceptual explanations including hands-on lab sessions based on tools.

Syllabus

Unit I Introduction to Forecasting **3 Hours**
Significance of Forecasting, History of Forecasting, Types of Forecasting, Forecasting process.

Unit II Time Series Methods **7.5 Hours**
Random Walk, Autocorrelation, Smoothing Methods, Holt-Winter Methods, Time Series Components, Stationarity, Additive & Multiplicative Models, MA, AR, ARIMA, lead-lag indicators, Box-Jenkins Methodology, Durbin Watson Test, Application of Time Series modelling to Decision Making

Unit III Time Series Models of Heteroscedasticity **7.5 Hours**
Measuring Volatility of Financial Time Series, Volatility Clustering, ARCH and GARCH models, Application to Decision Making

Unit IV Artificial Neural Networks **6 Hours**
Introduction, Structure of ANNs, Types of Layers, Multi-layer Perceptron, Back Propagation, Model Training, Lab session using a software tool

Unit V Deep Learning Models **6 Hours**

Need for Deep Learning, Regularization, Optimization for Training Deep Models, Overview of Deep Learning frameworks, Introduction to CNNs, RNNs and LSTMs.

Essential Reference:

1. Hanke, J.E. and Wichern D., Business Forecasting, 9th edition, Pearson, 2015
2. Ian Goodfellow, Yoshua Bengio, Aaron Courville, Deep Learning, MIT Press
   Francois Chollet, Deep Learning with Python.

Recommended References:

3. U Dinesh Kumar (2017), Business Analytics: The Science of Data - Driven Decision Making, WILEY
4. Gujarati, DN and Porter DC, Basic Econometrics, 5th edition, McGraw-Hill, 2009
5. Greene WH. Econometric Analysis, 7th Edition, Pearson Education, 2010
6. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., Multivariate data analysis, 7th edition, Prenticehall, 1998

Course Name: Machine Learning Algorithms - I	**Course Code: MBA442B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Discipline Specific Elective during the fourth trimester for all Business Analytics Specialization students. This course provides the core knowledge and skills needed in the area of Machine Learning Algorithms. Businesses today accumulate large amounts of data through their transaction processing systems and social networks. There is tremendous potential in such data to extract vital information for better business decision making.

Course Objectives:

At the end of the course, students would be able to

1. Make use of R programming skills for data exploration
2. Experiment with Machine Learning Algorithms
3. Examine business problems using Machine learning algorithms
4. Compare classification and prediction models in the real-world scenario
5. Appraise business problem using Machine Learning Algorithms

Course Learning Outcomes: By the end of the course, the students should be able to:

CLO-1: Apply exploratory analysis of the data using R programming
CLO-2: Identify the significance of supervised machine learning algorithms
CLO-3: Analyze business problems using supervised machine learning algorithms
CLO-4: Recommend appropriate analytical models of classification and prediction for real-time business scenarios using R programming
CLO-5: Explain feasible solutions for real- life business problems under investigation

Pedagogy: This course uses multiple pedagogies like interactive lecture, research article, and hands-on sessions in the form of experiential learning.

Syllabus

Unit I Machine Learning Algorithm for Decision Making **3 Hours**

Introduction to Machine Learning Algorithms, Supervised and Unsupervised learning, Use of Machine Learning for customer churning, prediction, segmentation. Issues in Prediction and Ethics in Machine Learning

Unit II Sales and Revenue prediction **6 Hours**

Using Simple and Multiple Linear Regression, stepwise regression, forward and backward methods, Model building, Model Validation and residual analysis. Economic significance, Marketing action on regression outputs

Unit III Defaulter prediction in Banking **6 Hours**

Using Logistic Regression and Discriminant analysis for fraud detection of customers in the banking sector.

Model estimation, Binary logit and multinomial models.

Concept of Discriminant analysis, fisher function, fitting the model, validation of the model fit and model performance assessment. Economic significance, Marketing action on regression outputs

Unit IV Attrition prediction **7.5 Hours**

Using Classification Trees for Segmentation, Identification of strategies in Human Resources

Concept, Introduction to Decision trees and random forest, Concept of Partitioning, Data pre-processing, Model training, Model building in R, Model comparison, parameter tuning.

Unit V Fraud detection in Finance **7.5 Hours**

Customer classification problem in Finance for fraud detection Using SVM and KNN

Introduction, Hyper plane, Maximal Margin Classifier, Soft Margin Classifier, Kernels, Model building in R.

Introduction to the concept of K-Nearest neighbour**,** application and prediction using the model

Introduction to Naïve Bayes Algorithms and its applications for text and multi class classification

Essential references:

1. U Dinesh Kumar (2017), Business Analytics: The Science of Data - Driven Decision Making, Wileys

Recommended references:

1. Turban, E., Aronson, J. E., Liang, T.-P., & Sharda, R. (2010). *Decision support and business intelligence systems* (9th ed., p. 720). Prentice-Hall.
2. Berson, A., Smith, S. J., & F. (1997). *Data Warehousing, Data Mining and OLAP* (1st ed., p. 640). Computing McGraw-Hill.
3. Han, J., &Kamber, M. (2000). *Data Mining: Concepts and Techniques* (1st ed., p. 550). Morgan Kaufmann
4. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wileys

Course Name: Business Intelligence and Data Visualization	**Course Code: MBA 443B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description:

This is a three-credit course offered as a Discipline Specific Elective during the fourth trimester for all Business Analytics Specialization students. Students learn about the various sources of data and the need to draw meaningful business insights from its explosive growth. The process of transforming transaction data into analytical data through ETL modelling is discussed.

A message which cannot be conveyed through a large set of texts can be presented through visual imagery. The course includes hands–on exposure to visualization tools. The course would help the students to quickly examine large amounts of data, visualize trends and issues efficiently and influence decision making.

It is expected that the students who take up this course will have basic understanding about fundamentals of databases, RDBMS concepts and Entity Relationship modelling.

Course Objectives:

At the end of the course, students should be able:

1. To make use of data by imbibing a culture of data-driven decision making in organizations.
2. Apply the fundamentals of Data warehousing using ETL model.
3. Examine queries, reports from OLAP cubes using a Business Intelligence Tool.
4. Analyze data in an appropriate visual form by using visualization tools.
5. Deduct an effective story from a given set of data by designing dashboards.

Course Learning Outcomes:

CLO-1: Identify the value of data through data- driven decision making.
CLO-2: Apply the fundamentals of Data warehousing using ETL model.
CLO-3: Discover queries, reports from OLAP cubes using Business Intelligence tool.
CLO-4: Inspect data in visual form by using tools.
CLO-5: Deduct an effective story from a given set of data using dashboards.

Pedagogy: This course uses multiple pedagogies like interactive lectures, Case and article analysis, hands-on sessions and creating applications using relevant tools.

Syllabus

Unit I Introduction to Business Intelligence **4 Hours**

Terminology, Evolution of BI, OLAP vs OLTP, OLAP basics, Data models for OLAP, ERP and BI, Popular BI tools, Use of Excel for BI (Pivot table)

Unit II Online Analytical Processing **5 Hours**

Dimensions, Cubes, Measures, Drill-down, Roll-up, Slice-and-dice, MOLAP, ROLAP, HOLAP, Building an OLAP cube**

Application of BI, Users of BI, BI for advanced reporting

Unit III BI and Data Warehouse Concepts **6 Hours**

Data Warehouse Need, Definition and Characteristics, Types of data sources, ETL, Multidimensional data modelling, Entity Relationship & Multidimensional modelling, Star and Snowflake schemas Data marts, Top-down and Bottom-up approaches to DW architecture, BI and DW implementation issues, Data quality, Data auditing. Latest trends in BI, Ethical aspects of Business Intelligence.

Unit IV Data Visualization Basics **9 Hours**

Data Visualization, stages of Visualizing Data, Purpose of data visualization, guiding principles - Good & Bad representation, Use of colour & scales, Types of charts,

Visualization Best Practices, Visualization of structured and unstructured Data, KPIs, Visual representation,

Unit V Data Visualization Applications **6 Hours**

Dash boarding, Visual Storytelling, Storytelling Framework, Dimensions of Narrative storytelling data story types, Interactive dashboards and using map services (Map Box)

Applications of filters-data source filters, parameters and calculations. creating scatterplots, correlation between variables and simple linear regression, animated charts Dual axis and other custom charts

Essential Reference:

Data Visualization , storytelling using Data-Sharada Sringeswara, Puri Tiwari Dinesh Kumar

Prasad, R. N., & Acharya, S. (2016). *Fundamentals of Business Analytics* (1st ed., p. 348). Wiley India.

The Big Book Dashboards: Visualizing Your Data Using Real-World Business Scenarios, Steve Wexler, Jeffrey Shaffer, Andy Cotgreave, Wiley (2017)

Recommended References

Soukup, T., & Davidson, I. (2002). Visual Data Mining (First ed.). New Delhi: Wiley dreamtech India Pvt. Ltd.

Turban, E., Aronson, J. E., Liang, T.-P., &Sharda, R. (2010) Decision support and business intelligence systems (9th ed., p. 720). Prentice-Hall.

Storytelling with Data, Cole Nussbaumer, Wiley (2015)

Information Dashboard Design: Displaying Data for At-a-Glance Monitoring, Stephen Few, O'Reilly Media (2013)

DISCIPLINE SPECIFIC ELECTIVES (Entrepreneurship & Innovation)

Course Name: Blue Ocean Strategy	**Course Code: MBA441EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is a creative complement to the mandatory Strategic Management course. While the mandatory Strategic Management course discusses the frameworks for use in existing markets and refers to competitive advantage, this course highlights how companies can make competition irrelevant by creating new markets altogether. The course gains contemporary relevance as countries such as Malaysia use the Blue Ocean framework and analytical tools in their national planning.

Course Outcomes: By the end of the course students should be able to :

- CO1 Identify Blue Ocean Strategy concepts and basis
- CO2 Apply the framework to address existing as well as new markets and industries
- CO3 Discover a blue ocean idea in a challenging red ocean industry
- CO4 Evaluate the perspectives in strategy that enables companies to create "blue oceans shift" of uncontested market space
- CO5 Defend successful stories and shaping today's managers towards successful organisation.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, and live projects

Syllabus

Unit I Blue Ocean Strategy Basics **6 Hours**

Red Ocean Strategy vs. Blue Ocean Strategy, Blue Ocean Strategy: Aligning Value, Profit and People in Pursuit of Differentiation and Low Cost, Noncustomer Analysis – the Three Tiers

Unit II Analytical Tools and Frameworks **6 Hours**

Six Paths to Creating Blue Oceans, Getting the Strategic Sequence Right, Executing Blue Ocean Strategy, Analytical Tools and Frameworks – Value Innovation, Strategy Canvas, Value Curve, Four Actions Framework, ERRC Grid

Unit III Evolution of Blue Ocean Strategies **6 Hours**

Making Blue Ocean Strategic Moves – A Historical Pattern, Red Ocean Traps and How to avoid them

Unit IV Blue Ocean Shift **6 Hours**

Humanness, Overview of the Blue Ocean Shift Process, Pioneer-Migrator-Settler Map, Buyer Utility Map, Blue Ocean Fair, A National Blue Ocean Shift in Action

Unit V Blue Ocean Leadership **6 Hours**

The four steps of Blue Ocean Leadership, Becoming a Blue Ocean Leader

Essential Reading

Kim, WC., Mauborgne, R. (2015) *Blue Ocean Strategy: How to Create New Market Space and Make the Competition Irrelevant* (Expanded ed.). Boston: Harvard Business School Press.

Kim, WC., Mauborgne, R. (2017) *Blue Ocean Shift Beyond Competing: Proven Steps to Inspire Confidence and Seize New Growth.* New York: Hachette Books.

Recommended References

Kim, WC., Mauborgne, R. (2017) *The Blue Ocean Strategy Reader: The iconic articles by W. Chan Kim and Renee Mauborgne.* Boston: Harvard Business Review Press.

Kim, WC., Mauborgne, R. (2017) *Blue Ocean Leadership.* Boston: Harvard Business Review Press.

Note: * Refer to Students Handbook for particulars

Course Name: Digital Transformation and Innovation	**Course Code: MBA442EI**
Total number of hours: 30 Hrs	**Credits:** 3

Course Description: Digital transformation is impacting all business units - whether it is HR, Finance, Operations, Sales, Marketing or Manufacturing. Leaders are becoming skilled in latest digital tools and techniques and helping their companies innovate and prepare for any future challenges. This course helps the students to deep-dive into the technological distractions happening across industries.

Course Outcomes: By the end of the course students should be able to :

- CO1: Understand the need and potential impact of digital, and learn to adapt to this fast-changing environment
- CO2: Consolidate a strong foundation in the current competitive market through a high level digital-led strategy
- CO3: Explore emerging technologies like IoT, Blockchain, AI/ML
- CO4: Apply emerging technologies and governance
- CO5: Exploring technology in re-shaping the business landscape

Pedagogy: This course uses multiple pedagogies like video cases, cutting-edge technologies, learning by doing, and vibrant debate to illustrate the strategic, leadership, and innovation fundamentals of how established companies can adapt to digital transformation.

Syllabus

Unit I Technology and the Business Environment, Foundation Concept **6 Hours**
Why digitization? Digital Value chains, Consumer behaviour changes, breaking down of Information Asymmetry, Data is the new Oil.

Unit II Enterprise Innovation and the Digital Transformation **6 Hours**
Enterprise Innovation and the Digital Transformation, Industry, development trends, business competitiveness due to Technology in B2B,D2C and B2G models. Transition from "brick and mortar" to phygital models

Unit III Transform into agile organisation **6 Hours**
Using Technology as Innovation, Integration and Interconnection of business-Global Value chains, ecommerce opportunities. Data Analysis for predictive modelling. Gorrillas, Chimps and Monkeys-Innovation Dynamics, Innovators Dilemma. Unbundling of global value chains through digital models

Unit IV Transition with emerging technologies **6 Hours**
Six Building Blocks of an Innovative Culture- resources, processes, values, behaviour, climate and success. Digital delivery of public services & governance-JAM Trinity, UIDAI, Blockchain and CBDC-How they throw up entrepreneurial opportunities

Unit V Future of Technology Innovation **6 Hours**
Building Back-end Capabilities for execution-Digital strategy, Data governance, IT sourcing and controlling, Areas of IT management and its challenges, IT services, IT organisation, public-private-hybrid cloud adoption and scalability. Transition of Digital from CIO to CEO and CMO,CHRO-Martech, HR Tech

Essential Reference:

1. The Digital Transformation Playbook: Rethink Your Business for the Digital Age by David L. Rogers
2. Interdisciplinary Approaches to Digital Transformation and Innovation 1st Edition by Rocci Luppicini (Author, Editor)

Recommended References:

1. HBR's 10 must Reads on Leading Digital Transformation (with Bonus Article "How Apple Is Organized for Innovation" by Joel M. Podolny and Morten T. Hansen)
2. Disruptive Innovation and Digital Transformation: 21st Century Book by Marguerite L. Johnson

Course Name: Venture Capital and Private Equity	**Course Code: MBA443EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Over the course, students will be provided with a deep understanding of the mechanism underpinning the creation and/or development of a firm and the financial support it can get from the financial system through venture capital investment. The course tries to discover how special financial intermediaries (called private equity investors) finance through equity companies belonging to different stages of their life-cycle.

Course Outcomes: By the end of the course students should be able to :

- CO1 Organize the fundamentals of venture capital and Private Equity
- CO2 Develop an insight about working procedures and investment
- CO3 Analyze Valuation and Deal Making in Private Equity Settings
- CO4 Assess the negotiation of funding, structuring deals and the managing of private equity investments
- CO5 Determine the difficulties, solutions to valuation across various economic frictions

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, and live projects

Syllabus

Unit I Fundamentals of Venture Capital and Private Equity 8 Hours

Concept of Venture Capital and Private Equity, Angel finance. Their classification and their different characteristics. History of Venture capital, Angel financers, Private Equity, Hedge funds, in India. Correlation of means of finance with project life cycle of enterprise

Unit II Management of Private Equity and Venture Capital Fund 8 Hours

Understanding working procedures-The Venture capital cycle, Opportunity recognition, Key parties involved, value of opportunity, negotiation on terms,
harvest or exit investment. Initial screening, due diligence, risk return fit, Return on investment from cash flows, breakeven point

Unit III Company Valuation And Deal Making In Private Equity settings 7 Hours

Valuing companies-, Methods of valuation and its role throughout the venture capital process. Valuing companies with options: Real options. Difference in approach and evaluation process of PE, angel financer, Venture capitalist with Banks and financial
institutions.

Unit IV Negotiation of funding: Legal Issues and Taxation 5 Hours

Negotiation and Structure of Investment -Intention, Security type, Liquidation preferences, Shareholder agreement, Share purchase agreement, Term sheet. Legal Issues and Taxation. Valuation: Multiples and scenarios

Unit V Investment and the economic frictions 2 Hours

Exit Investment-Going public: Need for going public, IPO process, role of banker, regulation and cost. Selling the venture: Mergers and acquisitions, Buyback of shares. Secondary sale to other investors

Essential Reference:

Meyer, M. H., Crane, F.G., New Venture Creation: An Innovator's Guide to Entrepreneurship, Sage Publications

Recommended References:

1. William A. S., How to Write a Great Business Plan, Boston: Harvard Business Review Press.

DISCIPLINE SPECIFIC ELECTIVES (International Business)

Course Name: International Trade	**Course Code: MBA441I**
Total number of hours: 30 Hrs	

Course Description: The course focuses imparting knowledge and skills on growth & development of International Business, the mechanics of importing and exporting; Government policies & procedures applicable for International Trade. The Course is also designed to impart sound knowledge about international financial management; the special problems of multi-national corporations and the increasing use of counter trade.

Course Objectives:

To explain the various aspects of doing business globally

To acquaint students with intricacies of Cross Border Trade Transactions.

To explain the differentent elements of international trade in analysing the globalised economy.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Apply the different dimensions of International Trade in analyzing the globalized economy and take appropriate decisions.

CLO2 Conduct an environmental scan to evaluate the impact of world issues on an organization's international business opportunities.

CLO3 Identify and interpret relevant international financial documents, and evaluate financial strategies that support an organization's integrative trade initiatives.

CLO4 Enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global s.

CLO5 Expound the strategy for managing business in the globalization era.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions and PPTs, research article, seminars, case studies and a field visit.

Syllabus

Syllabus

Unit-1 Introduction to International Trade **5 Hours**

Introduction of international Business Definition of International Business, Nature and Scope of International Business, Modes of Entry-Exporting, Importing, licensing, franchising and Countertrade Settlement through NOSTRO and VOSTRO Accounts, Statutory Basis of International Business.

Unit II International Trade Theories **5 Hours**

Mercantilism, Absolute Cost Advantage, Comparative Advantage, Heckscher Ohlin Theory, Country similiarity theory, new trade theory, International Product Life cycle Theory, Porter's Diamond Theory, Implications of Trade theories.

Unit III International Trade Policy **7 Hours**

Introduction to Trade Policy, Trade policy options for developing countries, Tools for trade policy – Tariffs, Non-Tariff trade Barriers, Quotas, Purpose of protectionism, Policy measures for trade promotion- EPCG, duty drawback, EXIM Policy, Free Trade Agreements- Trade Diversion Vs Trade Creation, India's Foreign trade policy and initiatives and incentives by the state Government.

Unit IV International Trade Procedures and Documentation **6 Hours**

Introduction, Framework for international trade transactions, Export import procedure, Modes of payment in international trade, Documents for International trade-commercial and regulatory documents used in international trade.

Unit V Introduction to International tradeF Finance **8 Hours**

International Monetary systems, Types of Exchange Rate –Real and Nominal exchange Rate, Fixed vs. Flexible Exchange Rate, Managing Float, Factors affecting Foreign Exchange Rate, Offshore Currency and Market, Foreign Exchange risks and exposure-transaction, economic and translation.

Essential References :

1. Rakesh Mohan Joshi. (2011). *International Business*, Oxford University Press, New Delhi.

Recommended references::

1. Charles W.L. Hill, Arun K Jain (2012). 10th Edition, *International Business, Tata*-McGraw-Hill Publications
2. Czinkota M.R., Ronkanen, I.A. & Moffett M.H (2011). 8th Edition, *International Business.* New Delhi: Wiley
3. John D. Deniels and Lee H Daniels &Radebaugh, (2010). 13th Edition, *International Business*, Pearson Education Publications
4. Andrew Harrison, et al,(2000). *International Business*, Oxford University Press
5. John B. Cullen, K. Praveen Parboteeah (2011). 5th Edition, *Multinational Management: a strategic approach*, South-Western Cengage Learning
6. K. Aswathappa (2010). International Business. Tata McGraw-Hill Publications
7. Sumati Varma. (2013). International Business (1st edi), Pearson.
8. Tayeb, Monis H: The Global Business Environment – An Introduction, Sage Publication, New Delhi.

Specialisation Electives (International Business) Students to choose 1 out of 2 courses

Course Name: Cross Cultural and Diversity Management	**Course Code: MBA442I**
Total number of hours: 30 Hrs	**Credits: 03**

Course Description: This course examines the ways in which cultural differences impact on the process of doing business and managing internationally. This course analyses the practice of management and negotiation in an international cross-cultural context, and the challenges of managing international business relationships are critically analyzed.

Course Objectives: This course will help develop an understanding of the impact of culture on business behaviors and practices.

Course Learning Outcomes:

CO1: Appreciate the critical role of culture in international business and the importance of managing cultural differences b.

CO2: Understand the different models of culture used in international management that will help to critically analyze the role of national culture on management practices c.

CO3: Analyze the interacting spheres of culture including organizational culture, professional culture, national culture, and industry culture.

CO4: Gain an appreciation of different national cultures

CO5: Learn some basic business etiquette and dining etiquette that will help to work in different countries across the globe

Pedagogy: This course seeks to develop both behavioral and cognitive skills. It will do this through multiple methods including in-class exercises, games, videos, lectures, role plays and lessons in etiquette.

Syllabus

Unit I

Introduction to Cross-Cultural Management **5 Hours**

Meaning and Concepts; Cross-Cultural Puzzle of Global Human Resource Management; Global Strategy and Culture; Frameworks in Cross-Cultural Management: Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaar's Dimensions, Schwartz Value Survey, the GLOBE Study; Use of Frameworks; International and Cross-Cultural Research: Types and Critiques.

Unit II

Work Behavior and Management **7 Hours**

Values across Cultures; National Culture Vs Organization Culture; Coping with cultural differences; Understanding socialization; International Ethics and Culture; Explaining the Differences in Comparative HRM, Culture and Institutions, Evidence of Convergence, the Power of Nation States; Cultural Dynamics & Impact of Cultural Distance within Mergers and Acquisitions.

Unit III

Cultural Diversity **8 Hours**

Meaning and Nature; Diversity and exclusion: A critical workforce problem; The importance of valuing diversity; Cultural Synergy; The challenge of work force-diversity: Stereotypes and Prejudice, Dehumanization and oppression, Employment-related discrimination; Types of diversity in teams; Diversity Management: Performance Imperative and Equal Opportunities Perspective, Transcending False Dichotomies-Equal opportunities Vs Diversity Management; Managing work-force diversity as a competitive advantage; the impact of diversity on groups/teams; Managing diversity in organizations: Strategies and Guidelines; Towards a globally inclusive workforce: The inclusive workforce model.

Unit IV

Cross-cultural Negotiations **5 Hours**

The Negotiation Process, The Negotiation Process Decision Making Process Strategy Formulation & Implementation Structure & Culture in an Organization Context

Unit V

Multinational Decision Making **5 Hours**

Women in International Management, Role of Organizational Processes, Dual-Career Couples, The Implications of International Working on Work-Life Balance, Alternative forms of International Working, Measuring the Value of International Assignments

Essential References:

Understanding Cross-Cultural Management, Pearson Education, by Marie-Joëlle Browaeys and Roger Price, 2011

Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi

References

1. Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi

2. Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi

Course Name: International Labour Law Practices	**Course Code: MBA444I**
Total number of hours: 30 Hrs	**Credits: 3**

ourse Description: The course introduces students to managing international employees. It makes an attempt to expose the fundamental laws governing business across the globe. The subject introduces the origin, growth and role and functions of international labour organization. The course briefly explains various international labour laws practices in USA and European, Asian pacific and middle east countries.

Course Objectives:

At the end of the course, students should be able:

1. To discuss the fundamentals of international labour laws
2. To describe the settlement machineries of international labour laws.
3. To demonstrate social and ethical issues in overseas labour laws practice
4. To distinguish labour laws across the countries
5. To determine the challenges and unethical labour practices

Course Learning Outcomes:
CLO-1: Understand the fundamentals of international labour laws practices
CLO-2: Understand the settlement machineries of international labour laws.
CLO-3: Apply social and ethical issues in overseas labour laws practice
CLO-4: Analyze labour laws practices across the countries
CLO-5: Evaluate the challenges of unethical labour practices

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Syllabus

Unit I Introduction to International Labour Laws and ILO **5 Hours**
Meaning, need and importance, sources of international labour laws, purpose of international labour standards, establishment of ILO, membership, organs of ILO, tripartite structure and competence of ILO.

Unit II International Labour Standards **7 Hours**
Freedom of association for trade union purposes, forced labour, discrimination in employment, employment, wages, general conditions of work, social policy and security, work of women, work of children and young workers, older workers, special categories of workers, foreign and migrant workers.

Unit III International Labour Laws in European Unions **6 Hours**
Industrial relations in European Unions, labour and human rights, employment contracts, free movement, working time and child care, health and safety, pensions and social security, collective representation, equality and job security and latest trends in labour practices.

Unit IV International Labour Laws in USA and China **7 Hours**
Origin and growth of labour laws in USA, contract and rights at work, workplace participation, equality and discrimination, job security, labour laws in individual states and enforcement of right. Labour laws in China: general provisions, promotion of employment, labour contracts and collective contracts, labour disputes, special protection female staff and workers and juvenile workers.

Unit V International Labour Laws in Middle East and Asian Countries **5 Hours**
Dynamics of labour laws in middle east countries, employment contracts, workplace safety, job security, gender equality and discrimination. General labour laws practices in Asian countries, international labour relations and ethics.

Essential Reference:
Jean Michael Servais. International Labour Law, Kluwer Law International B.V, The Netherlands, 2020.

Recommended References:

1. Peter J. Dowling, Marion Festing, Allen D.Engle, SR. International Human Resource Management, Cengage Learning, 6th Edition, 2013.
2. J. Paulo Davim, Aveiro. International Human Resource Management Challenges and Changes, Springer, Portugal, 2015.
3. Bercusson, B, European labour laws, Cambridge University Press, Second Edition, 2009.
4. Guide to International labour standards, international training centre of the ILO, International labour standards departments, Geneva.
5. Dennis R. Briscoe, Randall S. Schuler, Lisbeth Claus. International Human Resource Management, *policies and practices for multinational enterprises*, Routledge, 2009.

Specialisation Electives (International Business) Students to choose 1 out of 2 courses

Course Name: Global Consumer Buying Behaviour and Neuromarketing	**Course Code: MBA443I**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper will help students understand the behavior of global consumers before and after purchase. The paper helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions. It also gives an insight to the students about the decision-making process and the growing significance of the consumer behavior study in various other areas of marketing.

Course Objectives: This course attempts to enable students to apply relevant theories and concepts to various aspects of consumer behaviour. It also helps to understand how consumer behavior acts as a bridge between branding and advertising for developing successful marketing strategy. To understand the conceptual foundations of consumer buying behavior

- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Understand consumer insights with specific reference to marketing strategy

CLO2 Apply consumer behavior knowledge to new areas within marketing.

CLO3 Analyze and deal critically with various sources of consumer information and use them to structure and formulate successful strategies.

CLO4 Analyze existing theories, methods and interpretations in the consumer behavior field and work independently on practical and theoretical problems.

CLO5 Evaluating the application of neuromarketing tools in predicting the consumer behavior for effective marketing outcomes.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, case analysis and projects.

Syllabus

Unit I Introduction to Consumer Behaviour **5 Hours**

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

Unit II Environmental influences on Consumer Behaviour **5 Hours**

Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

Unit III Consumer buying behaviour **5 Hours**

Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles.

Unit IV The Global Consumer Behaviour and Online buying behaviour **5 Hours**

Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

Unit V Neuromarketing and applications **10 Hours**

Introduction to Neuromarketing, Techniques for registering human brain activity: PET, MEG, fMRI, EEG and biometric measures, Eye-tracker, electrodermal response and electroencephalography and their advantages and disadvantages for different tools in consumer research. Neural networks influence on shaping persuasion and human decision-making. Human neuroscience to predict consumer behavior. Ethics of neuromarketing. Aberrant consumer behaviour.

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Essential References:

1. Schiffman, L. G., & Kanuk, L. L.(2003). *Consumer behavior* (10th ed.). Prentice-Hall Publications & Pearson Education Publications
2. Bennet and Kassarjian, CONSUMER BEHA VIOUR, Prentice Hall of India, New Delhi

3. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

Recommended References:

1. Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011
2. Loudon and Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata McGraw Hill. New Delhi,2007
3. Berkman & Gilson, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Company.
4. Efraim Turban, Jae Lce, David King, & I-I.Michael Chung: Electronic Commcrce: Managerial Perspective, Pearson Education Inc., 2000.
5. Assael, H. (2001). *Consumer behaviour & marketing action* (6th ed.). Thomson Learning Publications.
6. Engel, J. F., Blackwell, R. D., & Miniard, P. W. (2001). *Consumer behaviour*. Thomson Learning Publications.
7. Solomon, M.R. (1998). *Consumer behaviour- buying*, h*aving & being* (4th ed.). Prentice-Hall Publications.
8. Hawkins, D. I., & Best, R. J. I. (2002). *Consumer behavior*. Implications for marketing strategy (8th ed.). Loudon, L. D.&
9. Della Bitta, J. A.(2002). *Consumer behaviour- concepts and applications* (4th ed.). Tata McGraw Hill Publications

Course Name: Global M-Commerce Strategy	**Course Code: MBA445I**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course has been designed keeping in mind the changing landscape of online commerce from e-commerce to m-commerce as a result of the steep growth of technology available in the fingertips of today's customers. Since reaching customers or indeed consumers have been far more a reality though difficult due to their heterogeneity, the opportunities available for marketers in the context of M-commerce are manifold. This course fits into that knowledge framework and is an attempt to capture the current scenario of marketing to Smartphone users who are now not bound by geography and can access products/services from across the globe.

Course Objectives:

The course aims to achieve the following:

- To demonstrate a clear understanding on the basics of m-commerce industry and its current scenario globally
- To illustrate the various factors that make m-commerce a reliable strategy in marketing
- To examine the opportunities available for marketers to exhibit their offerings in the global market
- To enable students appreciate the future of growing technologies in m-commerce marketing

Course Learning Outcomes: On having completed this course student should be able to:

- **CLO1:** demonstrate an understanding of the concepts, principles and technologies of m-commerce and study its application to the marketing function of organizations.
- **CLO2:** identify through the use of real-world case studies, how mobile phones are used in the major marketing areas: sales promotion, advertising, customer relationship management, and brand engagement.
- **CLO3:** compare the interrelationships between two media channels – mobile and social – and how brands can engage consumers through these channels.
- **CLO4:** evaluate various strategic approaches that organizations can use to reach customers through the smartphones
- **CLO5:** measure the effect of various ethical and social issues in M-commerce and understand their influence on marketing approaches

Pedagogy: This course will utilize various teaching pedagogical tools like PowerPoint presentations, interactive lectures, research articles/cases, video based lectures and google classroom

Syllabus

Unit I INTRODUCTION TO M-COMMERCE INDUSTRY **6 Hours**

Introduction – Mobile Commerce and Mobile Marketing, Mobile commerce Industry trends globally, Mobile Technologies and Networks, Mobile Application Development – Concepts and strategies, Mobile Application Development – Tools, Mobilizing Web Sites

Unit II M-COMMERCE BUSINESS STRATEGIES **6 Hours**

Factors influencing mobile commerce, mobile adoption, mobile shopping habits, mobile procurement, mobile auctions, virtual communities, collaboration platforms, social networking and mobile targeted social commerce

Unit III M-COMMERCE APPLICATIONS **6 Hours**

M-Commerce applications - finance, Retail and After sale Services, Mobile Marketing, Mobile Ticketing, Mobile Entertainment, Hotel Reservations, Healthcare and Medicine, Intra-Office Communication, Information and social media exchanges for business, Gaming

Unit IV M-COMMERCE TECHNOLOGIES **6 Hours**

Introduction to mobile commerce development, SMS, USSD, WAP/Mobile Web, STK, Advantages – Customer retention, revenue growth strategies, payment methods and options, Role of AI, VR and Machine Learning technologies in business.

Unit V ETHICS AND SOCIAL PERSPECTIVES IN M-COMMERCE **6 Hours**

Shopper perspectives, Marketers' view, Cyber space and opportunities, ethical dilemmas and challenges, growth of social media and related business opportunities, social concerns and marketing opportunities

Essential References

- Andersson, C., Freeman, D. James, I., Johnston, A. and Ljung, S. (2006) Mobile Media and Applications, From Concept to Cash: Successful Service Creation and Launch. Wiley.
- Bouwman, H., de Vos, H. and Haaker, T. (2010) Mobile Service Innovation and Business Models. Springer.

Recommended references::

- Caldwell, Anna. "E-commerce - Overview - Ethical Issues - M/Cyclopedia of New Media." Main Page - M/Cyclopedia of New Media. 26 Oct. 2005. Web. 28 Feb. 2011. <http://wiki.media-culture.org.au/index.php/E-commerce_-_Overview_-_Ethical_Issues>.
- Deltina, H. (2009) A Survival Guide to Social Media and Web 2.0 Optimization: Strategies, Tactics, and Tools for Succeeding in the Social Web, Dalton Publishing, Austin, TX.
- Layon, K. (2012) Mobilizing Web Sites: Strategies for Mobile Web Implementation, Peachpit Press.
- Sorensen, C. (2011) Enterprise Mobility1`: Tiny technology with global impact on work, Palgrave Macmillan.
- Sugai, P., Koeder, M. and Ciferri, L. (2012) The Six Immutable Laws of Mobile Business. Wiley.

GENERAL ELECTIVES

(Students to choose 1 out of 3 subjects) – Basket 1

Course Name: Business Analysis	**Course Code: MBA461S**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a cross functional elective course offered in the fourth trimester to students across all specializations. In today's complex business environment, an organization's adaptability, agility, and ability to manage constant change through innovation can be keys to success. The course recognizes the foundational knowledge of individuals entering the field of business analysis. The online competency-based exam conducted by International Institute of Business Analysis, Canada is aligned with A Guide to the Business Analysis Body of Knowledge (*BABOK® Guide Version 3.0*).

Course Objective: This course equips the students to identify the need for change in organizations, articulate the solution that will deliver the change and define a business case justifying the investment needed to implement the change.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1: Understand the Business Analysis Body of Knowledge (BABOK)

CLO2: Apply knowledge areas and techniques to perform the tasks of the project

CLO3: Acquire core business skills and specialized knowledge as per *BABOK® Guide*.

CLO4: Analyze as a Business Analysis professional with all the stakeholders in a global setting

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, Info graphics project work and its analysis aligned with BABOK V3.0, in the form of experiential learning to handle IT/Non IT projects

Syllabus

Unit I Introduction to Business Analysis and BABOK **6 Hours**

Overview of IIBA and the BABOK Guide, Structure of the BABOK, Business Life Cycle, BACCM and Themes, Classification of requirements schema, Key stakeholders, Understanding Business Problem, Underlying Competencies: analytical thinking and problem solving, behavioral characteristics, business knowledge, communication skills, interaction skills, Tools and technology.

Unit II Business Analysis Planning and Monitoring **3 Hours**

Business Analysis Planning and Monitoring Core concept model, BA approach, stakeholder engagement, governance, information management, performance improvements.

Unit III Elicitation and Collaboration **3 Hours**

Prepare for elicitation, conduct and confirm elicitation results, communicate BA information

Manage stakeholder collaboration. Documenting Business requirements, Prioritizing Business requirements.

Unit IV Requirements Life Cycle Management **3 Hours**

Trace requirements, maintain requirements, prioritize requirements, assess requirement changes and approve the requirements.

Unit V Strategy Analysis **3 Hours**

Analyze current state, define future state, assess risks, Define change strategy

Unit VI Requirements Analysis and Design Definition **6 Hours**

Specify and model requirements, verify requirements, validate requirements, define requirement architecture, define design options, analyze potential value and recommend solution. Prioritizing Business requirements, Stakeholder analysis, Stakeholder Role and Groups, Onion Diagram approach, interest and influence, stakeholder Map, RACI matrix, Techniques.

Unit VII Solution Evaluation **6 Hours**

Measure solution performance, analyse performance measures, assess solution limitations, assess enterprise limitations, recommend actions to increase solution value.

Essential Reference:

IIBA. (2016). *A Guide to the Business Analysis Body of Knowledge Version 3.0* (BABOK Guide, Version 3.0)

Course Name: Digital Transformation Technologies	**Course Code: MBA461L**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course is offered as a three-credit generic elective for students of all specializations. The course provides foundational knowledge of key emerging technologies used for the digital transformation of enterprises.

Course Objectives:

At the end of the course, students should be able:

1. To study the concepts of Industry 4.0 & Services 4.0 and their impact on business
2. To appraise the application of Artificial Intelligence, cognitive computing & extended reality in a business environment
3. To evaluate the application of IoT and cybersecurity for solving business problems and the and RPA
4. To describe the use of Blockchain design principles in a business context
5. To assess the emerging disruptive technologies in a business context

Course Learning Outcomes:

CLO-1 Examine the concepts of Industry 4.0 & Services 4.0 and their impact on business
CLO-2 Evaluate the application of Artificial Intelligence, cognitive computing & extended reality in a business environment
CLO-3 Appraise the application of IoT and cybersecurity for solving business problems and the use of RPA
CLO-4 Explain the use of Blockchain design principles in a business context
CLO-5 Evaluate emerging disruptive technologies in a business context

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, quizzes, and hands-on exercises.

Syllabus

Unit I Introduction and Overview **6 Hours**

Introduction to Digitize, Digitalize, and Digital Transformation. Importance, need for digital transformation, and why it matters; Industry 4.0 and Service 4.0; Indian and global initiatives in embracing Digital Transformation; Spotting Digital Threats and Opportunities. Innovator's dilemma, The 5 Principles of Disruptive Innovation for Business Success, Gartner Hype Cycle

Unit II Artificial Intelligence, Cognitive Computing and Extended Reality **6 Hours**

Review of Artificial Intelligence, Machine Learning, Artificial Neural Networks, Democratized AI and Cognitive Computing. Affective Computing and Emotional AI; Understanding Computer Vision and Conversational Platforms; Basics of Virtual Reality, Mixed Reality, Immersive Reality; Experiencing Augmented Reality.

Unit III Internet of Things Robotics and Wearables and RPA **9 Hours**

IoT Background and Trends, Elements of IoT And Its Ecosystem. Understanding IoT Business Value Proposition. IoT Project Steps, Adopting IoT into an organization. IoT Security Essentials. Standards and Frameworks for IoT. Cyber-Physical Systems;

Industrial Autonomous Robots, Consumer Robots & Assistants. Drones, Autonomous Vehicles, and AGV. Current & Emerging types of Wearable Technologies. Design Services Around Wearable Devices. Key Wearable Services Design Concepts. Processing Framework for Wearable Technology. Storytelling for Introducing New Wearables;

Review and hands-on on Robotic Process Automation (on any open-source tool)

Unit IV Blockchain **4.5 Hours**

Understanding components of Blockchain – Hashing, Encryption, Distributed Ledger; The Trust Protocol, Design Principles of the Blockchain Economy; New Business Models using Blockchain, Implementation Challenges. Regulations and Frameworks.

Unit V Emerging Trends and Ethical Issues **4.5 Hours**

Review of Cloud, Big Data, Edge Computing, Micro Services; Latest Published Technology Trends by Deloitte, Gartner, and Accenture; Human aspects of digital transformation, being people-centric; Road map for digital transformation. Success and Failure factors; Ethical and Societal Challenges Associated with Digital Technologies.

Essential Reference:

- Schwab, K. (2017). The Fourth Industrial Revolution. Portfolio Penguin.
- Finlay, S. (2017). Artificial Intelligence and Machine Learning For Business (2nd ed). Relativistic
- Tapscott, D., Tapscott, A. (2018). Blockchain Revolution (2nd ed). Portfolio Penguin.
- Sullivan, S., (2017). Designing for Wearables: Effective UX for Current and Future Devices, O'Reilly.
- Christensen, C.M. (2013). Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Harvard Business Press.
- Lacity, M., Willcocks. L. (2018). Robotic Process and Cognitive Automation: The Next Phase. Steve Brookes Publishing

Recommended References:

1. Fingar, P. (2015). Cognitive Computing: A brief guide for Game Changers. Meghan Kiffer Press
2. Kranz, M. (2017). Building the Internet of Things: Implement New Business Models, Disrupt Competitors, Transform Your Industry. Wiley.
3. Christensen, C.M., Raynor. M.E. (2013). Innovator's Solution: Creating and Sustaining Successful Growth, Harvard Business Press.
4. Kelly, K. (2016). The Inevitable, Penguin.
5. Frankish, K., Ramsey, W (eds.). (2014). The Cambridge Handbook of Artificial Intelligence. Cambridge University Press

Course Name: International Financial Management	**Course Code: MBA 461F**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This course tries to familiarize students with the concepts, theories and frameworks of international financial management of firms with practical examples. The course discusses the various risks involved in managing international finance and risk management mechanisms adopted by firms. Ultimately	

the course prepares students in understanding the recent happenings in the arena of international financial management.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Identify the implications of foreign currency exposures to multinational companies.
CLO2 Apply the relevant theories and concepts of foreign currency.
CLO3 Measure accounting and economic exposures of companies having international trade.
CLO4 Assess the impact of foreign exchange on corporate decision making.
CLO5 Examine the different credit facilities from financial institutions for export-import traders.

Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions on contemporary issues and news analysis and power point presentations

Syllabus

Unit I Introduction to International Financial Management 9 Hours

The environment — International Monetary System - balance of payments - determination of exchange rates – Purchase Power Parity and Interest Rate Parity – International Fisher Effect. Functions of – participants and regulators -central banks and their role in forex markets- managing foreign exchange reserves-an outline of FEMA and foreign exchange regulations in India.

Unit II Foreign Exchange Risk Management 9 Hours

The nature of international risk exposure - measuring and managing translation, transaction, economic and operating exposure – Forex risk management through Currency derivates -Forwards, Futures, Swaps and Options.

Unit III Managing Multinational Operations 6 Hours

Foreign trade - inter-company fund flow - multinational working capital management -multinational capital budgeting – international project appraisal - financing global firms – global cost of capital and financial structure – equity and debt financing through global markets - multinational taxation

Unit IV Trade Finance 3 Hours

Financing of foreign trade-by banks and institutional finance for exports and imports – letter of credit-types-foreign trade contracts - terms and documentation.

Unit V Foreign Investments 3 Hours

Corporate strategy – international portfolio diversification - foreign direct investment - political risk and country risk analysis.

Essential references:

1. Cheol S. Eun & Bruce G. Resnick (2015), International Financial Management (7th Ed.), McGraw Hill Education
2. Vij Madhu (2006). International Financial Management, Excel Books

Recommended references:

1. Shapiro, A. C., & Hanouna, P. (2019). Multinational financial management. Wiley.
2. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (1989). Multinational business finance. Pearson Education India.
3. Apte, P. G. (2010). International financial management. McGraw-Hill Education.
4. Sharan, V. (2012). International financial management. PHI Learning Pvt. Ltd.
5. Apte, P. G. (2000). Global Business Finance. McGraw-hill.

(Students to choose 1 out of 4 subjects) – Basket 2

Course Name: Diversity, Equity , Inclusion and Belongingness	**Course Code: MBA462H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the third trimester to students across all specializations. Students learn various aspects of Diversity, Equity , Inclusion and Belongingness in terms of concepts, opportunities and challenges.

Course Objectives: This course is designed to help students of management navigate diverse work settings more effectively and provide them with the tools to deepen their understanding of the differences around them, overcome barriers to creating inclusion, manage and communicate with people from different backgrounds, and identify and implement approaches for managing diversity.

Course Learning Outcomes:

On having completed this course student should be able to:

CLO1 Develop a language for understanding DEIB at work

CLO2 Develop a framework for understanding the challenges and opportunities of diversity

CLO3 Develop tools for creating more diverse, inclusive and belongingness workplaces

CLO4 Diagnose, analyze, and implement diversity perspectives

CLO5 Propose ways to make relationships across differences in organizations more effective

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, a field visit, and form of experiential learning.

Syllabus

Unit I Introduction and Overview **3 Hours**

Understanding diversity and inclusion. Diversity in an international context. The stimulus for focus on diversity. Diversity and organizational competitiveness. Individual benefits of diversity. Diversity - individual outcomes and organizational effectiveness. Examining the role of leader in creating inclusive environment.

Unit II Diversity & Inclusion in the Organizational context **7.5 Hours**

From Diversity to Inclusion: An Inclusion Equation. Inclusive Human Resource Management.

Inclusive Organization Development. Inclusive Leadership Practice and Processes. Creating Inclusive Climates in Diverse Organizations. Models of Global Diversity Management

Unit III Cultural Diversity **7.5 Hours**

Diversity across cultures, generational diversity, sex & gender, intersectionality, Allyship

Unit IV Meritocracy, Privilege, Oppression, Micro aggression & Bias **6 Hours**

Reducing Bias in Recruitment, Marginalization, , Appraisal, Promotions, Rewards & Recognitions. Unchecked Unconscious Bias, Existence of Bias and its elimination.

Unit V Role **of workplace Belongingness and acceptance, Equality of Opportunity and Building effective work relationships across differences** **6 Hours**

Ensuring that there is workplace belongingness & equity of Opportunity provided to employees at workplace and even though differences are recognized, there exits equality in every sphere. Methods and approaches to research and evaluate DEIB initiatives. DEIB in Indian context

Essential Reference:

1. Diversity in Organizations (2nd Edition) Concepts and practices Heike Mensi – Klarbach, Annette Risberg

2. Diversity in Organizations- Myrtle P Bell

Recommended References:

1. M. Williams,2017. "Numbers take us only so far" HBR Reading
2. D. Thomas &R. Ely, 1996 "Making differences matter: A new paradigm for managing diversity
3. D. Thomas, 2004. "IBMs diversity strategy: Bridging the workplace and the marketplace"
4. S.J Sucher &E .Corsi. 2012 "Global diversity and inclusion at Royal Dutch Shell case Study

Course Name: Managerial Applications Of Analytics	**Course Code: MBA462B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description:

This is a three-credit course offered as a Generic Elective during the fourth trimester for MBA students. The course demonstrates how analytics as a horizontal can cut across many verticals called domains or functional areas. In this course, students get exposed to applications of analytics in business domains like Marketing, Finance, Human Resources and Operations. This course also enables students to be well conversant with domain specific analytical concepts.

Course Objectives:

On having completed the course, the students will be able to:

1. To apply the linkages between Marketing function and Analytics
2. To apply the linkages between linkages between Finance function and Analytics
3. To analyse the workflows in operations from an analytics perspective
4. To examine the role of analytics in HRM processes
5. To discover the role of analytics in different domains for solving business problems

Course Learning Outcomes:

CLO-1: Apply the conceptual framework to establish linkages between Marketing function and Analytics
CLO-2: Apply the conceptual framework to establish linkages between Finance function and Analytics
CLO-3: Analyze the analytical opportunities in the workflows
CLO-4: Examine the role of analytics in Human capital management
CLO-5: Discover the role of analytics in multiple domains to solve business problems

Pedagogy: This course follows case study-based pedagogy. Concepts of various domains are driven through real life case studies.

Syllabus

Unit I Analytics in Marketing **7 Hours**

Basics of Marketing Management, High level Framework to understand the marketing function –A context diagram depicting high level process flow and parties involved in marketing function
Key Performance Indicators/Drivers of marketing function, Baseline and Benchmark KPI's.
Application of analytics in marketing function with regard to market segmentation, customer profiles, market-mix models, customer analytics, customer churn, Recency, Frequency and Monetary analysis, social media and optimization of marketing budget and spend.

Unit II Analytics in Finance **7 Hours**

Basics of Financial Management, High level Framework to understand the Finance function –A context diagram depicting high level process flow and parties involved in Finance function

Key Performance Indicators/Drivers of Finance function, Baseline and Benchmark KPI's, Application of analytics in finance function with regard to stock market, high frequency trading, sentiments, working capital, ratios, decision making, business valuation and financial fraud.

Unit III Analytics in Operations **6 Hours**

Basics of Operations Management. Inventory control. Using analytics in Manufacturing and Service Operations

Unit IV Analytics in Human Resource Management **4 Hours**

Basics of HR Management, High level Framework to understand the HR function – A context diagram depicting high level process flow and parties involved in HR function, Key Performance Indicators/Drivers of HR function, Baseline and Benchmark KPI's, Application of analytics in human resource function with regard employee attrition, employee retention, workforce analysis, core and non-core activity analysis, capacity planning and resource optimization, skill analysis using association mining techniques, demand sensing and planning and channel analytics.

Unit V Application of Analytics in Domains **6 Hours**

Use of analytics in different domains such as Supply Chain Management, Healthcare, Medicine, Entertainment, Telecommunication, Aviation, Military, Hospitality, Education, Insurance, E-Retail, Manufacturing, Agriculture, Sustainable Development, Internet of Things (IoT).

Course Name: Fundamentals of Services Marketing	**Course Code: MBA462M**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the third trimester to students across all specializations. Students learn various aspects of Services Management in terms of concepts, operations, opportunities and challenges.

Course Objectives: To impart knowledge needed to implement quality service and service strategies across all e industries, such as banks, hotels, hospitals, educational institutions, professional services and other goods industries that depend on service excellence for competitive advantages.

This course attempts to enable students to apply relevant theories and concepts to various aspects of doing business abroad and to deal with foreign firms and competition in domestic market.

Course Learning Outcomes:

On having completed this course student should be able to:

CLO1: To identify the service encounter faced/experienced by customers with service providers (RBT 3)

CLO2: To construct e service model for different service organization with a strategic focus to heighten distribution of services (RBT 3)

CLO3: To analyse service process redesign for enhancing both service quality and productivity (RBT 4)

CLO4: To recommend service recovery process and develop quality assurance procedure (RBT 4).

CLO5: To estimate the GAPS to be overcome to serve consumers better (RBT5)

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, a field visit, and form of experiential learning.

Syllabus

Unit I Understanding Service Markets, Products and Customers **5 Hours**

1) *Perspectives on Marketing in the Service Economy:* Introduction to services, importance & role in new economy, distinguishing characteristics from physical products posing marketing challenges, expanded marketing mix.

2) *Customer Behaviour in Service Encounters:* Customer decision making: The 3 stage model of service consumption, understanding service encounters, defining moments of truth, Customer expectation and perception of services

Unit II Building the Service Management Model **9 Hours**

1) *Developing Service Concepts:* Defining the core and supplementary elements of a service, The flower of service, Planning and branding service products, Development of new services.

2) *Distributing Services:* Determining the type of contact: Options for service delivery, Place and time decisions, the role of intermediaries, Distributing services internationally.

3) *Pricing and Revenue Management:* Tripod strategy of pricing, Activity based costing, Demand elasticity based on pricing & customer segments, Yield management to maximize revenues.

4) *Services marketing communication:* Setting communication objectives, Challenges (intangibles) and opportunities in communicating services, Marketing communications mix using internet.

Unit III Managing the Customer Interface in organisations **9 Hours**

1) *Designing and managing service processes:* Blueprinting service operations to create valued experiences, Service process redesign, The customer as co-producer. Designing and managing in the context of all organisations including organisations selling financial products and designing operations area as a supportive element.

2) *Balancing Demand & Productive Capacity:* Patterns & Determinants of demand, managing demand levels, overcoming capacity constraint, Inventory demand through waiting lines & reservations.

3) *Crafting the Service Environment:* Understanding consumer responses to service environments, Dimensions of the service environment.

4) *Managing People for Service Environment:* Importance of Service Employees and the need of HR department to train, educate all levels of employees to perform their roles effectively, Frontline & back office, Cycles of failure, mediocrity and success, Human resource management, Service Leadership & Culture.

Unit IV Implementing Profitable Service Strategies **4 Hours**

1) *Managing relationships & building loyalty:* Customer loyalty, The Wheel of loyalty, Creating loyalty bonds, Strategies for reducing customer defections, CRM.

2) *Achieving Service Recovery:* Customer complaining behaviour, Principles of effective service recovery systems, Service guarantees, discouraging abuse and opportunistic behavior, learning from customer feedback.

Unit V Application of GAPS Model **3 Hours**

Improving Service Quality and Productivity: Integrating service quality and productivity strategies, what is service quality, The GAPS model- A conceptual tool to identify and correct service quality problems, Measuring and improving service quality, improving service productivity.

Essential Reference:

Lovelock,C., Wirtz, J.& Chaterjee, J. (2017).*Services marketing*. Pearson Prentice Haller.

Recommended References:

Zeithml, V.A. , Bitner,M.J., DwayneD. Gremler, & Ajay Pandit (2018). *Services marketing*. Tata- McGraw-Hill Edition.

Shankar, R. (2011). *Services marketing*. Excel Books.

Apte, G. (2011). *Services marketing*. Oxford University Press.

Course Name: Family Business Management	**Course Code: MBA462EI**
Total number of hours: 30 Hrs	**Credits:** 3

Course Description: The purpose of this course is to motivate and equip the students with the necessary knowledge and skills which are required to start and manage not only a enterprise but also to manage successfully a family business as well.

Course Outcomes: By the end of the course students should be able to :
CO1: Identify various issues and aspects relating to management of Family Business.
CO2: Analyse the various factors relating to family business conflicts, succession of family enterprises.
CO 3: Examine the challenges of Family Business Governance.
CO4 Assess the succession planning and development of right successor
CO5 Determine the dynamics of family business and changing contours of family business

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, and form of experiential learning.

Syllabus

Unit I Introduction to Family Business **6 Hours**

Family Business: Concept of Family Business- Importance and Characteristics of Family Business, Uniqueness of Family Business- what makes the family enterprise so successful? Difference between family-owned firm and family-controlled firm, Family Business v/s Non family Business, Systems theory perspective, 3 Circle Model of Family Business, Life cycle of Family Business- Ownership, business and family dimension, Advantages of FB, key challenges facing the family businesses in India.

Unit II Understanding the Family Business Dynamics **6 Hours**

The Family systems theory, role of genograms in family system- family and ownership of business dichotomy- responsibilities and rights of a shareholder of a family business, effective governance, family constitution, planning for succession in law, conflicts in the family, resolving the conflicts, stages of conflict

Unit III Family Business Governance **6 Hours**

Family Business and governance: meaning and challenges to family governance, advisory board and board of directors- responsibilities, family meetings and family councils– role and benefits, family offices, board and family council- how they work together, professional management, effective outside boards.

Unit IV Governance Structure and Succession Planning **6 Hours**

Family business governance, family constitution, content and process, managing the succession planning and decision-making, managing successor development strategy

Unit V Family Business in Transition **6 Hours**

Managing change: adapting to the future; the changing role of women in family business; professionalization of family business; lessons from long-running family businesses

Essential Reference:

1. Ernesto J. Poza and Mary S. Duagherty (2015) Family Business, Cengage Learning, New Delhi.
2. Gersick, K.E., Davis, J.A., Hampton, M.M., & Lansberg, I. (1997). Generation to Generation: Life Cycles of the Family Business. Harvard Business School Press.

Recommended References:

1. Ramachandran, K., The 10 Commandments for Family Business, N. Delhi: Sage Publishing
2. Ward, J., Perpetuating the Family Business: 50 Lessons Learned from Long Lasting, Successful Families in Business, N York: Palgrave Macmillan

OTHERS

Course Name: Summer Internship Programme (SIP)	**Course Code: MBA481**
Total number of hours: 40 Hours	**Credits: 4**

Explanation

Summer internship project (SIP) is a key requirement to complete the MBA programme. The student will have to identify and get in touch with a reputed organisation keeping in mind their specialization, area of interest learning potential and possible career opportunities. The student is expected to gain hands on training in a specific work area/role in the organisation after understanding products, processes, design culture, and all other relevant aspects of the organisation. The specific role that the student will be playing in the organisation and the scope of their work in the department will have to be finalised in consultation with the corporate mentor and with the approval of the academic mentor. SIP is expected provide students with an opportunity to apply their class room learning to a real life business situation. The students are required to submit a final report in the specific format detailing their learning in the organisation in addition to appraising their academic mentor of the weekly progress.

Course Name: Research Competency	**Course Code: MBA411**
Total number of hours: 30 Hours	**Credits: 2**

Course Description: This course is delivered for MBA students during Trimester IV. This course includes readings, presentations, activities, and projects which help students acquire and develop research competencies that will serve them in carrying out the master thesis requirement for the MBA program.

Course Objectives: It is to be expected that students taking up the MBA are unlikely to have developed research competencies that are required to carry out a master thesis. Hence the objective of this course is to support students in acquiring and developing competencies that will help them plan, design and operationalise research ideas into master thesis in the academic context and into research paper and reports in the industry context.

Course Learning Outcomes: By the end of the course, the student should be able to:

CO1: Develop practical research skills

CO2: Acquire knowledge of a specific area chosen for research

CO3: Design, plan and operationalize of research

CO4: Understand research regulations and ethics (in general and within the academic context)

Pedagogy: This course uses student presentations, analysis, reading and mentor driving activities.

Syllabus

Unit I Practical Research skills **5 Hours**

Find and use research resources, Use library and information technology effectively, Recognize and know when to use primary and secondary resources, Demonstrate computer competency for application in research.

Unit II Scientific thinking **10 Hours**

Review of domain specific research literature, Production of summaries, Discussions with supervisor and peers.

Unit III Design, planning and operationalization of research **10 Hours**

Developing the statement of purpose (for research), developing research questions and hypotheses, developing the theoretical research model/framework, Making the appropriate choice between quantitative, qualitative and mixed methods, Developing the research topic abstract, data collection techniques, data analysis methods.

Unit IV Ethics in Research **5 Hours**

Ethical principles and standards that underpin research; principles of intellectual property, privacy, copyright, information security and plagiarism, and ethical use of information.

TRIMESTER – V

CORE SUBJECT

Course Name: Management Science	**Course Code: MBA532**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a common core course in the fifth trimester. It develops and nurtures an analytical attitude and prepares students for careers in all possible walks of life. It portrays and formulates optimization methods for different business situations. The course has two approaches – mathematical and probabilistic.

Course Objectives:

At the end of the course, students should be able:

1. To solve Linear Programming Problems.
2. To apply techniques of solving Transportation and Assignment problems in business scenarios.
3. To examine Game theory problems in the context of business competitors.
4. To discover optimum job sequences and simulation techniques.
5. To estimate market share in the short and long-term using Markov chains

Course Learning Outcomes:

CLO-1: Develop the knowledge of Linear Programming Problems.
CLO-2: Build transportation and assignment problems in business scenarios.
CLO-3: Analyze business problems using Game theory.
CLO-4: Examine job sequencing and simulation problems.
CLO-5: Evaluate market share in the short and long term using Markov chains.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, spreadsheet modeling, and research article analysis.

Syllabus

Unit I Introduction to Operations Research and LPP **7 Hours**

Introduction: Evolution - importance - scope and impact on business - Models - by function; by structure; by environment - limitations of OR techniques. Introduction to LPP- formulation, Graphical method, Sensitivity analysis, and Duality theory. Overview of the Simplex method. Formulating and developing a spreadsheet model for LPP and use of Excel Solver. Solution and Sensitivity Analysis using Excel.

Unit II Transportation and Assignment Problems **8 Hours**

Nature and scope - Optimal solution - North West Corner rule - Matrix minima method - VOGEL's Approximation Method (VAM) - Test for optimality - Modified Distribution Method (MODI) - Unbalanced transportation problems. Spreadsheet models for Transportation problems.
Hungarian method - Unbalanced assignment - Maximization in assignment - Travelling salesman problem - Transshipment problem. Flight assignment problems. Spreadsheet models for Assignment problems.

Unit III Game Theory **3 Hours**

Introduction to Game theory- Definition - Payoff - Types of games - 2-person zero sum game – maximin/minimax principle. Applications of Saddle point theorem.

Unit IV Sequencing and Simulation **4 Hours**

Sequencing: Processing *n* jobs through 2 and 3 machines.
Simulation: Introduction - random number generation - Monte Carlo Technique - application.

Unit V Application of Markov Chains and Queuing Theory **8 Hours**

Applications of Transitions Matrices of Markov Chains - Brand Switching Analysis, Attrition Analysis, Spreadsheet models, Queuing Theory: Features of the Waiting Line system - Kendall's Notation - Queuing models - Single Channel/Infinite capacity.

Essential Reference:

Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Martin, K. (2016). Quantitative Methods for Business, 12th Edition. Boston: Cengage Learning.

Recommended References:

1. Vohra N D (2010). Quantitative Techniques in Management (4 ed.). New Delhi: McGraw Hill Ed.
2. Hillier, F. S. & Hillier, M.S. (2014). *Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, 5/e*. New Delhi: McGraw-Hill Education.
3. Hillier, F.S.& Lieberman, G.J. (2015). *Introduction to Operations Research, 10/e.* New Delhi: McGraw Hill Education.
4. Taha, H.A. (2017). *Operations Research: An Introduction (10th Edition).* Noida: Pearson India Education Services Pvt. Ltd.
5. Pradeep Prabhakar Pai (2012). Operations Research Principles and Practice. Oxford Higher Education.

DISCIPLINE SPECIFIC ELECTIVES (Finance)

Course Name: Strategic Financial Management	**Course Code: MBA541F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course develops insights into the strategic aspects to investments. It goes beyond the conventional valuation metrics and focuses on value creation from investors' perspective. It discusses the eight strategies of value creation -Value Octogen and the challenges of the pursuit of creating and sustaining value.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Interpret the wealth creation metrics of the business
CLO2 Compare different value-based management approaches
CLO3 Analyse the value creation strategies of the firm
CLO4 Examine the approaches for value creation of a listed company
CLO5 Evaluate the ethical aspects of value creation

Pedagogy: This course is delivered primarily through hands on sessions on creation of equity valuation model using spreadsheet and using real company and live data.

Syllabus

Unit I Corporate Objective- Traditional value creation metrics 3 Hours

The value creation framework – Theories of shareholder wealth maximization- Stakeholders theory- enlightened value maximization- Price maximization vs Value maximization- Market Short termism – Creation of Shared Values - Traditional measures of value creation - EPS, ROI, EBIT, EBITDA, ROCE, RONA Market to Book Ratio (MBR), Sustainable multiples-

Unit II Value Based Management 9 Hours

Methods and Key Premises of VBM; Residual Income valuation Marakon , Alcar Approach- Mckinsey and Stern Stewart Approaches- Economic Value Added (EVA and Market Value Added (MVA) and Future Growth Value (FGV ; BCG Approach- Total Business Return (TBR) ,), Cash Value Added (CVA), Cash Flow Return on Investment (CFROI) Total shareholder Return (TSR)- and Wealth Added Index – VBM for Divisional Performance Measures

Unit III Strategies of Value Creation 9 Hours

Innovation and Business Model - Capital Allocation (Using real option valuation for capital budgeting) – Financing decisions (bankruptcy prediction models)- Strategic Cost Management- Organization architecture – Creation performance linked compensation plans- Financial Risk management – Mergers and acquisitions

Unit IV Steller Value Creators 6 Hours

Case studies of Steller Value creators- Practices of Value creation- Dividend Policy and Firm Value; Implications of Real World Imperfections; factors affecting Dividend Policy- Clientele effects Formulation; Rationale and Objections to Share Buybacks; Share Buybacks and Valuation - Managing liquidity crisis and navigating the downturn.
Global companies delivering consistent value to shareholders- Indian examples of Steller value creation

Unit V Corporate Governance and Ethics in Finance **3 Hours**
Ethical dilemmas in finance function- Ethics in capital budgeting decisions - Types of Corporate Governance Mechanisms; Key Principles of Good Corporate he Governance; Corporate Governance Around the World; Board of Directors; Auditing; Investor Communication – Voluntary disclosures- Framework of Transparency

Text Book
Chandra, Prasanna (2017). *Strategic Financial Management- Managing for Value creatio*n. New Delhi:

Reference Book
Damodaran, Aswath 4th edition (2015). *Applied Corporate Finance*. New Delhi: Wiley publications
Chandra, Prasanna (2017). *Projects: Planning, Analysis, Selection, Financing*. New Delhi: Tata McGraw-Hill.
Young, S. and O'Byrne, S. (2000). *EVA and value-based management: A practical guide to implementation.* New Delhi: Tata McGraw-Hill.

Course Name: Financial Risk Management	**Course Code: MBA542F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered to provide the students an understanding of the emerging areas of Risk Management. This course equips the students with the tools and techniques to manage the financial risk efficiently. It also enables them to learn corporate governance and risk strategies to manage both financial and non-financial risks.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understand the importance of risk management to an organization
CLO2 Measure risk using VaR and other techniques prescribed in Basel Accords.
CLO3 Develop an ethically and socially responsible outlook in the context of risk management in the financial sector space with specific reference to banking.
CLO4 Evaluate risk exposure of firms
CLO 5 Apply risk management tools to real corporate situations

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions, PPTs, Video tutorials, Case studies, research articles, articles from business dailies.

Syllabus

Unit I Introduction to Risk **3 Hours**
Risk defined, Types of risk, Risk Management failures: What are they and when do they happen within an organization? Financial disasters due to risk management failures and its implications to organizations, extreme market movements – instances from the past, creating value with risk management.

Unit II Regulations, Basel III **3 Hours**
Overview of Basel norms –Basel Committee on Banking Supervision (BCBS), Basel norms/ guidelines - A move towards Enterprise Risk Management & Integrated supervision, Basel III norms - 3 Pillar approach, Identifying the sources of Credit, Market & Operational risks and determining respective capital as part of minimum required capital, approaches to Capital measurement.

Unit III Market Risk & Interest Rate Risk **9 Hours**
Measures of Financial risk – Mean – Variance framework- an understanding, Standard deviation, covariance and correlation, coefficient of variation, portfolio risk, Normal distribution- key properties and its application to finance domain from risk management perspective, measures of skewness and kurtosis and their effects of

risk assessment, log normal distribution and its application to finance, Value at risk methods, EWMA model, Expected shortfall, Scenario analysis, Coherent risk measures.

Interest rate risk: Interest rate risk management in banks, bond duration- DV01, bond convexity, hedging interest rate risk with DV01 and interest rate swaps, Forward rate agreements, Bond VaR.

Unit IV Credit Risk **9 Hours**

Principles of credit risk management: Forms of credit risk – Settlement risk, Counter party risk & Sovereign risk, Common sources of credit risk management, measuring credit risk – Probability of default, Loss given default, Exposure at default, Expected & Unexpected loss, and use of derivatives to manage credit risk, Economic capital and RAROC

Unit V Liquidity and Operational Risk **6 Hours**

Liquidity risk & Interest rate risk: Management of Asset Liability Management in banks, liquidity risk management in banks, principles of 'sound stress testing practices and supervision'.

Operational Risk: Operational risks in banks, Measuring and managing operational risks

Essential references:

1. Hull, J. C. (2015). Risk Management and financial institutions. (4th ed.). Toronto: Wiley India.

Recommended references:

1. RBI's Master Circulars on Risk Management
2. BCBS Consultative Document
3. Dun., & Bradstreet. (2006). Financial risk management. (1st ed.). Tata McGraw Hill.
4. Crouhy, M., Galai, D., & Mark, R., (2006). The essentials of risk management. The McGraw Hill Companies.
5. Williams, A. C., Young, P., & Smith, M.L. (1998). Risk management & insurance. The McGraw Hill Companies.
6. Risk Management materials from GAARP and FRM.

Specialisation Electives (Finance). Students to choose 1 out of 3 subjects.

Course Name: Fixed Income Securities (FIS)	**Course Code: MBA543F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course introduces students to the world of fixed-income securities and their markets, yield measures, risk factors, and valuation measures and drivers. After undergoing this course, the students would be able to calculate yields and values of fixed-income securities. They would also be able to estimate the risks and expected returns for fixed income instruments, to analyse the term structure of interest rates and yield spreads, and to evaluate fixed income instruments with embedded options and unique features.

Course Learning Outcomes: On completing this course, the student should be able to:

CLO1 Understand the world of fixed-income securities and their markets, yield measures, risk factors, and valuation measures and drivers.
CLO2 Calculate yields and values of fixed-income securities.
CLO3 Estimate the risks and expected returns for fixed income instruments.
CLO4 Analyse the term structure of interest rates and yield spreads.
CLO5 Evaluate fixed income instruments with embedded options and unique features.

Pedagogy: This course uses multiple pedagogies like interactive lectures, students' discussions, numerical solving and case studies.

Syllabus

Unit I Introduction to Debt Securities and Markets **3 Hours**

Fixed-Income Markets: Characteristics and Institutions

Bond indenture, affirmative and negative covenants; basic features of a bond, various coupon rate structures and the structure of floating-rate securities; accrued interest, full price and clean price; provisions for redemption and retirement of bonds; common options embedded in a bond issue, their importance and benefits; margin buying and repurchase agreements.

Features of debt securities, credit risk characteristics and distribution of government securities; stripped Treasury securities; collateralized debt obligation; corporate bonds, structured notes, commercial paper, negotiable CDs and bankers' acceptances; asset backed securities, motivation for issuance and external credit enhancements; primary and secondary markets for bonds. Accrued interest, full price and clean price; options embedded in a bond issue, margin buying and repurchase agreements.

Unit II Valuation of Debt Securities **6 Hours**

Steps in the bond valuation process, difficulties in estimating the expected cash flows; valuation of coupon and zero-coupon bonds; changes in price of a bond if the discount rate changes and/ or maturity approaches; arbitrage-free valuation approach and possibility of arbitrage profit if a bond is mispriced. Yield measures - limitations and assumptions, yield to maturity (YTM), bond equivalent yield (BEY)

Unit III Risks Associated with Bonds **9 Hours**

Risks associated with investing in bonds, Malkiel's Bond Price Theorem – relationship between a bond's coupon rate, price, par value and yield required by the market; impact of bond maturity, coupon, embedded options and yield level on interest rate risk; price of a callable bond, option-free bond and embedded call option; interest rate risk of a floating rate security; duration and dollar duration of a bond; yield-curve risk; disadvantages of callable bonds; reinvestment risk; credit risk and credit ratings; liquidity risk, exchange rate risk.

Unit IV Interest Rate Risk and Yield Spreads **6 Hours**

Interest rate policy tools; shapes of yield curves; term structure of interest rates; spot rates, yield spreads, credit spreads; impact of liquidity, issue-size and embedded options on yield spreads; after-tax yield of a taxable security and tax-equivalent yield of a tax-exempt security; LIBOR and its importance. Duration, convexity, full valuation approach and the duration/ convexity approach for measuring interest rate risk. Effective and modified duration/convexity, impact of yield volatility on the interest rate risk of a bond.

Unit V Yield Measures and Bond Portfolio **6 Hours**

Sources of return from investing in a bond; Treasury spot rate curve and calculation of value of a bond using spot rates; Spot rates, forward rates, valuation of bonds using forward rates using bootstrapping; relationship between nominal spread, zero-volatility spread, option-adjusted spread and option cost. Bond portfolio strategies – active and passive, bond immunization principles, optimum bond portfolio.
Fixed-income portfolio benchmarks e.g., Barclays Capital U.S. Aggregate Bond Index, the Barclays Capital U.S. Corporate High Yield Bond Index, and the Barclays Capital U.S. Treasury Bond Index

Essential Reference:

1. Bond Markets, Analysis and Strategies, Frank J. Fabozzi

Recommended References:

1. Fixed Income Securities, Bruce Tuckman
2. Handbook of Fixed Income Securities, Frank J. Fabozzi
3. Handbook of Fixed Income Securities and Credit Derivatives, A.V. Rajwade

Course Name: Analytics for Finance	**Course Code: MBA544F**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a 3-credit course offered to students of finance specialization. Businesses today accumulate large amounts of data through their transaction processing systems. There is tremendous potential	

in such data to extract vital information for better business decision making. The course covers concepts and applications of analytics models that are indispensable for analysing financial data. It offers students hands-on experience in exploratory data analysis for solving real-life business problems.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Conduct exploratory analysis of economic and financial data.
CLO2 Construct financial analytics models.
CLO3 Perform statistical tests to check the robustness of analytics models.
CLO4 Interpret results and decipher the link between theory and practice.
CLO5 Understand and apply analytical tools and models to solve business problems.

Pedagogy: Each topic will be covered starting with conceptual explanation of the analytical method followed by a data-based exercise using EViews, R, Python etc. Assessments are also based on data -based exercises where students are expected to convert business problems in analytical terms, identify and run the appropriate analytics model, extract, interpret and report the results.

Syllabus

Unit I Introduction to Analytics for Finance **3 Hours**

Terminology, evolution of data analytics, machine learning, structured and unstructured data, supervised and unsupervised learning. Introduction to prediction, classification, association, clustering and time-series. Applications of analytics in finance.

Solving Analytics Problem through CRISP-DM Framework and SEMMA process. Problem identification, data mining/preparation, modelling and interpretation. Ethics in data collection process.

Unit II Exploratory and Predictive Models **6 Hours**

Exploratory data analysis –Data cleaning, outlier treatment, data visualization, univariate and bivariate analysis, model fit metrics, model diagnostics, overfitting, oversampling. Application in finance – best performing stock identification

Predictive data analysis – Multiple linear regression using R, model building, assumptions, diagnostic testing, issues in prediction. Time series models using R.

Unit III Classification Models **9 Hours**

Introduction to classification – concepts and applications in finance. Decision Trees – concept of partitioning, data pre-processing, model training, model building in R. Logistic Regression – building model in R, classification table and AUC. Support Vector Machine (SVM) & Random forest – introduction, hyper plane, maximal and soft margin classifier, kernels, models using R. Neural networks – introduction, structure of neural networks, information flow, types of layers, training a neural network, neural network in R.

Unit IV Cluster Analysis Techniques **9 Hours**

Introduction to cluster analysis, applications of cluster analysis in finance, cluster analysis process – attributes selection, distance calculation, selecting clustering algorithm, determining number of clusters, visualizing cluster results, interpretation and validation. Types of clustering – hierarchical and non-hierarchical methods. Building clustering models in R. Case study on the application of clustering analysis technique in financial data analysis.

Unit V Emerging applications of analytics in finance **3 Hours**

Association – extracting and inspecting association rules, mining techniques, visualization of product association. Social network analysis, big data analytics, cognitive analytics, deep learning, text analytics. Latest trends and cases from industry.

Essential references:

1. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley
2. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., Multivariate data analysis, 7th edition, Prentice hall, 1998

Recommended references:

1. Applied Multivariate Statistical Analysis by Richard A. Johnson, Dean W. Wichern, PHI Learning
2. Maindonald, J., & Braun, J. (2006). Data analysis and graphics using R: an example-based approach (Vol. 10). Cambridge University Press.
3. Practical Data Science with R by Nina Zumel and John Mount, 2014

Course Name: Digital Technologies in Finance	**Course Code: MBA 545F**
Total number of hours: 30	**Credits: 3**

Course Description: Digital Technology in Finance is offered as an elective course in the fifth trimester with 3 credits. Digital technologies such as internet banking and mobile wallets have transformed the accessibility to financial services, particularly in developing economies. The course is designed to provide students an understanding of digital technologies and its applications in finance. The course will expose students to how the application of technology is reconfiguring financial services business models, thereby creating a social impact.

Course Learning Outcomes: On having completed this course student should be able to:
Understand the market of financial technologies
Explain how financial technologies are disrupting the market
Determine the risks arising from innovative technologies
Recognize the regulatory aspects of new technologies
Analyze the social impact of financial technologies

Pedagogy: The course will be delivered through lectures, classroom discussion, presentations and industry interaction

Syllabus

Unit I Introduction to fintech **6 Hours**
What is financial technology? The evolution of fintech: Fintech evolution 1.0 – infrastructure; evolution 2.0 – banks; evolution 3.0 & 3.5 – start-ups and emerging markets; basics of blockchain; banking and the e-book transition; current trends in financial technologies. Fintech in banking – technology giants becoming non-bank banks; traditional banks collaborating with fintech start-ups.

Unit II Payment, cryptocurrencies and blockchain **6 Hours**
Introduction, digitization of financial services, individual payments, developing countries and digital financial services: mobile money and regulations; alternative finance and technologies. Basics of cryptocurrencies; Introduction to blockchain. Fintech and funds – crowdfunding, peer to peer (p2p) and marketplace lending.

Unit III Data and fintech **6 Hours**
Introduction, history of data regulation, data in financial services, applications of data analytics in fintech, open banking apps for start-ups in EU (PSD2, Gini), data protection – GDPR compliance and personal privacy. Digital identity; AI and governance; new challenges of AI and machine learning; data, metadata and differential privacy; cybersecurity issues

Unit IV Regtech in the financial sector **6 Hours**
Introduction to regulatory technologies (Regtech); evolution of regtech; regtech ecosystem – financial institutions, start-ups, challenges and regulators. Privacy concerns in regtech. Regtech in the financial sector – the entrepreneur's perspective and the regulator's perspective. Balancing innovation and regulation challenges in India, smart regulation.

Unit V Impact of digital technologies **6 Hours**
Developing market and the social impact of digital technologies; smartphone, fintech and education – helping financial inclusion; opportunities to adopt digital technologies in India. The future of data-driven financial services, fintech big trends – looking forward.

Essential Reference:

Chishti, S., & Barberis, J. (2016). *The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries*. John Wiley & Sons.

Recommended References:

1. Phadke, S. (2020). *FinTech Future: The Digital DNA of Finance*. Sage Publications Pvt. Limited.
2. Realini, C., & Mehta, K. (2015). *Financial Inclusion at the Bottom of the Pyramid*. Friesen Press.

DISCIPLINE SPECIFIC ELECTIVES (Human Resource)

Course Name: Organizational Change & Development	**Course Code: MBA541H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course is offered as a human resource elective in the second year. This course introduces students to the social science techniques and changes in interventions used to improve organizational effectiveness and enhance the personal development of individuals. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with a special focus on initiating and managing change. Introduces methods used to identify organizational problems, understand the underlying causes for these problems, collect information and data about the causes or problems, and present diagnostic results.

Course Objectives

At the end of the course, the student should be able to.

- To illustrate the concepts of Organizational Change and Development at the individual, group, or organizational level
- To identify multiple perspectives of OCD concepts to present an Argument
- To analyze the impact of culture, values, and change dynamics on business decisions for initiating organizational development.
- To estimate the impact of change techniques to address business problems, relating to change and development
- To appraise appropriate frameworks to address challenges related to OCD (Evaluate)

Course Learning Outcomes: On having completed this course students should be able to:

CLO1: Make use of the concepts of organizational Change and Development at the individual, group, or organizational level

CLO2: Apply multiple perspectives of OCD concepts to present an argument

CLO3: Examine the impact of culture, values and change dynamics on business decisions for initiating organizational developments.

CLO4: Determine the impact of change technique to address business problems, relating to change and development

CLO5: Recommend appropriate frameworks to address challenges related to, relating to OCD

Pedagogy: This course uses multiple pedagogies like an interactive lecture, student discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I Introduction to organizational change and development **8 Hours**

Definition, history, and evolution of Organizational change and OD. Theories of planned change-Theory O and Theory E, types of planned change, critique of planned change, who is the OD practitioner? Professional OD, values and ethics, strategic focus. Kotter 8-Step model, Attitude towards change: Theory of psychological reactance, overcoming resistance to change, Commitment to change –Creating readiness for organizational change.

Unit II Diagnostic techniques and feedback in OD **6 Hours**

Diagnosing organizations, open-systems model, Force field analysis, Weisbord six box model, Congruence model, Grid OD, Tichy's TPC framework, Stream analysis, Kilmann Model, Mckinsey 7s framework, Extended 7S framework, Burke- Litwin model, Appreciative Inquiry, Survey feedback.

Unit III Human process interventions **4 Hours**

Interpersonal and group process approaches – T-groups, process consultation, third-party interventions, and team building. Organization process approaches – organization confrontation meeting, inter-group relations interventions, large group interventions, and grid OD

Unit IV Restructuring organizations **5 Hours**

Restructuring organizations – structural design, group's process structure, downsizing, and reengineering
Employee involvement – What is it? Employee involvement practices, parallel structures, high–involvement organizations, high involvement, and TQM
Work design – the engineering approach, the motivational approach, the socio-technical approach, and designing work for technical and personal needs

Unit V Human resource management interventions **7 Hours**

Developing and assisting members – career planning and development interventions, resources planning and strategy, workforce diversity interventions, and employee wellness interventions
Integrated strategic change, trans-organizational development, and mergers and acquisitions
Organizational transformation– characteristics of transformational change, culture change, self-designing organization organizational learning, and knowledge management.
Evaluation and Future of OD intervention-Sustaining change after intervention evaluation – Ending an engagement, Global issues in OD, OD in International business, and future of OD (Self-learning).

Text Books And Reference Books:

Cummings, T G and Worley C G (2018). Organization Development and Change, 11th edition, Cengage Learning

Essential Reading / Recommended Reading

Recommended Reading

1. French, W L and Bell C H (2017). Organization Development: Behavioural science interventions for organizational improvement, 6th edition, Pearson Education.
2. French W L., Bell, C H and Vohra, V, (2009). Organization Development: Behavioural science interventions for organizational improvement. Dorling Kindersley (India) Pvt. Ltd.
3. Harvey D and Brown D R (2004). An Experiential approach to Organization Development. 7/e, Pearson Education.
4. Kotter, J P (1996). Leading Change. Boston: Harvard Business School Press. ISBN # 0-87584-747-1.
5. Nilakant, V and Ramnarayan S (2006). Change Management: Altering mindsets in a global context. Response Books.
6. Singh, K (2006). Organization Change and Development. Excel Books
7. Ramanarayn, S. and Rao T V (2011). Organization Development: Accelerating Learning and Transformation. SAGE Publications.
8. Sharma,R.(2012).Organizational Change and Transformation. Tata McGraw Hill.

Course Name: International Human Resource Management	**Course Code: MBA542H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered to the students of the MBA program specializing in Human Resources. An increasing number of firms have activities spread around the world and a critical reflection on the impact of IHRM on business activities and individuals in this context is of vital importance. In this course, various aspects of IHRM will be studied, with a special focus on (a) Strategic and Organizational Perspectives on IHRM (b) IHRM Practices (c) International Assignments and Employment Practices (d) Developments in IHRM Policy and Practice.

Course Objectives: International Human Resource Management (IHRM) is about the worldwide management of human resources. IHRM can be traced back to the growth of international business operations and the development of multinational firms with their formal and informal approaches to personnel administration and management. The purpose of this course is to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms.

Course Learning Outcomes: On having completed this course student should be able to:

CO1: Define, explain and compare perspectives and theories related to IHRM

CO2: Critically analyse theories, perspectives, and practical problems facing contemporary firms by making use of in-depth understanding of research in IHRM

CO3: Systematically illustrate, define, categorise, and analyse a broad range of issues and problems facing MNCs in their IHRM activities

CO4: Use concepts and tools for explaining and developing theories and methods which can be integrated into practical applications of IHRM

CO5: Present, both in speech and writing, the impact of IHRM in MNCs and evaluate ethical matters related to IHRM

Pedagogy: This course uses multiple pedagogies of interactive lecture, students discussions & presentations, case and article analysis.

Syllabus

Unit I Introduction to IHRM **9 Hours**

Defining International HRM, Differences between Domestic and International HRM and moderating factors. IHRM Strategic framework. The cultural context of IHRM – Hofstede, GLOBE and other culture models. Organizational Context - Standardization and localization, Factors driving standardization or localization, IHRM in cross border mergers and acquisitions - due diligence, retention of key talent, competitive advantage in the global economy.

Unit II Resourcing for Global Markets **3 Hours**

Approaches to staffing – EPRG Theory. Types of International assignments (long term, short term, commuter, rotational, contractual, virtual), Roles of expatriates and non-expatriates, Recruitment and selection of expats, Expat failure and success, Dual career couples.

Unit III Training and Development **6 Hours**

Expatriate training – pre-departure training. Developing staff through international assignments, Trends in International training and development, Re-entry and career issues, Repatriation process, designing a repatriation program.

Multinational performance management, Managing performance of international employees, Performance appraisal of international employees.

Unit IV International compensation **6 Hours**

Components of international compensation for expatriates, Approaches to international compensation of expatriates, Complexity and challenges.

Unit V International Labour Relations (IIR) **6 Hours**

Key players, Types of unions and historical context, Approached to IIR, Global bodies that affect IIR, Trade union response to MNEs, Trading blocks and codes of conduct for HRM practices, to limit MNE power influence, Key issues, Managing HR in off shoring countries, IHRM future trends and challenges.

Essential Reference:

1. Dowling, P J., Festing,M. & Engle, A D (2013, 6e). International Human Resource Management. Cengage Learning.

Recommended References:

1. Adler, N.(2010). International Dimensions of Organizational Behavior. South-Western College Publishing
2. Armstrong, M.(2013). Armstrong's Handbook of Human Resource Management. 11th edition, Practice, Kogan page.
3. Briscoe, D.R. (2012). International Human Resource Management. Prentice Hall.
4. Hill, C.W.L., (2013). International Business. McGraw – Hill Publications
5. Mendenhall M. & Oddou G., (2010). Readings and Cases in International Human Resource Management. South-Western College Publishing.

Course Name: Agile HR	**Course Code: MBA543H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Agile management principles are transforming the world of work. Agile HR has emerged as a popular discipline with the goal of empowering HR professionals to design policies & processes that facilitates responsiveness and adaptiveness of activities and structures towards achieving business excellence. In this course students will be exposed to the concept of HR Agility and principles of an agile enterprise, acknowledge talent as the new currency of competitiveness, &embrace lean agile values mindset. This is a cross-functional elective course offered in the fifth trimester to students across all specializations. In this course Students learn various aspects of Agile HR in terms of concepts, operations, opportunities and challenges.

Course Objectives: This course is designed to enable students understand one of the emerging concepts on managing volatility in organizations. How to apply Agile principles to formulate people strategy and &what methodologies to be implemented in people operations that will help substantially enhance organizational productivity is central to this course.

Course Learning Outcomes: On having completed this course student should be able to:

CO1: Describe and contrast traditional organization structures with Agile organization design, discuss the pros and cons of each approach and explain the necessity of incorporating agile principles

CO2: Comprehend Lean & Agile HR practices in strategy formulation &apply in Operations, culture assessment and behavioural change management

CO3: Analyze existing organizational structure and develop an action plan for delivering value in an iterative agile method

CO4: Evaluate talent elements needed to help support an Agile transition in an organization and explain how different contexts can influence the approach taken

CO5: Design HR Practices that enables business agility, maximizes collaboration among teams & build new skills that will enable cross-functional teams

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, HBR case and article analysis, scenario based activities, research article and reports review & experiential learning exercises.

Syllabus

Unit I Introduction to Agile HR & Design Thinking **6 Hours**

Developing the agile mindset, The agile environment, Building culture of Agility, Design thinking- Co-creating employee experience, Driving agility

Unit II Organization design **6 Hours**

Organization structure, Understand Agile Organisations, Dave Snowden's Cynefin model, Agile HR services, The Primacy Of The Customer, Descaling Work For Small Teams, The Organization As Network

Unit III Managing Redundancy& Risk **6 Hours**

Redundancy-Meaning, Sources of redundancy, Planning, Implementation, Impact of redundancy on organizations, Alternatives to Redundancy, Agile Risk management

Unit IV Agile People Management Practices **6 Hours**

Difference between Traditional Management & Agile management practices, Role of HR in the current context, Redesigning Talent practices, People and agility-creating an agile workforce, Agile People Ops Framework (APF)

Unit V The Future of work **6 Hours**

Forces shaping future of work, Skill shift-Automation and the future of workforce, Creative economy, Lean concepts for a creative economy, Emerging concepts of agile HR

Essential Reference & Recommended References:

1. Agile People: A Radical Approach for HR & Managers(That Leads to Motivated Employees) by Pia-Maria Thoren(2017), Lioncrest Publishing
2. HBR's 10 Must Reads on Reinventing HRby Ram Charan, Dominic Barton & Dennis Carey (2019),HBR Press.
3. Agile Transformation: Structures, Processes and Mindsets for the Digital Age by Neil Perkin (2020), Kogan page
4. Human Resources Strategies: Balancing Stability and Agility in Times of Digitization(Future of Business and Finance) by Armin Trost(2018),Springer
5. HR Disrupted: It's time for something different by Lucy Adams(2017),Practical Inspiration publishing
6. The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization by Jacob Morgan (2014),Wiley
7. The Right Talent: The Agility-Focused Interviewing Approach(TM) to Hiring the Right Candidate Every Timeby Steven Lock(2015),Candid Creation Publishing
8. Agile Human Resources: Creating a Sustainable Future for the HR Profession by Kelly Swingler(2018),Business Expert Press.

DISCIPLINE SPECIFIC ELECTIVES (Lean Operations & Systems)

Specialisation Electives (Lean Operations & Systems) (Basket A). Students to choose 1 out of two subjects

Course Name: Operations Strategy	**Course Code: MBA541L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The operations strategy course is a three-credit course offered in the 5th trimester as a generic elective. This course gives opportunities for students to examine the frameworks for assessing operations strategy and make decisions relating to the areas of capacity, purchasing and supply, process technology, improvement, and innovation. The financial aspect of evaluating and justifying capital investments in strategic alternatives is a crucial unit in this course. Students opting for this course should have a good understanding of the operations decision areas and capital investment planning.

Course Objectives:

1. Facilitate understanding of role of operations strategy in creating and sustaining competitive advantage.
2. Provide tools for evaluating factors related to capacity and purchasing.
3. Develop and evaluate operational models based on disruptive technologies and framework for improvement.
4. Explore the criticality of alignment of business strategy and operations strategy.
5. Facilitate critical evaluation of financial alternatives.

Course Learning Outcomes: At the end of the course, students should be able to:
CLO-1: Assess operations strategy for maximizing strategic impact.
CLO-2: Evaluate capacity and purchasing & supply strategies.
CLO-3: Evaluate process technologies and improvement strategies.
CLO-4: Formulate operations strategy in alignment with business strategy.
CLO-5: Evaluate and justify capital investment alternatives.

Androgogy: Lectures and case discussions.

Syllabus

Unit I Operations strategy for strategic impact **6 Hours**

Operations excellence and strategy, operations strategy concept, directed strategy, emergent strategy, fit and focus, learning, operations strategy framework, strategy matrix and process, challenges to the framework, dynamic organizational capabilities, attacking and defending through operations, assessing operations strategy, operations decision areas, strategy substitutes.

Unit II Capacity strategy, purchasing and supply strategy **6 Hours**

Concept of capacity strategy, capacity levels, number and size of sites, capacity change, location of capacity, concept of purchasing and supply strategy, vertical integration decision, contracting and relationships, type of arrangement, supply network dynamics, managing suppliers over time, purchasing and supply chain risk.

Unit III Process technology and improvement strategy **6 Hours**

Process technology concept, technology-volume-variety, product-process matrix, challenges of information technology especially disruptive technologies, navigating digital transformation, evaluating process technology, operations improvement, setting direction, importance-performance mapping, developing capabilities, deploying capabilities in market, innovation, strategic importance, market requirements' perspective, resource requirements' perspective.

Unit IV Operations strategy process **6 Hours**

Formulating operations strategy, role of alignment, maintaining alignment over time, analysis for formulation, challenges, criteria for complete formulation, implementation, operational vs strategic monitoring and control, tracking progress of strategic objectives, controlling risks, contribution of strategic learning.

Unit V Evaluating and justifying capital investments **6 Hours**

Managing investment planning – evaluate, forecast, define alternatives, financial analysis, select and defend, implement, audit; financial analysis of proposed investments – framework, measures of security / recompense / predictability, analysis; integration of investments with long-term strategies.

Essential References:

1. Nigel Slack, Michael Lewis (2017). *Operations Strategy*. 5th Edition, Pearson Publications.
2. Robert Hayes, Gary Pisano, David Upton, Steven Wheelwright (2016). *Operations, Strategy, and Technology: Pursuing the competitive edge*, Wiley India Pvt. Ltd.

Recommended References:

1. David A. Garvin (1991), *Operations Strategy: Text and Cases*, Pearson Publications.
2. Robert S. Kaplan, David P. Norton (2004), *Strategy Maps: Converting intangible assets into tangible outcomes*, HBR Press.

Course Name: Agile Management of Software Projects	**Course Code: MBA542L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course offers a fundamental framework for managing software projects from an agile perspective. The course approaches the management of software projects and with a focus on transforming stakeholder needs and objectives into a holistic, life-cycle balanced system solution which satisfies stakeholder requirements and enhances solution effectiveness. The course is intended to equip students to pursue a career in the Information Technology industry. This is offered as a choice-based three-credit course for students of LOS specialization.

Course Objectives:

1. Comprehend concepts pertaining to the management of software projects
2. Deploy estimation techniques for estimating effort in software projects
3. Examine project management principles for scheduling software projects
4. Assess the key aspects in managing software configuration and quality
5. Present on project communication, tracking, reviews, and futuristic trends

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 – Apply project management concepts in the planning, execution and monitoring of software projects
CLO2 –Arrive at effort estimates and schedules in a software project using estimation and scheduling techniques
CLO3 – Develop various plans related to software project activities
CLO4 – Analyze the role of Configuration management and Quality management in software projects
CLO5 - Apply techniques such as Earned Value analysis for tracking the progress of software projects

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, HBR articles, and role play.

Syllabus

Unit I Introduction **6 Hours**

Definition of a Software Project, Software projects Vs. projects in other domains, Project types - Development, Maintenance, and Support projects. Phases in a software development project. Project Execution models – Onsite. Offshore, Near-shore models. Project execution in an ODC (Offshore Development Centre).

Software Development Approaches and SDLC -Waterfall Vs Iterative approaches, Agile methodologies – SCRUM and other approaches. Pricing models – Fixed price/Fixed bid, Time & Material, Outcome-based pricing.

Risks in Software projects and Risk management strategies.

Unit II Software Project Estimation **6 Hours**

Effort estimation in Software projects, Problems with over-estimation and under-estimation, Estimation techniques - Overview of Function Point Analysis. Agile estimation techniques – Planning Poker, T-shirt sizing, Affinity Grouping, Bucket System, Dot Voting, Ordering method.

Unit III Software Project Planning and Scheduling **4.5 Hours**

Software Project planning, Resource requirements planning, Selection of the project management approach. Preparation of Project Charter and Software Project Management Plan, Agile Planning Practices. Scheduling a project, Examples of Software tools for Project scheduling. Project scheduling in an Agile environment

Unit IV Software Configuration Management and Software Quality Management **6 Hours**

Importance of Configuration Management in software delivery, Software Configuration items, establishing a Software Configuration baseline, Software Configuration Plan, Examples of Software Configuration Management tools, Integration with development tools, Agile Configuration Management practices. Defect Prevention Planning and establishing a Software Quality Management Plan for the project. Types of software Testing - White Box Testing, Black Box Testing, Approaches for testing of software deliverables – Unit Testing, Integration testing, System testing, Performance Testing, Acceptance Testing - Software testing tools. Agile Testing – Concepts, Techniques and Tools

Unit V Communication Management and Project Progress Reporting/Review, Trends in Software Project Management **7.5 Hours**

Need for effective communication in a software project, Communication Management Plan, Managing communication with stakeholders and within the project team. Agile project communication. Tracking the progress of a Project - Overview of Earned Value Analysis. Project status reporting and Dashboards. Project reviews – External / Internal reviews, Post-implementation review, Sharing of lessons learnt and good practices, Project sign-off Future of Agile Software development, Trends in the management of software projects

Core Text:

1. Hughes, B., Mall, R., & Cotterell, M. (2011). Software project management (5th ed.). Tata McGraw Hill.

Reference Books:

1. Jalote. P. (2002). Software project management in practice. Addison Wesley.
2. Schwalbe, K. (2009). Project management in IT (1st ed.).
3. Nicholas, J.M., & Steyn,H. (2010). Project management for business, engineering, and technology, Principles and practice (3rd ed.). Elsevier.

Specialisation Electives (Lean Operations & Systems) (Basket B). Students to choose 1 out of two subjects

Course Name: International Logistics	**Course Code: MBA543L**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This paper offers a extensive coverage of the logistics infrastructure of India's foreign trade system. Beginning with an overview of India's trade scenario, it also provides an in-depth discussion on the factors affecting the choice of mode of transport, information and order processing in trade logistics, functions of packing and packaging, labelling and marking, inventory, and warehouse management, unitization, palletization, and stowing of cargo. Knowledge about India's transport infrastructure, ocean transportation, India shipping and the documentation practices.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1: Understand the requirements and concepts of international logistics. CLO2: Analyze and solve problems related to inventory management and international Logistics management	

CLO3: Apply concepts and documentation practices to solve international logistics problems
CLO4: Develop report writing skills to present solutions to International logistics problems to top management
CLO5: Develop different international logistics strategies to ensure local and global competitiveness

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, case studies and Simulations

Syllabus

Unit I Introduction, Transport and packaging **7 Hours**

Introduction to International Trade Logistics, Integrated Logistics and Sub-system Elements.
Choice of Mode of Transport, Information and Order Processing, Packing and Packaging, Labelling and Marking in International Logistics

Unit II Problems in International Logistics **4 Hours**

Inventory in transit problems, Impact on lead time by changing mode of transport , distribution requirement problems.

Unit III India 's transport Infrastructure and containerization **4 Hours**

Role of Dry Ports in Trade Logistics, Incorporating Shipping Terms India's Transport Infrastructure, Air Transport, Ocean Transportation Containerization in Trade Logistics, Multimodal Transportation

Unit IV Shipping practices, Freighting principles and clauses, Documentation, Risks and Insurance **9 Hours**

Liner Shipping and Freighting Practices, Tramp Shipping and Chartering Clauses Freighting Principles and Practices in Trade Logistics.
Documentation in Trade Logistics, Risks in International Trade Logistics Cargo Insurance and Claim Procedure, Understanding and Preventing Maritime Fraud Role of Intermediaries in Trade Logistics

Unit V Current Trends: Green logistics and Reverse logistics **6 Hours**

Green Logistics, Reverse Logistics, Commercial Incotex, vehicle routing and scheduling(models), International Transportation - Defn, concept & importance include transportation cost structure, Ethical aspects of Logistics and Documentation.

Essential Reading

International Trade Logistics by Ram Singh, Oxford Higher education
Assessment Outline:
Note: * Refer to Students Handbook for particulars

Course Name: Service Operations Management	**Course Code: MBA544L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description:
This paper is offered as a functional elective subject in the fifth trimester for Lean operation and systems specialisation. It emphasises the importance of effective operations management in the service industry. Students can develop and specialise on the various approaches to the efficient working of the service industry. The course is delivered mainly through case discussions.

Course Learning Outcomes: On having completed this course student should be able to:
CLO - 1: Identify the scope of service management and use of technology in service
CLO - 2: Apply the concepts of service operations strategies to manage service supply relationship
CLO - 3: Examine the requirement of quality measurements and audit in service
CLO - 4: Analyze the facility location selection methods for different levels of services
CLO - 5: Analyze the capacity demands and scheduling methods in services

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, student's discussions, and HBR case and article analysis.

Syllabus

Unit I Introduction to Service Operations Management **6 Hours**

Define Service Management, Nature of Services-service package, Characteristics and classification of services. Method of Service Delivery. Technology in Services – Emergence of Self Service, Automation, e-business models, Challenges in adopting new technology.

Unit II Service Strategy and Service Supply Relationships **6 Hours**

Strategic service vision, Competitive environment and competitive service strategies, Strategic analysis, Virtual value chain. Service supply relationship, Managing service relationships, Attributes to the professional services, Operational characteristics, Outsourcing, Managerial Consideration in Service Outsourcing.

Unit III. Services Quality **6 Hours**

Defining and Measuring Service Quality, Quality Service by Design and Walk Through Audit Achieving Service Quality, Service Recovery.

Unit IV Services Facility Location **6 Hours**

Strategic location considerations, Regression analysis in location decisions, Geographic information system, Modeling consideration, Facility location techniques, Huff model for retail outlet, Location set covering for multiple facilities.

Unit V Managing Capacity and Demand in Service Operations **6 Hours**

General strategies of level capacity or chase demand, Customer induced Variability, Segmenting demand, Strategies for managing capacity, Work shift scheduling daily and weekly, Yield Management.

Recommended Text:

1. Fitzsimmons J.A., & Fitzsimmons M.J. *Service management: Operations, strategy, information technology (8 ed)*. New Delhi: Tata Mc Graw Hill.

Additional References:

1. Metters Richard. [et.al], (2008) Service Operations Management, Source Online Public Access Catalog (OPAC), ISBN 9788131501603
2. RBI. (2000). Reserve bank of India: Functions and working. New Delhi: Government of India.
3. Dr. Malhotra, A. K. (2009). Hospital management-an evaluation. New Delhi: Global India Publications.
4. http://www.ibef.org/download/IT-&-ITeS-261112.pd

Additional Reading material:

1. Hart, Christopher W L. James L. Heskett; and W. Earl Sasser, Jr. "The profitable art of Service Recovery". Harvard Business Review. July-August 1990 pp148-56.
2. Heynes, Ray M; Emil A Thies. "Management of Technology in Service Firms". Journal of Operations Management 10.no 3(Aug 1991). pp 388-97

Specialisation Electives (Lean Operations & Systems) (Basket C). Students to choose 1 out of two subjects

Course Name: Supply Chain Design And Modelling	**Course Code: MBA545L**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This course is offered as a discipline specific elective in the fifth trimester for LOS Students. The focus of this course is introducing quantitative techniques for taking supply chain decisions. The approach is to consider supply chains as a system with number of entities that interact in a complex	

manner. To facilitate decision making in such systems, the course presents mathematical models and optimization techniques that form the tool kit for supply chain design and decision making.

Course Objectives:

At the end of the course, students should be able:

1. To consider supply chains with a systems perspective in a dynamic environment
2. To facilitate design of supply chain networks using mathematical modelling
3. Train on Arena simulation software and analyse basic supply chains using simulation models in Arena
4. To apply analytical techniques for problems associated with supply networks
5. Equip students to use optimization techniques in supply chain related decision making

Course Learning Outcomes:

CLO1: Apply the concepts of systems approach and dynamic nature of supply chain planning and decision making

CLO2: Design supply chain networks using mathematical modelling

CLO3: Evaluate supply chain performance through modelling and simulation of supply chains using Arena Simulation Software

CLO4: Apply analytical techniques for problems associated with supply networks

CLO5: Determine supply chain sourcing strategy with use of optimization techniques

Pedagogy: This course uses multiple pedagogies like interactive lecture, hands on workshops, case study discussions, tutorials and simulation exercises.

Syllabus

Unit I Introduction to Supply Chain Engineering (SCE) 3 Hours

Meaning of Supply Chain Engineering. Introduction to mathematical modelling of physical systems. Supply chain decisions. Supply Chain Performance (efficiency, responsiveness, risk).

Unit II Network Design in Supply Chain 8 Hours

The role of network design in Supply Chain. Factors influencing supply chain network design decisions. Framework for Network Design Decisions. Models for Facility location, Transportation model - Mathematical modelling and solving using MS Excel.

Capacitated Plant Location Model, Gravity Location Models, Allocating demand to production facilities, Locating Plants and Warehouses Simultaneously. Quantitative modelling and solving using MS Excel for the above conditions.

Unit III Supply Chain Modeling and Simulation using Rockwell Arena 8 Hours

Introduction to Rockwell Arena Software. Simulation Modeling and concepts. Continuous and discrete simulation. Steps involved carrying out the simulation study. Components of a simulation model (Entities, Resources, Control Logic, Statistics). Modeling and simulation of a simple manufacturing system. Modeling and simulation of material flow in a supply chain. Analyzing simulation results.

Unit IV Managing Uncertainty and product availability in Supply Chains 6 Hours

The role of safety inventory. Determining the level of safety inventory. Impact of supply uncertainty and aggregation on inventory. Managing uncertainty through postponement. Impact of replenishment policies. Cost of overstocking and cost of under stocking.

The importance of level of product availability. Evaluating optimal level of product availability.

Solutions using MS Excel.

Unit V Supplier Selection Models and Methods 5 Hours

Supplier selection problem, supplier selection process. Sourcing strategy-Criteria for selection. Multi-criteria ranking methods for supplier selection, Ranking of Suppliers – Analytic Hierarchy Process (AHP).

Essential Reference:

Sunil Chopra and Dharam Karla (2019). Supply chain management: strategy, planning and operation (7th ed). Pearson Education, India.

Recommended References:

1. Ravi Ravindran and Donald Warsing, Supply Chain Engineering: Models and Applications (2013), CRC Press
2. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., and Shankar, R. (2019). Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi.
3. Shah, J. (2016). Supply chain management: Text and Cases (2e). Pearson Education India.

Course Name Managing Audit of Information Systems	**Course Code: MBA546L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered as a choice-based three-credit elective course for students of LOS specialization in the fifth trimester. The course is targeted at students who may want to get into Information Systems auditing or risk management as a career, as well as those students who wish to effectively address IT risks and face audits related to IS in their areas of work. The course also introduces the concepts and importance of CAAT and equips the students with hands on training on IDEA tool.

Course Objectives:

At the end of the course, students should be able:

1. To relate the concept of IS Audit, Methodology and Auditing governance for IT Management and code of ethics for IT Auditors
2. To exercise the IS audit methodology as per established standards for different IT application domains
3. To get familiarized with fundamentals of Computer Assisted Auditing Techniques
4. To apply the techniques of CAAT using IDEA tool
5. To perform advanced analysis using IDEA tool

Course Learning Outcomes: On having completed this course student should be able to:

CLO-1. Apply the concept of IS Audit, Regulations, Standards & Guidelines and IT risk framework.
CLO-2. Apply IS audit methodology as per established international auditing standards in different IT domains.
CLO-3. To get acquainted with importance and fundamentals of CAAT.
CLO-4. To perform basic operations using IDEA.
CLO-5. To practice advanced analysis using IDEA

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, Videos, students' discussions, HBR case and article analysis. Hands on sessions with IDEA , tool

Syllabus

Unit I

Introduction **3 Hours**

IT Auditing – Types - Risks and Controls Assessment, IT Risk Framework, Risk Assessments and Treatments, Internal Controls - General Controls, IS Controls, IS Control Objectives, Control Self-Assessment

Performing IS Audits

Audit Objectives, Audit Classification, Audit Programs, Audit Methodology. Compliance and Substantive Testing, Sampling, Evidence, Fraud Detection, Interviewing and Observing Personnel – Code of Professional Ethics for Auditor

Unit II

Auditing Information Systems **4.5 Hours**

Auditing Application Controls, Auditing Systems Development, Acquisition and Maintenance, Auditing Blockchain, IoT and Artificial Intelligence applications, Auditing Infrastructure and Operations, including Disaster Recovery Planning. Auditing Protection of Information Assets.
Auditing Information Security Management Framework, Auditing Network Infrastructure and Cloud Services, Auditing Environmental Controls.

Unit III Introduction to CAAT **1.5 Hours**

Electronic data - Auditors and CAAT – Key Capabilities of CAAT – Step by Step Methodology for Using CAAT – Example Tests – Data Analysis and Audit Techniques

Unit IV Hands on – IDEA – Basics **9 Hours**
Importing Data – Summarization – Statistics – Sampling – Sorting and Duplicate Detection- Gap Detection – Aging – Benford's Law – Reporting – Field Manipulation

Unit V Advanced Analysis Using IDEA **12 Hours**
Extracting Selected Records – Advanced Functions – Advance Sampling – Advanced Statistical Methods – Working with multiple files – Visual Connectors and Data Base Comparison

Essential references:

- Cannon, D.L., O'Hara, B.T., &Keele, A. (2016). CISA - Certified Information Systems Auditor Study Guide (4th ed). Sybex.
- **Computer Assisted Auditing Techniques, ICAI – Bengaluru**

Recommended references:
CISA Review Manual (25th ed, 2016). ISACA
The Risk IT Framework. ISACA
IDEA Tool Guide, Case Ware Analysis

DISCIPLINE SPECIFIC ELECTIVES (Marketing)

Course Name: Retailing Management	**Course Code: MBA 541M**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This paper is offered as a marketing elective in the fifth trimester. It gives a complete insight on the knowledge of retailing and prepares students for careers in the area of organized retailing. Students opting for this elective specialize in the various aspects of retailing; – multichannel retailing, retailing strategy, customer relationship management, information systems and supply chain management, managing merchandise, store management etc.

Course Objectives: This course attempts to provide insights on the knowledge of retailing and prepares students for careers in the area of organized retailing.

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1: Compare various retail formats and technological advancements for setting up appropriate retail business
CLO 2: Identify the competitive strategies for retail business decisions
CLO 3: Examine the site location and operational efficiency for marketing decisions
CLO 4: Analyse the effectiveness of merchandising and pricing strategies
CLO 5: Assess store layout and planogram for retail business

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, case study, and form of experiential learning.

Syllabus

Unit I The World of Retailing **6 Hours**
Level of Knowledge: Conceptual and Basic
Introduction to world of Retailing: Economic, Social, Legal, Ethical, Significance and Opportunities. Trends in retailing, Wheel of Retailing, and Retailer's Characteristics.
Types of Retailers: Food and General Management Merchandise Retailers, Non Store Retail Formats, Services Retailing and Types of Ownership.
Omni-channel Retailing: Retail channels, Electronic retail and shopping in future.
Technological Advancements in Retail: Artificial Intelligence, Chat Bots, Augmented Reality – 3D, IoTs, Self Check Outs.

Unit II Retailing Strategy **6 Hours**

Level of Knowledge: Conceptual and practical knowledge

Retail Market Strategy: Planning and development, Target Market and Retail Formats, Building Sustainable Competitive Advantage, Strategic Retail Planning Process and Business Operations.

Retail Financial developments: Structure of Business, Investment Decisions, Financial Evaluation and Strategic Profit Model.

Unit III Retail Location and SCM **5 Hours**

Level of Knowledge: Conceptual and Application

Retail locations and site selection: Planned Vs. Unplanned Locations

Retail Locations: Catchment Analysis, Trade Area Analysis, Huff-Gravity Model. Information Systems

Distribution: Supply Chain Management, Physical Distribution, Inventory and Warehouse Management.

Unit IV Merchandise Management **8 Hours**

Level of Knowledge: Conceptual and mini project

Merchandise Planning: Category Management, Sales Forecasting and Assortment Planning Process.

Buying Merchandise: Branding Strategies, Sourcing Decisions and Vendor Management.

Pricing strategies: Objectives, Pricing Calculations and Approaches, Price Adjustments.

Retail Communication Mix: Developing Brand Loyalty and Image, Selecting Promotional Mix, Planning Retail Communication Process.

Unit V Store Management **5 Hours**

Level of Knowledge: Conceptual, Application and mini project

Retail Store Operations – KPI's and KRA's, Customer Footfalls Tracking, Customer Services, Resolving Issues and Complaints, Shop Lifting & Shrinkage.

Store Design: Designing a Planogram, Types of Store Layout and Design, Objectives Of Good Store Design, Space Planning. Visual merchandising, Merchandise Presentation Techniques, Importance of Atmospherics.

Essential Reference:

Levy, M., Weitz, B., & Grewal, D., (2018). Retailing Management (10th Edition), McGraw Hill.

Recommended References:

Berman, B. & Evans, J. R. (2018). Retail Management A Strategic Approach (13th Edition). – Pearson.

Levy, M., Weitz, B., & Pandit, A., (2017) Retailing Management. McGraw Hill, Eighth Edition, Reprint 2017.

Sinha & Uniyal (2018). Managing Retailing 3rd Edition, Oxford.

Course Name: Strategic Brand Management	**Course Code: MBA542M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered as a marketing elective in the sixth trimester. This course aims to develop conceptual knowledge of branding as part of marketing decision making and familiarize concepts of developing a brand, manage brand portfolio, brand lifecycles, brand extensions & rebranding decisions.

Course Objectives: This course aims to offer knowledge, application and insights on branding activities at the strategy level.

Course Learning Outcomes: On having completed this course student should be able to:

CLO 1: Discover the dynamic nature of successful brands and explore brand success factors

CLO 2: Demonstrate skills in Brand asset management and managing relationships among brands

CLO 3: Categorize and develop brand identity system with a strategic focus on building integrated brands.

CLO 4: Appraise different type of brand extensions and evaluate brand portfolio strategy.

CLO 5: Design brand personality emotion and integrate brand as a differentiator.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, case study, and form of experiential learning.

Syllabus

Unit I Brand Definition and Success **4 Hours**

Level of Knowledge: Conceptual and Basic

Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, Brand success

Unit II Brand Equity **6 Hours**

Level of Knowledge: Conceptual and Application
Cost based methods, Price based methods, Customer based brand equity,
Brand asset management strategy, Role of brand equity on mergers and acquisition. Leveraging equity for employee retention.

Unit III Brand Identity **8 Hours**

Level of Knowledge: Conceptual and Application
Brand Identity, The Identity structure, Developing Brand Identity system
Clarifying & elaborating Brand identity system
A strategic process for Building Integrated brands, Brand Vision, Brand Objectives
Choosing brand Elements, Designing & Implementing Branding Strategies
Leveraging Secondary brand knowledge

Unit IV Brand extension & Brand Portfolio strategy **8 Hours**

Level of Knowledge: Conceptual and Application
Types of brand extension, Need for brand extension Pros & Cons of brand extension
Category of related extensions & unrelated extensions
Brand portfolio strategy. Creating relevance, differentiation, leverage & clarity

Unit V Brand Personality &Brand Repositioning **4 Hours**

Level of Knowledge: Conceptual and Application
Importance of Brand Personality Emotion cantered definitions Brand image
Brand Image and country of origin, celebrity, user status,
Positioning and re-positioning Relevance to consumers Search for a viable position
Making the brand serious, contemporary Brand as a differentiator in attracting investors.

Essential Reference:

Keller, K.L., Swaminathan, V., Parmeswaran, A.M.G., Jacob, I.C.(2020) .Strategic Brand Management (5th ed) Pearson education.

Recommended References:

Richard, E., Percy, L. (2018). Strategic Brand Management. Oxford University press.
Aaker, D. S. (2010). Building Strong Brands. Shcuster publishing.
Kapferer, J. N. (2009). The New Strategic Brand management: Advanced Insights and Strategic Thinking. Kogan page.
Moorthy, Y.L.R.(2012).Brand Management, Vikas publishing.

Course Name: Advertising and Public Relations	**Course Code: MBA543M**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: This paper is offered as a marketing elective in the fifth trimester. It gives an insight into advertising and prepares students for decisions in advertising and media in their respective roles in marketing. Students opting for this elective gain an insight on the role and significance of public relations for brand building and crisis management.	
Course Objectives: To make the students aware about the basics of advertising and public relations.	
Course Learning Outcomes: On having completed this course student should be able to: CLO 1: Explain the basics of advertising with reference to technological, ethical and regulatory aspects of business CLO 2: Construct creative brief through multiple research methods CLO 3: Appraise Ad appeals and copies for Ad campaigns. CLO 4: Prepare a media plan and sales promotion plan for clients.	

CLO 5:Examine ethics and values in communicating to stake holders.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research article, case study, and form of experiential learning.

Syllabus

Unit I Introduction to Advertising & Ethics and Regulation 6 Hours

Advertising, Advertising campaigns, IMC; Roles and functions Advertising, Types of advertising, Key Players in the Advertising Process. Brief History of Indian Advertising; Trends affecting advertising-Digital Age & Challenge of Sustainability; Artificial intelligence in advertising

Advertising Regulation- Social Role of Advertising; Advertising to Vulnerable sections of Society; Self-Regulation (ASCI) & Legal Regulation; Ethics in Advertising

Unit II Research and Planning in Advertising 6 Hours

Customer Insight and use of Research; Strategic Planning and Planning Process; Brand Communication Plan; Target Audiences; Ad Objectives-Advertising as a Communication Model; Ad Exposure Model; Setting Advertising Objectives; Account Planning; Creative Brief.

Understanding Segmentation, Positioning, Consumers and Branding for better advertising insights – Self-learning (CCD Video)

Unit III Creating Effective Advertising 7 Hours

Creative Advertising and the Process; Informational and Transformational Appeals; Copywriting; Ad Copy Testing; Ad Production

Unit IV Effective Advertising Media 4 Hours

Media planning, Media Terms; Media Plan & Media Buying; Effectiveness of Media and ROI.

Trends in Media & Media Choices – Self-learning (CCD Video)

Sales promotion, Point of Purchase, Support media, Event Sponsorship, Product Placements, Branded Entertainment, Direct marketing, Personal Selling – Self-learning

Unit V Public Relations 7 Hours

Purpose of PR; Stakeholders for PR – Employees, Investors, Community, Customers, Media; Public Issue Campaigns, Debates and Crisis Management; PR Ethics, Standards and Values

Essential Reference:

W.D. Wells, S. M. (2019). Advertising: Principles and Practice (11th ed.). New Delhi: Pearson Education India.

Recommended References:

Belch, G. E., Belch, M. A. & Purani, K .(2017). Advertising and promotion: : An Integrated Marketing Communications Perspective (SIE). , 9th Edition. New Delhi: Tata McGraw Hill Education.

Center, A. H. (2008). Public Relations Practices: Managerial Case Studies & Problems (7th ed.). New Delhi: PHI Learning.

Clow, K. E. & Baack, D. (2017). Integrated advertising, promotion and marketing communication. 8th Edition. New Delhi: Pearson Education India.

Jaishri Jethwaney, N N Sarkar (2015). Public Relations Management. 3rd Edition. Sterling Publishers Pvt Ltd. India.

Susan K. Jones, J. Steven Kelly (2020). The IMC Case Book : Cases in Integrated Marketing Communications,2nd Edition. Jacob's & Clevenger Case writer's workshop.

DISCIPLINE SPECIFIC ELECTIVES (Business Analytics)

Course Name: Big Data Analytics	**Course Code: MBA541B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a Discipline Specific Elective course offered to the Business Analytics students in their fifth trimester. The course encompasses fundamentals of Big Data, Big Data architecture and Big Data ecosystem and basics of Cloud Computing. By the end of the course, students will be able to independently work on Big Data platforms spanning different domains.

Course Objectives:

At the end of the course, a student should be able:

1. To **identify** the significance of big data concepts and its eco system.
2. To **apply** the big data distributed computing techniques.
3. To **contrast** between Traditional and Big Data Processing
4. To **analyse** big data models
5. To **assess** the business use cases of Big Data Analytics

Course Learning Outcomes:

CLO-1: Identify the significance of big data concepts and its eco system
CLO-2: Apply the big data distributed computing techniques.
CLO-3: Contrast between Traditional and Big Data Processing
CLO-4: Analyze big data models
CLO-5: Assess the business use cases of Big Data Analytics

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions lab sessions, research articles and case studies.

Syllabus

Unit I Introduction to Big Data Ecosystem **3 Hours**

Importance of Big Data, Description of open-source Hadoop ecosystem and its near-term future directions, Major challenges of data, contribution of growth of interconnected devices to Big Data, Types of Big Data, Evolution from Traditional Data processing to Big Data Processing

Unit II Big Data Ecosystem - I **5 Hours**

Introduction to Apache Hadoop and its ecosystem – HDFS, YARN, MapReduce. Hortonworks Data Platform (HDP), Apache Ambari

Unit III Big Data Ecosystem – II **8 Hours**

Apache Spark – the general-purpose distributed computing engine, security and data governance, Stream computing

Unit IV Big SQL **9 Hours**

Db2 Big SQL, Data access in HDFS, Create and run queries in Db2 Big SQL server
Introduction to IBM Watson Studio, Analyze data using Watson Studio

Unit V Applications of Big Data **5 Hours**

Big Data applications in cloud, Big Data Analytics in Healthcare, Big Data Analytics in Ecommerce, Big Data Analytics in Social Media, Big Data Analytics in Multimedia, Bigdata in Mobile Communications. Ethics of Big Data in Cyber Security

Essential references:

1. Seema Acharya and Subhashini Chellappa. Big Data and Analytics. 1st Edition. Wiley (2019)
2. IBM Course material

Recommended references:

1. Radha Shanthamani, M Vijayalakshmi. Big Data Analytics. 2nd Edition. Wiley (2016)
2. Karau, H., Konwinski, A., Wendell, P., & Zaharia, M. (2015). *Learning Spark.* Sebastopol, California, United States: O'Reilly.

Course Name: Machine Learning Algorithms - II	**Course Code: MBA542B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Discipline Specific Elective during the fifth trimester for Business Analytics Specialization students. The course encompasses fundamental concepts behind neural networks, clustering and association mining techniques predominantly segmentation and profiling models. By the end of the course, the students would be able to independently work on these models to address varied business problems.

Course Objectives:

At the end of the course, students would be able to

1. To Make use of R programming skills for model building
2. Experiment Machine Learning Algorithms
3. Examine business problems using Machine learning algorithms
4. Compare different Machine Learning Algorithms in the real-world scenario
5. Appraise business problems using Machine Learning Algorithms

Course Learning Outcomes: At the end of the course, students should be able to:

CLO-1: Perform classification and predictive analysis of the data
CLO-2: To understand and apply un-supervised machine learning algorithms to solve various business problems
CLO-3: Design and develop appropriate analytical models of classification and prediction for real-time business scenarios
CLO-4: Analyze and interpret the data for real life business problems using various algorithms
CLO-5: Propose feasible solutions for real life business problems under investigation

Pedagogy: This course uses multiple pedagogies like interactive lecture, research article, and hands-on sessions in the form of experiential learning.

Syllabus

Unit I Customer segmentation **6 Hours**

Introduction to cluster analysis- Hierarchical methods, Introduction to hierarchical and partitioning clustering, process of hierarchical and partitioning clustering, different types of hierarchical clustering methods, Non-hierarchical methods, Partitioning methods in cluster analysis- K-means clustering.

Unit II Market Basket Analysis **6 Hours**

Introduction to association mining techniques, product recommendation in retail market, introduction to Market Basket Analysis (MBA), creating and exploring dataset, Item frequency plot, support, lift and confidence measures and their interpretations and Apriori Algorithms. Introduction to the recommendation lab.

Unit III RFM Model **6 Hours**

Customer segmentation using RFM analysis

RFM Analysis, calculation of RFM score, visualization and segmentation

Unit IV Introduction to optimization **6 Hours**

Introduction to optimization techniques and application using Marketing Mix Modelling

Unit V Case studies on optimization **6 Hours**

A case study approach to Optimization in Marketing, Operations and Supply chain

Detecting changes in stock price movements using forecasting - LSTM and ARIMA– Demand sensing in the supply chain

Essential References:

U Dinesh Kumar (2017), Business Analytics: The Science of Data - Driven Decision Making, WILEY

Recommended References:

1. Applied Multivariate Statistical Analysis by Richard A. Johnson, Dean W. Wichern, PHI Learning
2. Data analysis and graphics with R by Robert Kabacoff
3. Practical Data Science with R by Nina Zumel and John Mount
4. Multivariate Data Analysis by Hair|Black|Babin|Anderson|Tatham, Pearson publication
5. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence:
6. Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). WILEY

Course Name: Text And Social Media Analytics	**Course Code: MBA 544B**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a three-credit course offered as a Discipline Specific Elective during the fifth trimester for Business Analytics Specialization students. The course introduces the students to the basic and intermediate levels of text and social media analytics. The coverage includes (a) basics of language processing, use of machine learning to analyze text and social media data, sentiment analysis, and, (b) the use of common software tools to carry out text, social media, and social network analysis.

Course Objectives:

At the end of the course the students will be able:
To identify the applications of Natural Language Processing.
To experiment with various text pre-processing techniques.
To discover relevant topics using Topic Modeling approach.
To interpret sentiments using Sentiment analysis for effective decision making.
To design social network analysis for business decision making.

Course Learning Outcomes: On having completed this course student should be able to:

CLO-1: Demonstrate the applications of Natural Language Processing using Python programming.
CLO-2: Measure text similarity with the purpose of clustering words and sentences.
CLO-3: Determine sentiment from text reviews using Python programming.
CLO-4: Analyze social media data and networks.
CLO-5: Develop Python programs for case scenarios involving text and social media data.

Pedagogy: This course uses multiple pedagogies like interactive lecture, HBR case and article analysis, and a project in the form of experiential learning.

Syllabus

Unit I Natural Language Processing (NLP) **3 Hours**

Natural language; text corpora and lexical resources.
Introduction to NLP, overview of the applications: semantic analysis – question answering systems including chatbots; contextual recognition including coreference resolution, speech recognition, word sense disambiguation, named entity recognition (NER); text summarization including topic modelling; text classification including feature extraction and sentiment analysis. Ethical practices in handling data.

Unit II Text Pre-processing, Similarity and Clustering **6 Hours**

Text pre-processing: tokenization – sentence and word tokenization; normalization – cleaning text, removal of special characters and stop words, stemming, lemmatization; parts of speech (PoS) tagging – utility of ngrams.
Text similarity: Information retrieval; feature extraction – Bag of Words, TF-IDF, and word2vec models; term and document similarity; similarity measures – cosine similarity, Jaccard similarity and Levenshtein distance; Document clustering using k-means clustering, hierarchical clustering and affinity propagation.

Unit III Sentiment Analysis **6 Hours**

Introduction to Data Acquisition and Extraction: Web Scraping, Defining the sentiment analysis problem – objective and tasks; understanding affect, emotion, mood, and opinion; setting up dependencies; preparing the data for analysis; supervised machine learning using SVM; unsupervised lexicon-based techniques; model performance evaluation.

Unit IV Social Media Analytics **9 Hours**

Introduction; social media and social media networks; social media data – structured and unstructured data. Applications.

Data analysis and visualization: Collecting and extracting social media data; statistical analysis of data – key metrics like CTR, number of views, CPM; extracting useful patterns; social network analysis; creating network graphs; node importance – key influencers; modelling network dynamics and growth.

Unit V Case Studies **6 Hours**

Natural language processing and sentiment analysis of customer reviews.

Social media network analysis of Facebook data.

Sentiment analysis of Twitter data with a specific reference to the ethics of using social media data.

Essential references:

1.Dipanjan Sarkar: Text Analytics with Python: A Practitioner's Guide to Natural Language Processing 2nd Edition. Apress (2019).

2. Marco Bonzanini: Mastering Social Media Mining with Python. 1st edition. Packt Publishing (2016).

Recommended references:

1. Steven Struhl: Practical Text Analytics: Interpreting Text and Unstructured Data for Business Intelligence. 1st edition. Kogun Page (2015).

2. Bing Liu: Sentiment Analysis: Mining Opinions, Sentiments, and Emotions. 1st edition. Cambridge University Press (2015).

DISCIPLINE SPECIFIC ELECTIVES (Entrepreneurship & Innovation)

Course Name: Managing Strategic Partnership	**Course Code: MBA541EI**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This course explores the management of strategic partnerships between firms, which have surged in recent years in response to the contemporary developments.	
Course Outcomes: By the end of the course students should be able to : CO1 To make use of strategic partnership in real-time and make the exercise an exciting learning experience CO2 to experiment with different investors in forming strategic alliances CO3 to categorize the management of strategic partnerships between firms CO4 to facilitate the selection of an appropriate alliance strategy in a given situation CO5 to appraise the implementation of consumer models on different markets	
Pedagogy: This course uses multiple pedagogies like interactive lectures, students' discussions, numerical problem solving and case studies.	
Syllabus **Unit I Introduction to strategic alliances-** **5 Hours** Strategic Alliance Rationale, typologies, performance. Types, Advantages and Disadvantages **Unit II Forming Strategic alliances** **10 Hours** Partner selection, Partnership with Investors-additional value, knowledge, network and resources brought in by partnership. On boarding other co-investors and partnerships with investor platforms, co working communities and investor ecosystems like TiE, YCombinator, etc	

Unit III Executing Strategic Alliances **8 Hours**

Backward linkages to strengthen supply chain relationships to mitigate Procurement risks, Environmental and social issues. Relationships with Global value chain partners to mitigate disruptions. Develop joint initiatives with suppliers and design and manage appropriate governance and team mechanisms to secure co-operative outcomes. Conflict resolution and Exit mechanism

Unit IV Partnership with competitors/adjacent space strategic groups **5 Hours**

Expansion model – Geographical/Franchising/Licensing routes to new market expansion. Maximizing Profits- Testing price elasticity, Cost reduction through scaling up with alternate channels, Expanding offerings, other revenue streams (partnerships) and Omni channel relationships and delivery partners. Strategic and organizational challenges of designing and managing business relationships.

Unit V Partnership with customers **2 Hours**

Strengthening strategic customer relationships by locking in business models, dealing with stagnation of customer base and developing customer base: expansion to new markets – options and strategies, product Life Cycle – Product Road Map; Getting to Plan B

Essential Reference:

The Art of Strategic Partnering: Dancing with Elephants by Mark Sochan
Partnerships for Profit: Structuring and Managing Strategic Alliances by Jordan D Lewis
Nevin, M.,The Strategic Alliance Hand Book, Gower Publishing

Recommended References:

The Relational View: Cooperative Strategy… (AMR)
Constellation Strategy: Managing Alliance Groups (Ivey Business Journal)
Strategy as Ecology (HBR)
How to Make Strategic Alliances Work (SMR)

Course Name: Social Entrepreneurship	**Course Code: MBA542EI**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: Social entrepreneurship is a rapidly developing and changing business field in which business and non-profit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between non-profit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape.

Course Outcomes: By the end of the course students should be able to:

- CO1 Identify the social entrepreneurial landscape
- CO2 Comprehend the process of opportunity pitching the ideas in social entrepreneurial landscape.
- CO3 Evaluate the various fundamentals of sustainable business.
- CO4 Examine different frameworks that can be used be a social enterprise.
- CO5 Interpret the use of sustainable marketing strategies.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, and live projects.

Syllabus

Unit I Introduction to Social Entrepreneurship **6 Hours**

Social Entrepreneur, Social Entrepreneurship and Social Enterprises-Meaning, definition. Characteristics of Social Entrepreneurship, Characteristics of Social Entrepreneur, Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneur ship, Social Entrepreneurship in developed, developing countries and in India. Alignment with SDGs. role of social entrepreneurship in creating innovative responses to critical social needs (e.g., hunger, poverty, inner city education, global warming, etc

Unit II Assessing Opportunities in a Social Entrepreneurial Venture **6 Hours**

The Social Entrepreneurship Process- Social Impact Theory, Correcting Market Failures, The PCDO (The People, Context, Deal, and opportunity) frame work, The Case Model, The Social Entrepreneurship Frame work. Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector

Unit III Frameworks for Social Enterprise **6 Hours**

Legal framework of Social Enterprises-Trusts, Societies Section 8 company, FCRA. Ethical Entrepreneurship and Challenges in Social Entrepreneurship Ethical entrepreneurship: Meaning. Challenges in Social Entrepreneurship

Unit IV Sustainable Rural Environment **6 Hours**

Rural Environment, vulnerability and Sustainable development of agriculture, non-farm livelihoods, Governance structure-Panchayati Raj system, Gram Panchayat Development plan (GPDP).Institutional pivots like SHGs,FPOs,FPCs, livelihoods adaptation due to climate change, climate resilient agriculture

Unit V Public schemes and social change **6 Hours**

Social & Rural entrepreneurship impact investor ecosystem. Public scheme funding and social sector protection schemes-MNREGA, microfinance. Role of State and NGO, Disruptive Innovations for Social Change. Measuring & Estimating Social change-SROI, Theory of Change

Essential Reference:

1. Gittell, R. (2012). *The sustainable business case book*.
2. Kickul, J., & Lyons, T. S. (2020). *Understanding social entrepreneurship: The relentless pursuit of mission in an ever-changing world*. Routledge.
3. Social entrepreneurship, the next big business opportunity by Robert A. Philips Margret Bonefiel Ritesh Sharma

Recommended References:

1. How to change the world: social entrepreneurs and the power of new ideas
2. Managing to Change the World: The Non-profit Manager's Guide to Getting Results by Alison Green and Jerry Hauser
3. Enterprising Non-profits: A Toolkit for Social Entrepreneurs by J. Gregory Dees, Jed Emerson, Peter Economy

Course Name: Understanding Cultures and Management	**Course Code: MBA543EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course provides an understanding of the contextual knowledge, cross cultural skills and multiple perspectives required to manage and work across borders and cultures in a changing global business environment.

Course Outcomes: By the end of the course students should be able to :

CO1 Utilize conceptual ideas for systematically understanding the cross-cultural contexts of international business

CO2 Organize cultural arguments and social responsibility in the sustainable Goals of local and global business contexts.

CO3 Examine the impact of entrepreneurial value system in expanding the consumer culture.

CO4 Determine the cultural orientation of nations and organizations through cultural dimensions

CO5 Analyze the elements of entrepreneurial ecosystems and its influence across countries

Pedagogy: This course uses multiple pedagogies like interactive lectures, students' discussions, numerical problem solving and case studies.

Syllabus

Unit I Concepts and ethics **5 Hours**

The concept of culture in social anthropology, Identity and identification in shifting social contexts, Ethnocentrism, cultural relativism and ethics, Digital communication and context collapse

Unit II Social integration in global business etiquette **10 Hours**

Reciprocity, economic and symbolic exchange, and social integration, Globalization, the glocal, branding and identity-politics

Unit III **8 Hours**

Political and Economic Context of Entrepreneurial clusters, Media, advertising and visual culture, Intercultural encounters. Shopping, social relations and cultural meaning in an expanding consumer culture

Unit IV **5 Hours**

The Historical & Cultural context of entrepreneurial clusters. Impact of history on the unique context of each country, also about the various stakeholders and factors that foster successful ecosystems – universities, accelerator/incubators, venture capital, banks, labor laws, intellectual property rights, etc

Unit V Entrepreneurial ecosystems across countries **2 Hours**

Entrepreneurs and Entrepreneurial Ecosystems-Region/Country Analysis, understanding different types of entrepreneurs, current research on entrepreneurial ecosystems, data on ecosystems of that country and examples of how some ecosystems have evolved-e.g. Silicon Valley, Israel

Essential Reference:

Erin Meyer, The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014
The Culture of Markets (Cultural Sociology), Frederick F. Wherry
Daniel J. Isenberg, "How to Start an Entrepreneurial Revolution," Harvard Business Review, June 2010

Recommend ed References:

Rosabeth Moss Kanter, "Enriching the Ecosystem," Harvard Business Review, March 2012
Lynda Applegate, Alexander Meyer, Talia Varley, "Rising from the Ashes: Emergence of Chicago's Entrepreneurial Ecosystem", HBS, June 2017

DISCIPLINE SPECIFIC ELECTIVES (International Business)

Course Name: Marketing Analytics	**Course Code: MBA543I**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course conceptualizes Marketing analytics and Research which is essential for growing business of any size. It enables to understand big-picture marketing trends, forecast future results, monitor trends, and understand potential ROI of marketing programs. Marketing Research and analytics provides metrics to measure the performance of marketing initiatives.

Course Objectives:

- To provide a strong foundation in marketing analytics to handle diversified marketing data.
- To Explain model building for solving marketing problems.
- To illustrate various analytical tools for decision making in Marketing
- To describe various outcomes and interpret feasible options in Marketing.
- To Explain how to formulate analytical models for marketers to use for improving their profitability.

To formulate analytical models for marketers to use for improving their profitability.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1: Understand foundation in marketing analytics
CLO2: Apply model building for solving marketing problems.
CLO3: Analyze various analytical tools for decision making in Marketing.
CLO4: Compare various outcomes and interpret feasible options in Marketing.
CLO5: Formulate analytical models for marketers to use for improving their profitability

Pedagogy: This course will utilize various teaching pedagogical tools like PowerPoint presentations, interactive lectures, research articles/cases, video based lectures and google classroom

Syllabus

Unit I **5 Hours**

Level of Knowledge: Basic

UNDERSTANDING CUSTOMER ANALYTICS

Need and role of analytics today, market information sources and marketing data composition Understanding customer analytics Types of customer data Pioneering the 360-degree customer view Customer analytics at Netflix Real-time personalization and micro-moments Disney's Magic Bands How data enables customer-led design process The value of personal connections with customers

Unit II **6 Hours**

Level of Knowledge: Basic

APPLICATION OF REGRESSION IN MARKETING

Single variable regression in marketing, Adding variables to regression, Economic significance, Marketing action on regression outputs.

Unit III **6 Hours**

Level of Knowledge: Conceptual

CUSTOMER LIFETIME VALUE

Concept of customer value, Approaches to measuring customer value**,** Introduction to customer lifetime value, The present value of the future cash flows-attributed to the customer relationship, Customer retention and Customer lifetime value.

Unit IV **8 Hours**

Level of Knowledge: Conceptual

PRODUCT ANALYTICS

Selection of relevant variables for product analysis- Principal component analysis for identifying variables, K- means cluster analysis for customer segmentation - positioning a product, identifying customer preferences using conjoint analysis

Unit V **5 Hours**

Level of Knowledge: Conceptual

PRICING AND ADVERTISING ANALYTICS

Pricing decisions - cost oriented, demand oriented, competition oriented, Price discrimination and revenue management, Pricing product lines, Price elasticity of demand, Building a comprehensive price elasticity model, Advertising and impersonal marketing communication, Advertising decisions in practice, Sales force decisions

Essential References

Winston, W.L.(2014), Marketing Analytics, data driven techniques with Microsoft Excel , Wiley

Mesquita, J. M. C., & Kostelijk, E. (2021). **Marketing Analytics: Statistical Tools for Marketing and Consumer Behavior Using SPSS.** Routledge. ISBN: 9781000481747

Recommended references:

Chapman, C., & Feit, E. (2015). *R for marketing research and analytics*. Springer International Publishing.

Hair, J. F., Harrison, D. E., & Ajjan, H. (2022). *Essentials of Marketing Analytics*. McGraw Hill.

Lilien, G. L., Rangaswamy, A., & De_Bruyn, A. (2017). *Principles of Marketing Engineering and Analytics*. Decisionpro.

Specialisation Electives (International Business) (Basket A). Students to choose 1 out of two subjects

Course Name: Export and Import Management	**Course Code: MBA541I**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course is aimed at providing substantial knowledge and insights to the MBA International Business students who aim to pursue a career in International operations. The course is structured to deliberate the real world scenarios in export and import procedures. It will also provide insights on the interactions that happen between the various developed and developing nations across the globe in terms of trade and tariffs.

Course Objectives:

- To provide clear insights on export and import procedures in international trade
- To sensitize students about the various governing bodies and agreements in international trade
- To enrich the students on practical nuances of differences in business models across countries

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 – Clearly differentiate between home and host country procedures of doing business
CLO2 – Gain considerable insights into export and import procedures
CLO3 – Identify and relate the existing ExIm documentation processes across countries

Pedagogy: This course will utilize various teaching pedagogical tools like powerpoint presentations, interactive lectures, research articles/cases, video based lectures and google classroom

Syllabus

Unit I **5 Hours**

Level of Knowledge: Basic

INTRODUCTION TO EXPORT AND IMPORTS

Import Export Management Introduction; Concept Key Feature; Foreign Trade - Institutional Framework and Basics; Trade Policy; Foreign Trade; Simplification of Document; Reduction in Document to Five for Custom Purpose, International Commercial Terms (INCOTERMS) – Need, Groups, Ex-works, FOB, FAS, CFR, CIF.

Unit II **6 Hours**

Level of Knowledge: Basic

Export Assistance of India

Export Assistance of India: Introduction, Importance of Export Assistance, Export Promotion Measure in India, Expansion of Production Base for Exports; Relaxation in Industrial Licensing Policy / MRTP / FERA / Foreign Collaborations; Liberal Import of Capital Goods; Export Processing Zones (EPZ); Export Oriented Units (EOU); Special Economic Zones (SEZs); Electronic Hardware Technology Parks (EHlTP) and Software Technology Park Units (STP).

Unit III **6 Hours**

Level of Knowledge: Conceptual

Planning and Preparations for Export

Assessing and Selecting the Product, International Market Research, International Market Assessment, Developing an International Business Plan, Export Counselling and Assistance, Overseas Travel and Promotion

Unit IV **6 Hours**

Level of Knowledge: Conceptual

TYPES OF SHIPMENTS

Air and Sea Shipments – Procedure, Liner Freight, Containerization, Cargo claims, Export of essentials and various other products – software, fruits and vegetables, floriculture products

Unit V **7 Hours**

Level of Knowledge: Conceptual
EXIM IN INDIA AND BEYOND

Provision and restrictions for import and export in India, Trade agreements between India and rest of the world, current trade barriers and mechanisms of International trade in India, Overseas Private Investment Corporation (OPIC).

Essential References :

- Parul Gupta (2017), Export Import Management, Tata McGraw Hill

Recommended references::

- Business Logistics Management - Ballun, R.H
- Ministry, Commerce and Industry, Hand Book of Procedures, Volume I & II, GOI, New Delhi,
- Guide to Export Policy, Procedures and Documentation – Mahajan
- The New Export Marketer -Young G.
- Practical Guide to the Foreign Trade of India -Arora R.S.

Course Name: International Competition Regime and Management Practices	**Course Code: MBA545I**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: The course focuses imparting knowledge and skills with respect to the competition faced by the multinational companies and present a globalised approach to antitrust law and economics. Companies across the world should be effectively managed in order to prevent practices having adverse effect on competition, to promote and sustain competition in international markets, to protect the interests of consumers and to ensure freedom of trade carried on by other participants in markets. This course plans to introduce the legal aspects of competition and its association with various interfaces of a globally managed enterprise.

Course Objectives:

At the end of the course, students should be able:

1. To identify the presence of Competition regimes set up in modern day International Markets.
2. To examine the various components of Global Competition regimes.
3. To utilize the factors influencing Competitive Policy making across Governments.
4. To analyze the association of International Competition Law with other domains such as Intellectual Property Rights, Information and privacy.
5. To appraise various Dispute Resolution Mechanisms associated with Competition regimes.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Describe different dimensions of Competition Law in assessing the globalised economy and take appropriate decisions.
CLO2 Interpret the relation of Competition Law and Policy Making in order to evaluate the impact of world issues on an organisation's international business opportunities.
CLO3 Analyse the emerging Issues in Competition Law across multiple sectors .
CLO4 Examine the Key Market regulations applicable in different business scenarios.

CLO5 Critically weigh the Anti-Trust Dispute resolution mechanisms available for the global business enterprises.

Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.

Syllabus

Unit 1 Basic Elements of Competition Law in a Global ecosystem

Competition Law introduction, Foundation of Antitrust regimes, Elements, Evolution, Market in legal and economic sense, Need, Objectives and Importance of Competition, WTO Negotiations, Anti Trust, Legal standing in USA, UK, EU, India, Australia and Singapore.

Unit 2 Competition Law and Policy Making

Concept of Policy Making, Relevant Market, Anti Competitive Practices, Cartels, Dominant Position, Predatory pricing, Merger Control, Technological, Agricultural, E Commerce and Competition handling.

Unit 3 Interface between Market and Competition

Competition law and Business strategy, Substantive provisions of a Contract, Interface between Competition Commission and Sector Regulators. Emerging Issues in Competition Law in India.

Unit 4 Regulation of Market and Data Privacy

Market regulation authorities, Competition Commission of India, types and importance- jurisdiction wise, nature of competition based conflicts, competition law conflict with other areas such as Intellectual Property Rights, Information and privacy, Data manipulation, Non price competitive parameters etc.

Unit 5 Dispute Resolution Mechanisms

Case Laws from different sectors/countries, Contract mechanisms, Drafting, Negotiations, Alternative Dispute Resolution, Taxations, Competition Strategy.

Suggested Reading:
Competition Law in India: Policy, Issues, and Developments by T. Ramappa Edition: 3rd Revised edition, OUP India.

Competition Law, Tenth Edition by Richard Whish and David Bailey. OUP India

Global Antitrust Law and Economics (University Casebook Series). Elhauge, Einer, Geradin, Damien.

Specialisation Electives (International Business) (Basket A). Students to choose 1 out of two subjects

Course Name: International Supply Chain Management	**Course Code: MBA542I**
Total number of hours:30 Hrs	**Credits: 3**

Course Description: The course explores the main issues in International supply chain management (SCM) to underline their strategic importance to firms. It first places SCM in the context of international business. It then discusses the core concepts of supply chain strategies. When introducing the operational aspects of SCM, the course highlights the roles of supply chain, Purchasing, inventory management, international payment, and information systems in a firm's international operation. The later part of the course focuses on the designing of global supply chain to counter risks, enhance efficiency, and promote sustainability.

Course Objectives:

- To explain how the Global economic integration and global business competition require firms to design products for international markets, and rationalize their purchasing, production and distribution options accordingly.
- To describe how Supply chain is taking an increasing important place in the international strategies that firms pursue.
- To apply the knowledge of SCM in Internation trade

Course Learning Outcomes: On having completed this course student should be able to:
CL01 : Define, explain and illustrate the key operational issues involved in international SCM ;
CL02 : Explain and illustrate the significance of supply chain management in international business;

CL03 : Explain and illustrate the composition of global supply chain;
CL04 : Apply this knowledge of managing SCM in international trade operations;
CL05 : Analyse the supply chain strategies of firms;

Pedagogy: This course uses multiple pedagogies like case study discussions, interactive lecture, presentations, review of research article, in class group exercises and activities.

Syllabus

Unit I Understanding Supply Chain **5 Hours**

Introduction to supply chain management, evolution of supply chains, objectives of supply chain, decision phases in a supply chain, process views – cycle view, push/pull view, supply chain macro processes in a firm, key issues in supply chain management

Unit II Understanding Global Supply Chain Operations: **5 Hours**

Insight into global trade and global supply chains, Expertise in emerging markets and global supply chains, Best practices for strategic global supply chain management, How to integrate global supply chain functions, Strategic benefits of global supply chains

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Unit III Supply Chain Drivers and Performance **6 Hours**

Competitive and supply chain strategies. Achieving strategic fit and its challenges. Supply Chain enablers (Technology, Organizational Infrastructure, Alliances, Human Resources). Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing) Supply Chain Performance: Supply Chain efficiency Supply Chain Responsiveness, Responsiveness – Efficiency trade off, supply chain risks

Unit IV Purchasing in Global Supply Chain **7 Hours**

Key elements of a global purchasing strategy, how to move from international to global purchasing, Types of global purchasing strategies, Strategies for outsourcing and off shoring, Selecting suppliers and designing global supplier networks

Unit V Customer Process: 7 **Hours**

Understanding Customer Expectations and Perceptions, Building Customer Relationships, Just-In-Time Inventory Principles, Vendor Managed Inventory, Service Delivery Performance. Demand Management, Demand Forecasting, The Bullwhip Effect. The Principles of Inventory Management, Inventory Classification

Essential References :

- Dmitry Ivanov • Alexander Tsipoulanidis • Jörn Schönberger – "Global Supply Chain and Operations Management A Decision-Oriented Introduction to the Creation of Value", Second Edition, 2019, Springer, Switzerland.
- Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., and Shankar, R. (2008).
- Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi
- Shah, J. (2016). Supply Chain Management: Text and Cases (2e). Pearson Education India

Recommended References::

- HULT, T.; CLOSS, D.; FRAYER, D. Global Supply Chain Management Leveraging processes, measurements and tools for strategic corporate advantage. McGraw Hill. 2013
- Hokey Min – "The Essentials of Supply Chain Management New Business Concepts and Applications", First Edition, 2015, Pearson, New York.
- Michael Watson, Sara Lewis, Peter Cacioppi, and Jay Jayaraman – "Supply Chain Network Design Applying Optimization and Analytics to the Global Supply Chain", First Edition,2015, Pearson, New York

Course Name: Blockchain Management In Global Business	**Course Code: MBA544I**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered for the MBA students of International Business specialization. Blockchain is an emerging technology that can radically improve banking, supply chain, and other transaction networks and can create new opportunities for innovation. This course covers the technical aspects of public distributed ledgers, blockchain systems, cryptocurrencies, and smart contracts. The course takes a learner through an entire blockchain ecosystem, its need in different industries, and challenges faced for its adoption in the industry. Students will also get a deeper insight into the new technologies that are shaping up the 21st century and understand its potential impact in creating a value-based economy.

Course Objectives:

At the end of the course, students should be able:

To explain the basic concepts of blockchain and distributed ledger technology.

To summarize how blockchain systems and smart contracts work.

To identify the concepts of cryptocurrency and mining.

To apply various blockchain concepts to solve a real-world problem and analyze its benefits.

To examine relevant legal, ethical, and privacy issues of blockchain technology and how they might impact policy and actions in global business.

Course Learning Outcomes:

CLO-1: Explain the basic concepts of blockchain and distributed ledger technology.
CLO-2: Summarize how blockchain systems and smart contracts work in real world scenario.
CLO-3: Identify the concepts of cryptocurrency and mining.
CLO-4: Apply various blockchain concepts to solve a real-world problem and analyze its benefits.
CLO-5: Examine relevant legal, ethical, and privacy issues of blockchain technology and their impact in policy and actions in global business.

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students' discussions, case analysis, and lab-based sessions in order to facilitate experiential learning.

Syllabus

Unit I Overview of Blockchain and Distributed ledger technology **7 Hours**

Distributed database - Electronic Systems and Trust - Properties - Role of intermediaries - Blockchain Architecture - Transactions and Blocks - Cryptographic Elements: Encryption and Decryption, Hash function, Digital Signature.

Unit II Blockchain Types and Platforms **7 Hours**

Classification of Blockchain Types - Blockchain Platforms overview - Adding transactions - Blockchain Network, Mining Mechanism, Tokens, Distributed Consensus.

Unit III Cryptocurrency **5 Hours**

Blockchain and Cryptocurrency: Bitcoin protocols - Mining strategy and rewards - Wallets and Crypto-exchanges - Smart contracts.

Unit IV Blockchain Revolution: Global Implementations **6 Hours**

Application of Blockchain in FinTech Industry: Supply chain financing, Credit scoring, KYC, Insurance, Remittance, International trade, Cross border payment - Blockchain use cases in Supply chain, Logistics, Healthcare and Government.

Unit V The Opportunities and Challenges of Blockchain **5 Hours**

Emerging Business models using Blockchain - Risks and Limitations - Data Privacy and Protection: Intellectual Property Rights, Digital Ownership, Regulations, Black Market and Global economy.

Essential Reference:

Daniel Lincoln (2020), Blockchain Evolution Explained: A Beginners Guide to Understanding Blockchain Technology.

Recommended References:

1. Satoshi Nakamoto (White Paper), Bitcoin: A Peer-to-Peer Electronic Cash System.
2. Blockchain and the Law - The Rule of Code - Chapter 4 "Smart Contracts as Legal Contracts" (pdf) (17 Pages)
3. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder (2016), Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction, Princeton University Press.
4. Antony Lewis (2018), The Basics of Bitcoins and Blockchains: An Introduction to Cryptocurrencies and the Technology that Powers Them, Mango Media.
5. Larry A DiMatteo, Michel Cannarsa and Cristina Poncibo (2019), The Cambridge Handbook of Smart Contracts, Blockchain Technology and Digital Platforms, Cambridge University Press.

SWAYAM/ NPTEL Courses

1. Blockchain and its applications by Prof. Sandip Chakraborty, Prof. Shamik Sural , IIT Kharagpur, 12 weeks, 3 credits, SWAYAM
2. Introduction To Blockchain Technology and Applications, Prof. Sandeep Shukla, IIT Kanpur, 8 weeks, NPTEL

GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1

Course Name: Business Problem Framing	**Course Code: MBA561B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Generic Elective during fifth trimester for MBA students. The course aims at sensitizing the students on the need for structuring unstructured business problems using general management tools. The likelihood of success of efforts aimed at solving a problem depends on how well a problem is framed and how well it is communicated. This is even more pertinent in today's dynamic business environment with an information overload. It is therefore important that students, as future managers, learn to think critically and apply this learning to approach problems from many perspectives. The course draws exercises and cases from various functional domains and industries.

Course Objectives:

At the end of the course, students should be able to:

1. Identify the need for business problem framing from design thinking perspective
2. Apply appropriate management tools to business problem framing, and decision making under uncertainties
3. Analyze the business problem with right business problem framing through data and management framework
4. Evaluate industry trends and their impact on problem framing from global perspective
5. Measure the effectiveness of the business problem in achieving the business goals and overall strategies

Course Learning Outcomes:

CLO-1: Identify the need for business problem framing
CLO-2: Apply various management tools to business problems framing and solutioning
CLO-3: Analyze the business problem with right business problem framing with prior estimates
CLO-4: Evaluate the relevant industry trends and their impact on business problem framing from global perspective
CLO-5: Measure the effectiveness of the business problem framing in achieving the business goals and overall strategies from global perspective

Pedagogy: This course uses both theoretical and hands-on approach to deliver the concept of Problem Framing and Solving. The pedagogy includes case studies, hands-on sessions and discussions.

Syllabus

Unit I Problem Framing and Solving: an overview **4 Hours**

Introduction to problem framing and problem solving in managerial decision making. Need for critical thinking and creative solutions to problems in a business organization. Problem framing skills of a business manager in the enhancement of business potential. Introduction to Design Thinking and Design Thinking Process. Application of Design Thinking in achieving path-breaking solutions.

Unit II Multi Framing and Scenario Planning **10 Hours**

Dealing with uncertainties, demonstration through probabilistic reasoning and Bayesian Belief models, examples through propensity models from marketing and finance domains. Multi framing as a tool for identifying a problem and outlining what an acceptable resolution might look like, The Reframing Matrix, Using Decision Trees for decision making under uncertainty, Scenario Planning & What-If Analysis for creating scenarios, sensitivity analysis of sales, interest, profit and breakeven analysis.

Unit III Using Information for Problem Framing & Solving **8 Hours**

Using estimates, forecasts, information and prior decisions for problem framing and solving, Role of experts in problem framing. The Analytics framework for Problem Solving. McKinsey's 8 step framework for problem solving. Introduction to Theory of constraints (ToC) process and demonstration example from lean manufacturing.

Unit IV Trends: What they are, how to use them **4 Hours**

Understanding trends, events and their relationships in a company's environment, Trends and their impact of problem framing. The confluence of trends and its cross impact in decision making, can ignoring the "explicit" trends help organizations think creatively?

Unit V Trade-offs, Red Teaming & The Psychology of Problem Framing **4 Hours**

Factors driving trade-off decisions with a particular reference to emerging markets, Red-Teaming: How to think like the enemy, the psychology of Problem Framing- Narrow Bracketing – risk taking, overconfidence, Reference points – risk taking, value, loss aversion, The liability of "newness.

Recommended references:

1.Thomas Wedell-Wedellsborg (2020) What's Your Problem? Harvard Business Review Press
2.Paul Bracken (2008) "How to Build a Warning System" Managing Strategic Surprise (Cambridge University Press)

Course Name: Applied Statistics for Business	**Course Code: MBA562B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a generic elective subject for 3 credits for the students of fifth trimester. The course offers a perspective of the life cycle of a business problem solving for students with the application of powerful statistical techniques. This course helps students sharpen their analytical capabilities to solve a plethora of business problems encountered during the execution of master thesis and capstone projects.

Course Objectives:

At the end of the course, students should be able:

1. Construct business problems in statistical terms.
2. Make use of predictive techniques for decision making under uncertainties
3. Develop time series models for business decisions
4. Discover hidden patterns in data with suitable unsupervised multivariate methods
5. Discover the strength of relationships between variables using Structural Equation Modelling.

Course Learning Outcomes:

CLO-1: Identify specialized multivariate analysis techniques appropriate for the given problem.
CLO-2: Apply appropriate predictive mining techniques to a business problem
CLO-3: Analyze time series data using appropriate time series models

CLO-4: Classify the data using appropriate data reduction technique
CLO-5: Determine the significant relationship between variables using Structural Equation models.

Pedagogy: This course will extensively make use of tools like JMP, and Excel For analysis and model building. Also the course will utilize domain specific datasets collected from various sources for analysis and model building.

Syllabus

Unit I Exploratory Data Analysis for Decision Making **5 Hours**
Level of Knowledge: Conceptual and Basic Decision Making
Making immediate possible conclusions about quantitative data with the help of descriptive statistics, histogram, density plots, Box and Whisker plots and Normal probability plot. Bivariate data analysis using correlation, categorical data analysis using Chi-square test/contingency tables, pie and bar charts. Time series plots to detect trend, seasonality and cycles. Detecting vital few and trivial many with Pareto front.

Unit II Applied Predictive Mining **7 Hours**
Level of Knowledge: Advanced
Introduction to regression analysis, global assumptions of regression analysis, regression to identify the key drivers of a business metric, predicting business metric using regression and regression diagnostics for white noise. Introduction to sigmoid function and logistic regression, propensity modeling. Introduction to discriminant functions and linear discriminant analysis, risk propensity modeling using LDA. Model diagnostics measures using R-squared, cost functions, confusion matrix, accuracy, precision, recall, f1-score, positive likelihood and lift measures.

Unit III Business Forecasting **6 Hours**
Level of Knowledge: Advanced
Univariate time series analysis, detecting trend, seasonality and cycles in time series data, analysis of ACF and PACF plots, exponential smoothing models for forecasting. Augmented Dickey Fuller test to detect the presence of unit roots. ARMA modeling, seasonal and non-seasonal ARIMA models. Forecasting economic series and business metrics using exponential smoothing and ARMA models for planning. Basic introduction to ARCH, GARCH models, assessing the accuracy of forecasting models with cost functions.

Unit IV Extracting Hidden Patterns **7 Hours**
Level of Knowledge: Advanced
Principal Component Analysis (PCA), Factor Analysis (FA), Discussion on application of PCA in dimension reduction and anomaly detection in businesses. Introduction to cluster analysis, partitioning and hierarchical cluster methods and their applications in finance and marketing domains. Basic introduction to Gaussian Mixture Models (GMM) and density-based clustering methods and their applications in detecting non-obvious patterns in businesses.

Unit V Confirmatory Analysis **5 Hours**
Level of Knowledge: Advanced
Causal modeling, Path Analysis and Structural Equation modeling using JMP software

Essential references:
Richard A. Johnson, Dean W. Wichern (2015), Applied Multivariate Statistical Analysis, 6th Edition, Pearson Education India.

Recommended reference:
Hair, J.F., Black, W.C.Jr., Babin, B.J., Anderson, R.E. (2018).Multivariate Data Analysis, 7th Edition. Pearson Education India.

Course Name: Project Management	**Course Code: MBA561L**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description:
This course is offered as a generic elective (across all specializations) in the fifth trimester. It is a 3 credit course with 30 contact hours. This course provides the students with the knowledge, tools and skills needed for project planning, project execution and project control.

Course Learning Outcomes: On having completed this course student should be able to:

1. Apply the project management framework including project management lifecycle, knowledge areas and process groups and associated issues
2. Apply project management techniques for project selection; work breakdown structure; cost, quality, time & budget optimisation.
3. Identify methodologies for efficient project team performance
4. Examine business scenarios by using techniques for expediting and optimising projects
5. Examine project risks for controlling project performance parameters.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student-discussions, numerical, presentations, case /article analysis, and hands on software applications

Syllabus

Unit I Project Management Framework
Definition of project, Need for project management, Project life cycle, Project stake holders

Unit II Project Management Parameters: Scope, Time, Quality, Cost, Selection
Defining project scope, Establishing project priorities, Work break down structure, Process breakdown structure, Responsibility matrices Factors influencing the quality of estimates, Estimating guidelines for times, costs and resources, Macro and micro estimating, Methods for estimating, Level of detail, Developing budgets, Types of costs, Refining estimates and contingency fund, Selection of project

Unit III Project Teams
Five stage team development model, Situational factors affecting team, Building high performance project teams, Managing virtual project teams, Project Management Maturity Model (PMMO).

Unit IV Project Expediting
Gantt chart, Crashing of projects, Cost analysis for project crashing, Project procurement

Unit V Project Risk and Control Management
Risk concept, Risk identification, Risk assessment, Risk response development, Contingency planning, Contingency funding and time buffers, Risk response control, and Change control management
Project progress & performance measurement and evaluation-Structure of a project monitoring information system, Project control process, Monitoring time performance, Need for an integrated information system, Progress monitoring indexes, Environment, Health and Safety(EHS) in Projects, Ethical issues in Project Management.

Prescribed Text
Clifford F Gray, Erik W. Larson & Gautam V. Desai, (2016). *Project Management –The Managerial Process (6th ed,).* New Delhi : Tata Mc Graw Hill.

References

1. Project Management Body of Knowledge (PMBOK), 6th edition by Project Management Institute, USA.. Website: www.pmi.org
2. Meredith, J.R. & Mantel, S. J. (2010). *Project Management- A Managerial Approach*. New Delhi. John Wiley.

3. Nicholas, J. M. & Steyn. H. (2010). *Project Management for Business, Engineering and Technology*. New Delhi. PHI.

Course Name: International Business	**Course Code: MBA561S**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the fifth trimester to students across all specializations. In this course Students learn various aspects of International Business in terms of concepts, operations, opportunities and challenges.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Identify the internationalization process of firms in a globalised era.

CLO2 Demonstrate the motives in the formation of international Institutions and agreements.

CLO3 Interpret the relevant theories and concepts to various practices of global business.

CLO4 Assess the impact of the current EXIM policy on international business.

CLO5 Examine the reasons for the success or/and failure of international business strategies.

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I Introduction **6 Hours**

Globalization and the need for International business, Nature of international business, drivers of cross-border business, routes of global business and active players in multinational business. Concept of Internationalization.

Mode of Entry- Export & Import, Contracting strategies, Foreign Direct Investment, Strategic Alliance and Network Collaboration

International Business Strategy – International Business, Multinational Strategy, Global Strategy and Transnational Strategy, Functional Level Strategy

Unit II International Business environment & International Institutions in International Business (self learning Module) **4 Hours**

International business environment – Political, Economic, Legal, Technological and Cultural factors
International Institutions in International Business* International Institutions in International Business: WTO and Regional Economic Integration (European Trade Union, Asian Trade Agreements Like APEC, ASEAN, African Trade Agreements, Western hemisphere trade agreements like NAFTA, CAFTA,

MERCOSUR, Andean Community)*

Unit III International Trade Theories **8 Hours**

Theories of Global Trade and Investment- Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Product Life Cycle Theory, Strategic Trade Theory, Porter's National Competitive Advantage. **Free Trade Agreements-** Trade Diversion Vs Trade Creation.

Unit IV International Trade Policy **6 Hours**

Introduction to Trade Policy, Tools for trade policy – Tariffs, Non-Tariff trade Barriers, Quotas, Purpose of protectionism, EXIM Policy

Export Documentation, INCOTERMs, Trade Finance

Unit V Latest trend in International Business **6 Hours**

Geopolitical Issues and their impact on International Business, Global Diversity & Cross Cultural Issues, Climate Change, G7, G20 and UN Summit Discussion

Social responsibility and ethical issues in international business – national differences in ethics and social responsibility, codes of conduct for MNC's, International Business and Sustainability.

Textbook:

1. Hill, c. W., & Hult, G. T. (2019). *International Business: Competing in the Global Market place* . New York: McGraw-Hill Education.

Recommended references:

1. Peng M W and Srivastava D K (2019). 2nd Edition, Global Business, CENGAGE Learning Publications
2. Czinkota M.R., Ronkanen, I.A. & Moffett M.H (2011). 8th Edition, *International Business.* New Delhi: Wiley
3. John D. Deniels and Lee H Daniels &Radebaugh, (2010). 13th Edition, *International Business,* Pearson Education Publications
4. Andrew Harrison, et al,(2000). *International Business,* Oxford University Press
5. John B. Cullen, K. Praveen Parboteeah (2011). 5th Edition, *Multinational Management: a strategic approach,* South-Western Cengage Learning
6. K. Aswathappa (2010). *International Business.* Tata McGraw-Hill Publications

GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) - Basket 2

Course Name: Neuroscience for Managers	**Course Code: MBA562H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the fourth trimester to students across all specializations. In this course Students learn various aspects of neuroscience and their application to management of organizations.

Course Objectives: This course attempts to enable students to apply concepts of neuro sciences to significant areas of management such as leadership, emotional intelligence, marketing and decision making.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 understand the concept of neurosciences and its application in the area of management.
CLO2 demonstrate the need for applications of neurosciences to area of leadership.
CLO3 to examine the relationship between emotional intelligence and neurosciences
CLO4 analyze the process of decision making in the light of neurosciences
CLO5 understand the area of neuromarketing and its application in the marketing world

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions & presentations, HBR case and article analysis, anda field visit in the form of experiential learning.

Syllabus

Unit I Introduction to Neuro sciences **6 Hours**

Definition, Trends in neurosciences, Applications of neurosciences in various settings, the SCARF model, the transition from neuro science to neuro management Definition and history of neuro management.

Unit II Neuroscience of Leadership: Leadership Approaches **6 Hours**

the autocratic controlling approach (Trait theories, Behavioral theories), motivational approach and engagement approach (the Fielder model Situational Leadership theories, Path Goal Theory, Leadership

Partnership Model), the transformational model (Charismatic leadership, transactional and transformational theories) the adaptive model (neuroscience / neuro leadership)**:** History and Definition, Importance of neuro leadership, Emerging trends in neuroscience and neuro leadership, Biology behind inspirational leadership / resonant leadership

Unit III Neuroscience of emotional Intelligence: 6 Hours
Introduction, Significance of emotions, Historical development of the concept, Physiology of emotions, The Marshmallow experiment and its significance. Emotional Intelligence and Intelligence Quotient, The EI models of John Mayer, Peter Salovey and Daniel Goleman. Neuroscience of empathy

Unit IV Neuroscience of decision making: 6 Hours
Introduction, reciprocal exchange: trust, reciprocating trust, responding to breaches of trust, seeking forgiveness: sharing and resource distribution, deciding whether to be fair, responding to unfairness and inequity, altruism, norm abiding decision making, social learning, competitive social interactions,

Unit V The Neuroscience of Marketing: 6 Hours
Definition of Neuromarketing: Areas of application : Brand equity, Consumer decision making, Emotion and the effect of advertising ,branding

Essential Reference :

Dimitriadis, N &Psychogios,A(2016). Neuroscience for leaders: A brain adaptive leadership approach. Kogan Page 2nd Edition,

Recommended References:

1. Ringleb,Al H and Rock,D (2008) The emerging field of neuro leadership Neuro leadership journal
2. Rock,D and Cox,C (2012) SCARF in 2012: Updating the social neuroscience of collaborating with others Neuro leadership journal
3. Zak,P.J.(2017) The Neuroscience of trust , Harvard Business Review

Course Name: Sustainable Finance and Investments	**Course Code: MBA562F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course is designed to create an awareness of how financial instruments can be utilized to solve critical social and environmental challenges. In a developing country like India, bridging the financing gap for meeting the sustainable development goals is a daunting task for policy makers and corporates alike. This course attempts to answer the question 'how can financial markets and strategies deliver social impact without compromising on returns?' and 'how can the corporate support in raising capital for sustainable development?'. The course combines the concepts of finance, macroeconomics, public policy, international relations, impact investment and social enterprises.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Understand the need to complement the traditional risk-return models to include social impact.
CLO2 Develop a theoretical base on how to supplement traditional risk-return models.
CLO3 Evaluate evolving business models to meet sustainable development goals.
CLO4 Identify opportunities for collaboration between public and private sector participants.
CLO5 Analyze and comment on concepts, frameworks and models to source impact investments.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs.

Syllabus

Unit I Introduction and overview 3 Hours
What is sustainability? The importance of sustainability, the transition challenge, externalities – international negotiations, role of UN, the economics of sustainable development, evolution of socially responsible finance.

Unit II Sustainability and Corporate Sector **6 Hours**

Corporate argument for sustainability as a strategy, implications for risk, performance, governance and value of companies, changing business models, social enterprises, integrated reporting – metrics and data, coalitions for sustainable finance.

Unit III Financing Sustainability **9 Hours**

Investing in long-term value creation, different ways of raising capital for sustainability – national level (carbon tax) and company level – carbon credit, crowd funding, equity instruments – impact funds; bond instruments – social investment bonds, green bonds, impact bonds, blue bonds; alternative financial instruments – VC with an impact, banking – new forms of lending, insurance – to manage long-term risk.

Unit IV Impact Investment **9 Hours**

Defining impact investment, the role of evolving public policy, building a multi-asset class sustainability portfolio, aligning investors to specific benefits, ESG, embedding ESG into CAPM model ('alpha' and 'beta').

Unit V Future Outlook **3 Hours**

Transition management, integrated thinking, introducing PRME – principle of responsible management education, ethics and sustainability. Evolving regulatory environment and international policies. Creating a corporate action plan and rewiring businesses for sustainability.

Essential References:

1. Schoenmaker, D., &Schramade, W. (2018). Principles of Sustainable Finance. Oxford University Press.
2. Labatt, S., & White, R. R. (2003). *Environmental finance: a guide to environmental risk assessment and financial products* (Vol. 200). John Wiley & Sons.

Recommended References:

1. Impact Investing: Transforming How We Make Money by Making a Difference, by Antony Bugg-Levine & Jed Emerson
2. Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership (Wiley Finance) by Cary Krosinsky, Nick Robins and Stephen Viederman
3. Social Finance, 1st ed (Oxford University Press), by Alex Nicholls, Rob Paton and Jed Emerson

Course Name: Customer Centric Decisions In Business	**Course Code: MBA562M**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a 3credit course offered as a generic elective to engage students across specialization/functions in developing meaningful perspective on the significance of identifying customer as primary stakeholders while making strategic and operational (functional) business decisions. This course offers a cross-functional perspective to business by exploring how principles and ideas of marketing could be used to effectively carry out diverse business functions such as talent acquisition and management, managing finance & resource allocation, and managing quality and intermediaries.

Course Objectives: On having completed this course student should be able to:

1.Identify aspects of customer centric factors impacting various functions.

2.Apply consumer behaviour models in consumer markets.

3. Analyse the concept of 3V model Across Industries.

4. Examine efficacy of consumer value proposition

5.Evaluate Brands and Brand strategy and its implications on various functions.

Course Learning Outcomes:

On having completed this course student should be able to:
CLO-1: Make use of aspects of customer centric factors impacting various functions to enable customer centric decisions.
CLO-2: Identify consumer trends and insights its impact on digital eco system.
CLO-3: Examine the concept of 3V model Across Industries.
CLO-4: Analyze efficacy of consumer value proposition
CLO-5: Assess Brands and Brand strategy and its implications on various functions.

Pedagogy: The content of the course is driven, predominantly, through case study analysis, discussion, applications of concepts in business situations. Students are required to be prepared to read, write reports, write essays and make effective presentations both individually and in groups during the delivery of the course.

Syllabus

Unit I: Introduction to the cross-disciplinary nature of business decisions
Introduction and Ubiquity of customer centered decisions, Consumer capitalism, Customer centric innovations in business.

Unit II: Market and market based decisions
Emerging trends in consumer markets and insights, Consumer behaviour models and its application, Dynamics of digital natives.

Unit III: Strategic view on customer centricity
Beyond segmentation and targeting decisions, Positioning of differentiated value, Concept of 3Vs - valued customer, value proposition & value network.

Unit IV: Going beyond marketing operations
Products and solutions, Pricing dynamics- value driven pricing, Inviting consumers to access value effectively.

Unit V: Understanding and measuring intangibles of branding
Brands and branding, Brand extension and proliferation decisions, Brand value and brand equity

Essential References:
Kumar, N. (2004). *Marketing as Strategy* (1st ed.) Harvard Business press.
Bijapurkar, R. (2013). *A Never Before World* (1st ed.) Penguin Random house, India.
Bijapurkar, R. (2013). *We are Like That Only: Understanding the Logic of Consumer India* (1st ed.) Penguin Random house, India**.**

Recommended References:
Keller, K.L., Swaminathan, V., Parmeswaran, A.M.G., Jacob, I.C. (2020). *Strategic Brand Management* (5th ed) Pearson education.

Course Name: Management of Start-ups and Small Business	**Course Code: MBA562EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course will also focus on the small business, generating business ideas for starting small enterprise. The course will develop required competencies needed to become an innovative, opportunity-driven, market-ready and entrepreneurial manager.

Course Outcomes: By the end of the course students should be able to :
CO1 Identify challenges of Start-ups and small businesses
CO2 Classify Financial, Legal and management issues and constraints with start-ups and small businesses
CO3 Examine abilities to scale-up start-ups and small business amid challenges

CO4 Assess Sustainability and growth of start-ups and small businesses
CO5 Evaluate various functional aspects of small business management

Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions on contemporary issues and news analysis and power point presentations

Syllabus

Unit I Challenges of Start-ups and small businesses 6 Hours

Startup opportunities: the new industrial revolution – the big idea- generate ideas with brainstorming- business startup – ideation- venture choices – the rise of the startup economy -the six forces of change – the startup equation- entrepreneurship in India. government initiatives, MSMEs vs startups

Unit II Financial, Legal and management issues 6 Hours

Starting up financial issues: feasibility analysis – the cost and process of raising capital – unique funding issues of high-tech ventures – funding with equity – financing with debt- funding startups with bootstrapping- crowd funding- strategic alliances.

Unit III Abilities to scale-up start-ups 6 Hours

Startup survival and growth: stages of growth in a new venture- growing with the market – growing within the industry- venture life patterns- reasons for new venture failures- scaling ventures – preparing for change – leadership succession. support for growth and sustainability of the venture.

Unit IV Sustainability and growth of start-ups and small business 6 Hours

Small business - definition – characteristics – categories – dynamic role of small business in Indian economy – interrelationship between small- and large-scale industries– generating business ideas for starting small enterprise.

Unit V Funcational aspects of small business 6 Hours

Management of small business: production management – financial management – marketing management– strategic management – personal management – and office management in small business enterprises.

Essential Reference:

Poornima M Charantimath - Entrepreneurship Development & Small Business Enterprises 2005, Pearson Education

Recommended References:

1. Tim Mazzarol, Sophie Reboud - Small Business Management_ Theory and Practice 2020, Springer Singapore.
2. Timothy S. Hatten, Small Business Management Entrepreneurship and Beyond

OTHERS

Course Name: Campus to Corporate	**Course Code: MBA511**
Total number of hours: 15 Hours	**Credits: 1**

Course Description: This course is offered to MBA students during the fifth trimester. Mentors provide support to the students in resume preparation, group discussion and mock interviews. Mentors inculcate the responsible citizenship behaviour like timeliness, punctuality, professional approach among the students through activities and role modelling.

Course Objectives: The course grooms the students to bring in the professional aspect in their attitude and behaviour. It also ensures the students are placement ready to face the industry after their MBA program. The course develops students to strengthen their conceptual and professional skills.

Course Learning Outcomes: By the end of the course, the student should be able to:

CO1: Exhibit professionalism in their attitude and behaviour

CO2: Develop leadership qualities

CO3: Groom themselves to be ready for the industry stint

Pedagogy: This course adopts Group Discussions, mock interviews, one-one interaction with mentor

Syllabus

Unit I Group Discussions **5 Hours**

Analytical topics from Business, Society, Technology among others

Unit II Research Discussion **3 Hours**

Review of Literature, Master Thesis, Report writing

Unit III Placement readiness **7 Hours**

Resume Building, Mock Interviews, Personal Grooming, SWOT analysis

TRIMESTER – VI
CORE SUBJECT

Course Name: Business Sustainability, Governance and Ethics	**Course Code: MBA631**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This core course is offered in the sixth trimester to students across all specializations. The purpose of the course is to in still sustainability, good governance and ethical-oriented mindset and aspiration among students, at the broad level. To inspire them to apply it further in their respective streams, career and lives, so as to contribute to the society and the planet as holistic, responsible individuals and ethical business leaders.

Course Objectives: To develop a capacity for sustainable business approaches along with good governance considering ethically and morally justifiable reasoning and to apply them in business contexts.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Understand about business sustainability as a strategy imperative.
CLO2 Demonstrate ability to transform and nurture environment friendly, socially responsive and ethically governed business entities.
CLO3 Interpret the impact of relevant governance models.
CLO4 Evaluate the reasons for the success or/and failure of various business entities not following ESG theme as their strategies.

Pedagogy: This course uses multiple pedagogies like interactive lecture, case studies, student's discussions, a field visit, and forms of experiential learning.

Syllabus

Unit I
Sustainable Business Management Strategies **8 Hours**
Introduction to sustainability and sustainable business management, guiding principles of business sustainability; Social, Ecological and Economic indicators of sustainability. Enablers, risks, opportunities and challenges of sustainable businesses. Business opportunities for integrating sustainability issues within the core Business Strategy. Corporate Enablers and risks in sustainability implementation.
Case study: Unilevers's new global strategy: Competing through Sustainability

Unit II
Managing Sustainable Businesses **6 Hours**
Circular economy and Sustainable supply chains: Designing sustainable products and services, Re-features in Supply Chain Design (Reuse, Recycle, Re-manufacture), Cradle to Cradle protocol. Life Cycle Analysis (LCA). Stakeholder engagement models.
Case Study: Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability.

Unit III
Transforming to sustainable businesses **6 Hours**
Sustainable business models – Product service system (PSS). Tools for transformation such as Innovation, Collaboration, Technology, Process improvement, bio-mimicry and performance measurement systems. Measuring and reporting sustainability.

Unit IV **4 Hours**
Corporate Social Responsibility
The Link Between Competitive Advantage and Corporate Social Responsibility. Creating Shared Value. CSR in the Indian Context. Sustainability Reporting Standards (GRI)

Unit V
Business Ethics, Values, and Code of Ethics **6 Hours**
Nature of business ethics and values, Sources of ethical and philosophical systems, cultural experience and legal system. Factors influencing business ethics–leadership strategy and performance, environment, corporate culture, individual characteristics. Managing codes of ethics, ethics committees, hotlines, training

programs and laws enforcing ethical conduct. Stakeholder theory and the deliberations on ethics in businesses.

Case Study1 : Fortum India: Responsible Leadership in Times of Crisis

Case study 2: Dieselgate - Heavy Fumes Exhausting the Volkswagen Group

Essential Reference:

- Fernando, AC (2011) *Corporate Governance: Principles, Policies and Practices* (2 Edition). Pearson Education.
- A C Fernando, (2019), *Business Ethics – An Indian Perspective*, 3rd Edition, New Delhi, Pearson Education.
- Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. Harvard business review, 84(12), 78-92.
- Porter, M. E., & Kramer, M. R. (2019). Creating shared value. In Managing sustainable business (pp. 323-346). Springer, Dordrecht.

Recommended References:

1. Young Scott.T, Kanwalroop Dhanda. Kathy (2013) *Sustainability – Essentials for Business*- SAGE Publications.
2. Perta Molthan-Hill (2015), *The business students Guide to sustainable management. Principles and Practice*, Greenleaf Publishing Ltd. U.K.
3. Manfred Pohl, Nick Tolhurt (2012) *Responsible business- How to manage a CSR strategy successfully* Wiley Publications.
4. Daniel Albuquerque, (2010), *Business Ethics – Principles and Practices*, Oxford University Press.

DISCIPLINE SPECIFIC ELECTIVES (Finance)

Specialisation Electives (Finance). Students to choose 1 out of 3 subjects.

Course Name: Financial Engineering (FE)	**Course Code: MBA641F**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This course deals with the design of tailor-made debt, equity and hybrid instruments to solve specific problems which cannot be solved using conventional instruments. Such instruments are also called structured product. This course looks at situations which demand structured products, their design and pricing. We also look at innovative instruments and processes such as securitization process, types of credit derivatives, collateralized debt obligations (CDOs), and credit-linked notes (CLNs). The course also looks at the risk-return characteristics of these instruments and its economics. The ethical aspects of using structured products in the backdrop of 2018 financial crisis will also be discussed.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Identify the need for structured products. CLO2 Design and construct structured products. CLO3 Analyse the risk-return characteristics of structured products. CLO4 Validate the performance of structured products. CLO5 Acknowledge the ethical aspects of structuring new products.	
Pedagogy: Each topic will be covered starting with conceptual explanation of financial engineering method followed by a data-based exercise.	

Syllabus

Unit I Introduction to Financial Engineering **6 Hours**

Definition and evolution of financial engineering, types of structured finance products, structured finance in India. Securitization – introduction, illustration, benefits to investors, asset-backed securities.
Deploying customized and special structures, hidden risks of structured finance market, regulatory aspects. Ethical aspects of structuring new products – what caused financial crisis of 2008? Role of structured finance products in the crisis.

Unit II Structured Products in Derivatives **6 Hours**

Interest rate derivatives – interest rate forward and future contracts, swaps, options, caps and floors. Credit derivatives – documentation & credit derivative terms, credit default swaps, credit default swap index, basket default swaps, asset swaps, total return swaps, economics of a total return swap.

Unit III Securitization and Structured products **6 Hours**

Basic principles of securitization, illustration of securitization, reasons and benefits, use of interest rate derivatives in securitized transactions, credit enhancement. Collaterized debt obligations (CDOs) – family of CDOs, basic structure of a CDO, CDOs and sponsor motivation, compliance tests.

Unit IV Synthetic financial products **6 Hours**

Introduction to synthetic products, examples of synthetic financial products, investor risk in synthetic transactions. Synthetic CDOs – motivation for synthetic CDOs, mechanics, funding mechanics, variations in synthetic CDOs, single-tranche synthetic CDO, advantages of synthetic structures. Structuring concepts in securitization – creating asset side of the cash flow, matching liability with the asset side, excel modelling.

Unit V Structured product for financing **6 Hours**

Synthetic money market structures – commercial paper, asset-backed commercial paper, synthetic funding structures. Credit-linked notes (CLNs) – illustration, motivation, settlement, forms of credit linking. Structured notes – definition, motivation for investors & issuers, issuance forms & issuer, creating structured notes, examples.

Essential Reference:

- Fabozzi, F. J., Davis, H. A., & Choudhry, M. (2006). Introduction to structured finance. John Wiley.

Recommended Reading

1. Tavakoli, J. M. (2008). Structured finance and collateralized debt obligations: new developments in cash and synthetic securitization (Vol. 509). John Wiley.
2. Knop, R. (2002). Structured products: A complete toolkit to face changing financial markets. John Wiley.

Course Name: Mergers, Acquisitions & Restructuring	**Course Code: MBA642F**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: This course aims to make students understand the corporate strategies from mergers and acquisitions perspective. Different issues concerning valuation during M&A forms a part of this course learning. The legal and regulatory issues being so important to M&A, forms a part of the course learning.	
Course Objectives: This course attempts to make students understand, evaluate, frame and execute the corporate mergers and acquisitions strategies in finance domain.	
Course Learning Outcomes: On having completed this course student should be able to: CL01 - Understand the Concepts and importance of Mergers, Acquisitions and Corporate restructuring to the business world. CL02 - Evaluate the effectiveness of pre- and post-merger performances. CL03 - Assess the effectiveness of different legal and Cultural aspects in Mergers, Acquisitions and Corporate restructuring transaction	

CL04 -Determine the value of a company for a Mergers, Acquisitions and Corporate restructuring deal
CL05 - Demonstrate a working knowledge of the Takeover defences

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions, excel computations

Syllabus

Unit I Overview of Mergers and Acquisition and Corporate Restructuring 7 Hours

Introduction. History of Merger Movements. Forms of Corporate Restructuring: Expansions, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell Offs, Spinoffs, Split offs, Split ups, Divestitures, Employees Stock Option Plans (ESOPs), Equity Carve Outs, Master Limited Partnership (MLP). Corporate Control Premium, Buybacks, Standstill Agreements, Leveraged Buyouts. *Merger Process:* Five-stage model. Economic rationale for M&A. Major types of Mergers- Horizontal mergers - Vertical mergers - Conglomerate mergers - Concentric Mergers. Framework for analysis of mergers. Organization learning and organization capital. The Role of industry life cycle, Product life cycle in M&A.

Unit II Cost and Benefit of Merger 7 Hours

Cost and benefit analysis of merger (mergers as a capital budgeting decision) - Share exchange ratio - Problems of calculating pre and post merger performances.

Unit III Valuation 10 Hours

Multiples – various kinds of multiples and how to view this from the perspective of M&A. What are the factors which impact the multiple and how to find the right multiple to value the company. Risk free rate of return – Key things to remember while doing cross border M&A. Beta- What factors impac
t beta. Levered and unlevered beta. Valuation during special situation of M&A- growth companies, distress companies, stable growth companies, listed and unlisted companies, volume and liquidity discount, companies with negative cash flows, cash risk companies, IRR expectations, control premium. Valuation for cash Vs stock deals. Common mistakes / biases at the time of valuation. Negotiation for valuation in M&A deals – convert structure, warrant structure and other ways of structuring options. Special situation in valuation – SEBI valuation rules, takeover code valuation rules, FDI valuation rules.

Unit IV Legal and Cultural Aspects in Merger 3 Hours

Organizational and human aspects – managerial challenges of M & A - - Legal and regulatory frame work of M & A – provisions of companies act 1956 - Indian Income Tax act 1961 - SEBI takeover code

Unit V Take Over Defences 3 Hours

Takeover defences – financial defensive measures – Coercive offers and defence – anti-takeover amendments – poison pill defence.

Essential Reading

Donald M. DePamphilis., Mergers, Acquisitions, and Other Restructuring Activities (10th Edition). Elsivier

Recommended Reading

1. Weston., Fred,(2001). *Mergers & Acquisitions*. McGraw Hill.
2. Galpin., Timothy J, Herndon, Mark. Jossey Bass,(2007). *The Complete Guide to Mergers andAcquisitions: Process Tools to Support M&A Integration at Every Level*. 2nd edition.
3. Feldman, Mark L / Spratt, Michael Frederick., (1999). *Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change.* 1st edition, New York: Harper Business.
4. (2001).*Harvard business review on mergers and acquisitions.* Boston: Harvard Business School Press.
5. Burrough., Bryan, Helyar, John,(1990). *Barbarians at The Gate: The Fall of RJR Nabisco.* 1 st e, New York: Harper & Row;. xvi, 528 p., 32 p of plates ISBN: 0060161728. Collins Business 2008.
6. Gaughan., Patrick A, (2010). *Mergers-What Can Go Wrong and How to Prevent it.* 1st edition, Wiley Finance.
7. Damodaran., Ashwath,(2009), *Damodaran on Valuation.* 2e, John Wiley.

Course Name: Behavioural Finance	**Course Code: MBA643F**
Total number of Hours: 30 Hours	**Credits: 3**

Course Description: This course seeks to provide comprehensive knowledge to the students about irrational investor behaviour and about how to create individual investor portfolios that account for their irrational behaviour. This course will also help students become more introspective about their own behaviour and enable them to create a portfolio that works best for themselves.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understand different behavioural biases exhibited by investors.
CLO2 Analyse why clients make the decisions that they do and whether their behaviour needs to be modified or adapted.
CLO3 Design portfolios for different clients after taking their behavioural biases into account.
CLO4 Review work done by some of the key people who have shaped the current body of behavioural finance thinking.
CLO5 Design an experiment to test for the behavioural biases exhibited by different individuals.

Pedagogy: This course uses multiple pedagogies like interactive lecture, discussions, presentations, video tutorials, case studies, research articles, etc

Syllabus

Unit I Introduction to Behavioural Finance **3 Hours**

What is Behavioural Finance? – The Big Picture, Standard Finance v/s Behavioural Finance, The Role of Behavioural Finance in Creating a Successful Advisory Relationship; The History of Behavioural Finance – Historical Perspective on the link between Psychology and Economics, Modern Behavioural Finance, Psychographic Models used in Behavioural Finance; Introduction to Behavioural Biases – Definition and Categorisation, Differences between Cognitive and Emotional Biases.

Unit II Belief Perseverance Biases **6 Hours**

Cognitive Dissonance Bias, Conservatism Bias, Confirmation Bias, Representativeness Bias, Illusion of Control Bias, Hindsight Bias – Description, Practical Application, Research Review, Diagnostic Testing and Advice.

Unit III Information Processing Biases **6 Hours**

Mental Accounting Bias, Anchoring and Adjustment Bias, Framing Bias, Availability Bias, Self-Attribution Bias, Outcome Bias, Recency Bias - Description, Practical Application,
Research Review, Diagnostic Testing and Advice.

Unit IV Emotional Biases **6 Hours**

Loss Aversion Bias, Overconfidence Bias, Self-Control Bias, Status Quo Bias, Endowment Bias, Regret Aversion Bias, Affinity Bias - Description, Practical Application, Research Review, Diagnostic Testing and Advice.

Unit V Application of Behavioural Finance to Asset Allocation and Behavioural Investor Types **9 Hours**

Application of Behavioural Finance to Asset Allocation, Best Practical Allocation, Guidelines for Determining Best Practical Asset Allocation, Investment Policy and Asset Allocation, Case Studies. Behavioural Investor Type Diagnostic Process, Background of the Development of Behavioural Investor Types, Psychographic Models of Investor Behaviour, Early Psychographic Models, The Behavioural Alpha Process – A Top-Down Approach, Behavioural Investor Types – Preserver, Follower, Independent, Accumulator.

Essential Reading

Michael M Pompian, Behavioural Finance and Wealth Management, Wiley Finance.

Recommended Reading

Daniel Kahneman, Thinking, Fast and Slow, Penguin Books.
HershShefrin, Beyond Greed and Fear, Oxford University Press.

DISCIPLINE SPECIFIC ELECTIVES (Human Resource)

Course Name: Technology for HR	**Course Code: MBA641H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course is offered to third trimester and six trimester MBA students of all specializations. Technology in Human Resources is a specialization in the field of Human Resources that addresses how organizations can use Technology to leverage efficiencies in HR function.HR technology is increasingly being used by small, medium, and large employers to meet the needs of its stakeholders. What sets high-performing organizations apart from others is how they use technology to deliver HR services. these trends will impact human resources management (HRM).

Course Objectives:

- To learn Software and associated hardware for automating the human resources function in organizations.
- It includes employee payroll and compensation, talent acquisition and management, workforce analytics, performance management, and benefits administration.
- Learn and link Technology / HR ERP packages to other HR functional areas viz. HR establishment, Recruitment, Selection, Performance Management, Training & Development& Employee Relations.

Course Learning Outcomes: On having completed this course student should be able to:

CLO 1: Examine application of technology used for HR processes

CLO 2: Develop HR Technology strategy to support business strategy.

CLO 3: Investigate various HR modules used in SAP success factor

CLO 4: Evaluate various HRMIS products available in the market

CLO 5: Appraise future HR technologies trends.

Pedagogy: This course is based on class discussion and Hands-on experience-based learning pedagogy. Here the emphasis is "learning by doing". The activities will be planned, designed, executed and closed by individual as well as teams. Anchor faculty of the course will coordinate all the monitoring and evaluation activities related to this course.

Syllabus

Unit I Introduction to Technology in Human Resources **12 Hours**

Perspectives on Technology, Process Modelling, Business process integration, Looking at HR modules in terms of process. Scope of technology in HR Processes. How technology can automate routine HR processes. Orientation on e-HR processes, scope, advantages, implementation. Understand Future of HR.

Emerging HR technologies Gig economy and HR agility. HR and emerging technologies – AI, Robotics, NLP, Blockchain, Big Data.

Unit II HR Technology Strategy **3 Hours**

HR Technology strategies; Strategic choices in Technology that support business Strategy and HR strategy; Developing a total strategy.

Unit III HR Modules **3 Hours**

Core HR and Payroll, Time and Attendance Management, Performance and Compensation, HR Analytics and

Workforce Planning, Workplace Transformation, Technology and Digital HR, Employee Self-Service, Social Connect: Connect, communicate and collaborate across the organization.

Unit IV Success Factor **6 Hours**

Introduction to SAP ECC and success factors; Platform to applications sit on/ Cloud (what is cloud and benefits of moving to cloud); Integration between SAP ECC and SF; Employee life cycle; Recruitment, On-boarding; Master Data Maintenance; Performance Management; Benefits; Workflows; Payroll; Laws (Maternity / Paternity); Requirement documents / Blue Print; Testing; Go-Live.

Unit V HR Automation Products available in the Market **6 Hours**

Available HR ERP products in market. HRMIS: Indent, Objective, Scope, Design, Implementation, benefits & limitations. Look at HR Automation Products available in the market. Mobile Supported HRMIS products.

Products: Adrenalin HCM, Sum HR, Ramco HR, Far Vision, Zing HR, Go for HR, greytHR, PeopleSoft, Dynamics HR Management, Oracle's E-Business Suite Human Capital Management, JD Edwards EnterpriseOne Human Resources Management.

Essential Reference:

1. Satish M Badgi, (2012), *Practical Guide to Human Resource Information systems*, PHI Learning Private Limited, New Delhi

Recommended References:

1. Ronald R. Sims (2007), *Human Resource Management: Contemporary Issues, Challenges, and Opportunities,* Information Age Publishing.
2. Arpita Gopal (2008),*Engineering MIS for Strategic Business Processes*, Excel Books,
3. Jerry N. Luftman(2011), *Managing IT Human Resources: Considerations for Organizations and Personnel,* Business Science Reference.
4. Dr. Ch. Seetha Ram(2010), *Information Technology in developing Human Resources*, Deep & Deep Publication Pvt. Limited.
5. Kwasi Kotoko Emmanuel, Konadu Amponsah Adelaide & Attah Kumah Emmanuel, (2014), *Information Technology in Human Resource Management Functions*, LAP Lambert Academic Publishing

DISCIPLINE SPECIFIC ELECTIVES (Lean Operations & Systems)

Specialisation Electives (Lean Operations and Systems). Students to Choose 1 out of 2 subjects.

Course Name: Information Technology Governance and Leadership	**Course Code: MBA641L**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This course is offered as an elective for students of LOS specialization in the final trimester. Opening up aspects of IT leadership and IT Governance, the course is targeted at students who want to pursue a long term career objective of reaching leadership positions in IT functions like CIO or IT Director	

or acting as thought leaders in management consulting engagements with such roles. The course also introduces the key concepts of IT governance and integrated IT governance framework. The course is also intended to train the students for adopting and managing organizational change, preparing them as world class leaders and to work and develop high performance teams.

Course Objectives:

At the end of the course, students should be able:

1. This course attempts to round off the MBA education of systems management-oriented LOS specialization students by providing them a foundation on IT governance
2. The course helps to impart leadership characteristics in a corporate governance environment
3. The course aims to help the management student view and appreciate IT as a leadership domain rather than a purely technology management domain
4. The course imparts practical knowledge on present demand from industry such as Business-IT alignment, Portfolio investment management and Strategy planning
5. The course is intended to help the students to achieve lifelong learning through practical approaches for Managing Organizational changes, World-class leadership and to work in and develop high performance teams.

Course Learning Outcomes:

CO1 - Describe leadership issues and strategic decision areas in IT that a CIO should be concerned with, especially in a digital corporate.
CO2 - Assess operational and crisis situations for intervention by the IT leadership.
CO3 - Interpret Governance, Risk and Control from the IT leadership perspective.
CO4 - Appreciate how IT leadership can help create a sustainable business, and building integrated IT governance model
CO5 - Formulate opinions and insights on IT Leadership and Governance based on study of contemporary CIOs and to know and practice best practices of world-class IT leaders.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, HBR case discussion and simulation

Syllabus

Unit I **4.5 Hours**

Introduction and Overview

IT Leadership vs General Leadership, Technology Management vs IT Leadership. IT Leadership Maturity Levels. CIO Challenges. CIO Leadership. ‒Linking CIO role in Achieving Business growth and creating effective governance – Steps in making IT Governance real

Unit II **6 Hours**

Strategic Leadership

IT Costs Mapping to IT Services, Chargebacks, Cost Leadership for IT, Strategic Budgeting for IT. IT Investment Portfolio Management approaches: Competes-vs-Qualifiers, Gartner's Run-Grow-Transform Model, McFarlan's Strategic Grid. Setting IT Priorities and Aligning to Business Strategy. Mandatory-ROI-OCI categorization. IT Value Delivery, ISACA Val IT Framework

Unit III **6 Hours**

Leadership and Decision Making During IT Operations and Crisis

Executive Leadership for Projects. Identifying and Deciding on Death March Projects. Engagement with C-suite Leaders, CEO and Board of Directors. Preparing for Crisis. Identifying and Declaring Crisis. Communication and Disclosures during a Crisis, Approaches to Post-Crisis Closures: Doctrine of Completed Staff Work.

Unit IV **7.5 Hours**

Sustainable IT Leadership-

Emerging Technologies Leadership, Standardization and Innovation. Vendor Partnering and Control, Managing Talent – Vendor Selection- Contract Negotiations – Crowd sourcing

Integrated IT governance
Road Map – Emerging IT Alignment Models – Strategic Planning and Portfolio management alternatives – IT Engagement and relationship models

Unit V **6 Hours**
Digital Leadership and Current Issues in IT Leadership

Transforming and Leading IT for the Digital Era. Habits of Highly Effective Digital Leaders. Facets of a Digital CIO. State of the CIO Reports - last 3 years.

Building Successful Leadership Skills: Framework for Managing Accelerating Change – Organizing for IT governance Initiative – World Class Leadership practice and Principles – Principles for creating and sustaining high performance teams.

References :

Essential

1. Implementing Effective IT Governance and IT management , A practical guide to world class current and emerging best practices ,2nd Edition by Dr. GAD J Selig,
2. The Adventures of an IT Leader, 2016, Austin, R.D., Nolan, R.L., O'Donnell, S., Harvard Business Review Press, 2nd ed.

Optional

1. Corporate Information Strategy and Management: Text and Cases, 2017, Applegate, L.M., Austin, R.D., Soule, D., McGraw Hill, 8th ed.
2. The CIO Paradox – Battling the Contradictions of IT Leadership, 2012, Heller, M., Perseus Books.
3. Death March, 2015, Yourdon, E., Yourdon Press, 3rd ed.

Course Name: Enterprise Asset Management	**Course Code: MBA642L**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This paper offers a fundamental framework for maintenance management in an organization. It provides students with knowledge of assets management towards productive life through Maintenance planning and scheduling, Total productive maintenance, computerized maintenance management system and Maintenance cost. This course is offered as a functional elective for LOS students in the sixth trimester.	
Course Objectives: This course attempts to provide students with knowledge of assets management to enhance productivity through Maintenance planning and scheduling, total productive maintenance, computerized maintenance management system and optimizing the Maintenance cost	
Course Learning Outcomes: On having completed this course student should be able to: CLO1: Understand the requirements and concepts of Enterprise Asset Management. CLO2: Analyze and solve problems related to OEE, MTB, MTTR, Downtime and maintenance costing CLO3: Apply concepts of total productive maintenance and reliability centred maintenance to solve problems CLO4: Develop documentation and report writing skills to present solutions to Enterprise Asset Management to top management	

CLO5: Develop different enterprise asset management strategies to ensure local and global competitiveness
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, case studies and Simulations.
Syllabus **Unit I Maintenance Management Framework and Enterprise Asset Management 8 Hours** Definition & role of maintenance, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management. Concept of MUDA, MURA and Muri. Design of maintenance system, Preventive maintenance, Predictive maintenance, Break down maintenance, Total planned maintenance, Overhauls and shutdown, Inspection and lubrications. **Unit II Maintenance Planning & Scheduling 5 Hours** Planning of different types of maintenance, Scheduling and schedule preparations, Design of maintenance system, Organization for maintenance, **Unit III Modern trends in Maintenance and costing 4 Hours** Additive manufacturing in maintenance, Internet of things, wireless networks and automated data collection, Augmented reality for training and remote maintenance, Maintenance as a service and supply chain collaboration. Costing, budgeting , life cycle costs. **Unit IV 9 Hours** **Total Productive maintenance and computerized maintenance management system** What is TPM? Concept of TPM, Pillars of TPM, TPM and TQM, Benefits of TPM, calculation & benefits of OEE, how to implement TPM, Negative factors affecting TPM, Toyota TPM system. Equipment classification, Job cataloguing, inspection scheduling, Repair planning, repair fulfillment report, Break down entry and analysis, Material indent preparation. **Unit V Safety management and accident prevention 4 Hours** Safety stages-During installation, commissioning & maintenance, Safety of plant and people, accidents, causes of accidents, Fire hazards, electrical hazards, Chemical hazards, Occupational diseases, Cost of accidents, how accidents can be prevented, Safety management. **Essential Reference:** Mishra R.C. & Pathak, K (2012). *Maintenance Engineering & Management.* PHI. **Recommended References:** Idhammer, Christopher (2006). *Results Oriented Reliability and Maintenance Management Book* (2nd Edition, 312p). IDCON

DISCIPLINE SPECIFIC ELECTIVES (Marketing)

Specialisation Electives (Marketing) Students to choose 1 out of 2subjects

Course Name: Neuro Marketing	**Course Code: MBA641M**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: Basic neuroscience made steady progress throughout the 20th century with only small areas of application outside of medicine. Over the past few years, however, breakthroughs in measurement and computation have accelerated basic research and created major applications for business and technology. Currently, applications to marketing research and product development are experiencing explosive growth that has been met with both excitement and skepticism	
Course Objectives: This course provides an overview of developments in neuroscience and its applications in the realm of marketing.	

Course Learning Outcomes:
On having completed this course student should be able to:
CLO1: Demonstrate the knowledge and application of neuro-science in the area of marketing and consumer psychology.
CLO2: Conduct simple neuro marketing experiments to analyse and establish elements of consumer buying behaviour.
CLO3: Develop new methods to learn consumption patterns using neuro marketing tools.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, and a form of experiential learning through laboratory experiments

Syllabus

Unit I Introduction to neuro marketing **6 Hours**
Combining consumer behaviour & neuroscience: The evolution of neuro-anatomical perspective. The psychological and behavioural and innovation and product development perspective. Behavioural models & measures. Innovation and evaluating ideas for new products, including trial, repeat studies and models for new products.

Unit II The measurement perspective **6 Hours**
Physiological (eye movements, pupil size, skin conductance, heart rate) and neural measurement (EEG, PET, fMRI, single cell recordings) procedures; neuroscience & commercial marketing research. The basics of quantitative modeling: process models, modular production systems and neural networks.

Unit III Vision, attention and eye tracking **6 Hours**
The visual system, including the eye, retina, midbrain, visual cortex, and related association areas; visual attention, including goal-directed and stimulus-driven pathways in the parietal and frontal lobes; locating and identifying objects.

Unit IV Emotions **6 Hours**
Emotions, advertising and branding: Intensity and valence of emotion; measures of emotion. Hierarchy of effects models; evaluative conditioning; neural correlates of brand preferences and brand loyalty.

Unit V Learning and memory **6 Hours**
Valuation, inter-temporal choice, self-control, reward, and reinforcement learning; Wanting, liking and deciding; Neuro-ethics.

Essential Reference:
Ramsoy Z. T. (2015). Introduction to Neuro marketing and Consumer Neuroscience(First Edition). Neurons Inc ApS, Rorvig, Denmark.

Recommended References:
Gazzaniga, Ivry, & Mangun (2014), Cognitive Neuroscience: The Biology of Mind, 4th edition, New York, NY: Norton & Co.
Michael V. Marn, Eric V. Roegner, Craig C. Zawada (2004). The Price Advantage. Wiley Publication. E-BOOK
Purves, Cabeza, Huettel, LaBar, Platt, & Woldorff (2013), Principles of Cognitive Neuroscience, 2nd edition, Sunderland, MA: Sinauer & Associates.
Glimcher & Fehr (2014), Neuroeconomics: Decision Making and the Brain, 2nd edition, London, UK: Academic Press.
Holmqvist, Kenneth, Nystrom, Marcus, Andersson, Richard, Dewhurst, Richard, Jarodzka, Halszka, et al. (2011) Eye Tracking: A comprehensiveguide to methods and measures, Oxford University Press.

Course Name: Rural Marketing	**Course Code: MBA642M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a marketing elective(Proposed) in the sixth trimester. Consumers in rural markets exhibit attitudes and lifestyle that differ from the consumers in urban markets. The behavior differences they exhibit not only requires understanding this market but also use a different approach to researching this market. The conventional approach to understanding and researching this market may not be appropriate. The variations in infrastructure also requires use of novel communication and distribution channels not familiar to marketers in urban markets. This course will add an important dimension of Marketing to the Marketing students

Course Objectives: This course attempts to provide insights on the knowledge of retailing and prepares students for careers in the area of organized retailing.

Course Learning Outcomes:

On having completed this course student should be able to:
CLO 1: Develop a clear idea on issues faced in rural markets
CLO 2: Have an understanding of the differences between urban and rural consumer behavior and influences on the behavior
CLO 3: Develop framework that helps value creation for rural markets
CLO 4: Identify suitable channel and communication options
CLO 5: Contrast approaches of suitable mechanisms to reach to and communicate with the rural markets given the absence of infrastructure

Pedagogy: The objectives of the course is sought to be achieved by helping the participants to undergo meaningful exercises in decision making in a variety of real life Rural Marketing situations. Case discussions, exercise and conceptual discussion are the common form of learning used for this course.

Syllabus

Unit I Introduction: Issues and understanding rural markets **6 Hours**
Issues in Rural Marketing and characteristics of rural markets, Influence on rural consumers and its implications for marketers, Segmenting Rural Markets

Unit II Delivering value **6 Hours**
Researching rural markets to understand needs, Developing product for rural market, Delivering value, Value through Innovation

Unit III Communicating value **6 Hours**
Communicating and positioning, Educating on value-offering, Communication and diffusion process

Unit IV Reaching the rural market **6 Hours**
Issues in reaching rural markets, Rural retailing, Traditional rural marketplace, Non-Conventional methods of reaching rural markets-1, Non-Conventional methods of reaching rural markets-2

Unit V Strategy in rural market **6 Hours**
Competing in existing market, Entry strategy for rural markets, Rural-urban marketing strategy differences

Essential Reference:
Velayudhan, S.K., (2007), Rural Marketing – Targeting the Non-Urban Consumer Second Edition, Response Books (Sage Publications), New Delhi.

Recommended References:
Kashyap, P., & Raut, S. (2017). The Rural Marketing Book, Biztantra.
Krishnamacharyalu, C.S.G. & Ramakrishnan, I. (2011). Rural Marketing: Text and Cases, , Pearson.

DISCIPLINE SPECIFIC ELECTIVES (Business Analytics)

Course Name: Deep Learning	**Course Code: MBA641B**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: The course is offered as a Discipline Specific Elective during the fifth trimester for Business Analytics Specialization students. The course focuses on the foundations of Deep Learning and its applications in various domains as it is one of the most highly sought-after skills in AI.

Course Objectives:

At the end of the course the students will be able to:

1. **Make use of** Neural Network concepts for Deep Learning.
2. **Identify** the deep learning frameworks and models.
3. **Analyse** data using CNN.
4. **Analyse** data using RNN.
5. **Recommend** a Deep Learning model in a selected domain.

Course Learning Outcomes: On having completed this course student should be able to:

CLO-1: Understand the essentials of Neural Network.

CLO-2: Comprehend the working of deep learning models and its framework. using Deep Learning Programming Framework.

CLO-3: Apply CNN using Deep Learning Programming Framework.

CLO-4: Apply RNN using Deep Learning Programming Framework.

CLO-5: Discuss applications of Deep Learning Models in various domains.

Pedagogy: This course uses multiple pedagogies like interactive lectures, Case and article analysis and Hands-on approach.

Syllabus

Unit I Introduction to Neural Networks **8 Hours**

Structure of Neuron, Network Architecture, Perceptron and its types, Linear and Non-Linear Problems, Activations Functions, Supervised Learning with Neural Networks, Gradient Descent, Vanishing Gradient, Feed forward Neural Networks, Back Propagation Algorithm.

Unit II Introduction to Deep Learning **6 Hours**

Need for Deep Learning, Deep Feedforward Networks, Regularization, Optimization for Training Deep Models, Overview of Deep Learning frameworks, Introduction to Deep Learning Programming Framework.

Unit III Convolutional Neural Network **5 Hours**

Convolution Operation, Pooling, Variants of Basic Convolution Functions, CNN, Application of CNN.

Unit IV Recurrent Neural Network **5 Hours**

Understanding the simple recurrent unit (Elman unit), Recurrent and Fully Recurrent Neural Network, Application of RNN.

Unit V Applications of Deep Learning **6 Hours**

Applications of Deep Learning Models different domains like Computer Vision, Natural Language Processing, Speech Recognition with case studies, Future of Deep Learning.

Essential references:

1. Ian Goodfellow, Yoshua Bengio, Aaron Courville, Deep Learning, MIT Press
2. Francois Chollet, Deep Learning with Python.

Recommended references:

1. Suresh Samudrala Machine Intelligence: Demystifying Machine Learning, Neural Networks and Deep Learning, Notion press.
2. Simon Haykin, Networks and Learning Machines, Pearson.

DISCIPLINE SPECIFIC ELECTIVES (Entrepreneurship & Innovation)

Course Name: Intellectual Property Rights	**Course Code: MBA641EI**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: In today's age where rapid technological advancements are a norm, IPR provides the necessary financial rewards for innovators. Besides, the laws governing IPRs will necessitate enforcement of the IP rights. This course introduces management students to the core concepts of IP and the issues therein. The issues include the strategies for IP protection and the challenges therein

Course Outcomes: : By the end of the course students should be able to :
CO1 Appreciate the interdisciplinary nature of the IP management.
CO2 Examine various types of IP s across sectors for maximizing value creation.
CO3 Exploring the dynamic nature of IP portfolios in open innovation
CO4 Determine the barriers in adopting IP and financing for IP
CO5 Impact of IP laws in International Regime

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis, and a field visit in the form of experiential learning.

Syllabus

Unit I Basis of Intellectual Property **6 Hours**
Introduction, Different types of IP - Patents races, copyrights, trademarks, GI etc.,;
Patent Act 1970 – amendments of 1999, 2000, 2002 and 2005 Patentable subject matter, Patentability criteria, non-patentable inventions, Motivation to patent and Patenting paradox
Intellectual assets, intellectual capital and intellectual property

Unit II IP strategies for appropriating value from technological innovation 6 Hours
Need for strategic alignment of IP and business/ corporate strategies. Applications of different types of intellectual property across different industries. IP strategies for maximizing value creation and capture IP strategy typologies Strategies for accelerating technology diffusion. Tools and toolkits for developing IP strategies

Unit III Protecting intellectual property and Open innovation 6 **Hours**
Methods of protecting intellectual property, Procedure for granting a patent and obtaining patents, Grounds for opposition. Exploring the dynamic nature of IP portfolios in open innovation process and strategies to exploit and update portfolio assets and its associated challenges. IP acquisition and exploitation/ commercialization strategies for inbound and outbound innovation

Unit IV Enabling effective IP management 6 Hours
How should organizations internalize the processes for enabling IPs? What are IP due diligence processes for acquisitions.
Cultural barriers in adopting IP – challenges in organizational culture when organization moves from closed to open loop innovation
Organizational principles and processes (incentive systems, invention disclosure) for effective IP management
Financing and business models for IP (securities and collaterals)
IP based business models

UnitV IP laws and new product development **6 Hours**
IP in India; USA and EU, IPACTS and its meaning- impact
IP across sectors. Concepts behind intellectual property management and business strategy to develop your new product and/or service. International Regime Relating to IPR,TRIPS and other Treaties (WIPO,WTO, GATTS)

Essential Reference:

- Granstrand Ove (1999). The Economics and Management of Intellectual Property: Towards Intellectual Capitalism. Cheltenham, UK and Northampton, MA, USA, Edward Elgar publishing.
- Phelps, M and D. Kline (2009). Burning the ships: Intellectual Property and the Transformation of Microsoft, Wiley Hoboken.

Recommended Reference:

- ICSI (2021). Intellectual Property Rights – Laws and Practices. ICSI.

DISCIPLINE SPECIFIC ELECTIVES (International Business)

Specialisation Electives (International Business) Students to choose 1 out of 3 subjects

Course Name: International Logistics	**Course Code: MBA641I**
Total number of hours:30 Hrs	**Credits: 3**

Course Description: Today's business world operates in a global environment; to be successful companies must develop new strategies that go beyond traditional geographical boundaries. It is no longer uncommon to see a product designed in the United States, manufactured in China, and sold in France. The important role of manufacturing as the key component in a firm's competitive strategy is recognized in all parts of the world. Differentials in wage-rates, expanding markets abroad, improved transportation, and communication have all worked to break down barriers of time and space. All this has led logistics to truly become a global operation. International logistics is the response to the increasing integration of international markets as firms fight to remain competitive

Course Objectives:

The course is designed to provide managerial tools, knowledge, and insights on:

1.New approaches for coordinating and working with suppliers and strategic partners in the company's global supply chain through effective logistics

2.Aligning the incentives of the different players throughout the logistic chain to develop successful collaboration relationships

3. The role of logistics operators and 3PLs in the business

4. Justification of outsourcing projects in logistics, advantages and risks involved, required steps for a successful transition to a logistics operator

5.Financial evaluation logistic metrics for management

6.Customer centered logistic strategies will be discussed and reviewed

Course Learning Outcomes: On having completed this course student should be able to:

CL 01: To gain a working understanding of logistics principles and to expose students to the language of logistics

CL 02: To provide an overview of the key activities performed by the logistics function including distribution, transportation, global logistics and inventory control

CL 03: To view logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive advantage

CL 04: To understand current challenges faced by logistic professionals and to provide a basis for thinking through these challenge

CLO5:To analyse the role of technology in logistics in the global scenario

Pedagogy: This course uses multiple pedagogies like case study discussions, interactive lecture, presentations, review of research article, in class group exercises and activities.

Syllabus

Unit I Overview of Logistic Function **5 Hours**

Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration.

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Unit II Basics of Transportation & Containerization types: **5 Hours**

Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice, CFS and ICD; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements

Unit III Documentation Terms of Sales: 6 Hours

Introduction, Expert Sales Contract, International Contract Terms, CIF Contract, Duties of Importers, FOB Contracts; Documentation in Logistics: Invoice, Packing List, Certificate of Origin, Bill of lading, Shipping Bill, Marine Insurance, Bill of Entry

Unit IV Outsourcing Logistics & Role of Technology in Global Logistics Management: 7 Hours

Outsourcing logistics: Reasons: Third party logistics provider-Fourth party Logistics providers (4 pl) Fifth Party Logistic Providers -Stages-Role of logistics providers, Importance and role of information and information technology in Logistics management. ERP Platforms. RFID applications. Current trends

Unit V Global Policies in SCM: 7 **Hours**

Import and Export Documentation, Incoterms and International Payments, Countertrade, Transfer Pricing, Cross-Cultural Negotiations, The Impact of the Free Trade Movement on Global Supply Chain Management. Global Market Penetration Strategy of Multinational Firms, Strategic Alliances among, Foreign Trade Zones and Free Trade Zones.

Essential References :

- The Essentials of Supply Chain Management New Business Concepts and Applications, First Edition, Hokey Min, 2015, Pearson, New York.
- Global Logistics and Supply Chain Management (2nd Edition) **,** Mangam, Lalwani, Butcher, & Javadpour,John Wiley & Sons, 2nd Edition, 2011,ISBN 13: 978-1-119-99884-6

Recommended references: :

- Contemporary Logistics, 10th edition. Coyle, Langley, Murphy & Wood. ISBN--13: 978--0--13--611077--4
- International Marketing by Sak Onkvisit & John J. Shaw, Publisher: Prentice Hall of India
- International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
- Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication
- Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.
- Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004
- Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
- Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999

Course Name: International Trade Law	**Course Code: MBA642I**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a cross-functional core course offered to students. Students learn various aspects of International Trade Laws in terms of concepts, operations, opportunities and challenges.	
Course Objectives: International law plays a significant role for the integration of the global economy. The course	

- To offer insight into one of the main branch of international Business, international trade Law with a particular focus on the World Trade Organization, which covers trade in goods and services.
- To explain the legal dimensions of international trade and strategies compatible with laws, conventions, and treaties governing global business operations.
- To elaborate on the theories and trends in Trade laws
- To examine the importance of WTO in the global business
- To assess the various legal instruments of E-commerce

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Identify the prevailing theories and trends prevailing in modern day International Trade.
CLO2 Demonstrate the issues dealing with Jurisdictions in International Business Contracts.
CLO3 Interpret the role and involvement of WTO in various practices of global business.
CLO4 Examine the importance of International Trade Regulations and Treaties.
CLO5 Assess various International Legal Instruments of Electronic Commerce.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, a field visit, and form of experiential learning.

Syllabus

Unit I Introduction to Trade Law **6 Hours**

Introduction, nature and complexity of International Trade and Laws.
Theories related to International Trade: Mercantilism, Theory of Absolute Advantage (Adam Smith), Theory of Comparative Advantage (David Ricardo) and its developments, Marxist notions affecting International Trade.
The Vienna Convention on the Law of Treaties and discussions on the General Principles of Treaty interpretation.

Unit II Jurisdictional Issues and Enforcement of International Contracts **6 Hours**

International business contract: legal provisions; Choice of Law, language, forum, place in International Contracts, International sales agreements, Rights and duties of agents and distributors; laws related to international payment terms. International trade terms: Cost, Insurance and Freight. Free on Board. Letter of Credit (LoC).
Jurisdictional issues in international contract and transaction. Enforcement of International contract and Settlement: International Business Negotiations, conflict of Laws; Enforcement of contracts and dispute settlement; ADR: International commercial arbitration and conciliation, UNCITRAL.

Unit III WTO (GATT) Legal Texts and Global Business Regulation 8 Hours
Agreement Establishing the World Trade Organization; Understanding WTO/GATT's legal Texts. Plurilateral Trade Agreements, provisions related to preferential treatment of developing countries. Regional groups, subsidies and countervailing measures, technical standards, antidumping; non-tariff barriers, custom valuation. Dispute settlement Understanding (DSU). Regulations and Treaties relating to: Licensing and Franchising; Merger and acquisition (M&A), Joint Ventures, Patents and trademarks; Telecommunications. UN Commission on Trans National Corporations, Public procurement law.

Unit IV Major International Trade Regulations and Treaties 4 Hours
Competition/Anti-Trust Laws, Intellectual Property Rights Laws, Types of IPRs, Development of IPRs in light of WTO, TRIPS, WIPO (Berne Convention & Rome Convention), WIPO Copyright Treaty (WCT), WIPO Performance and Phonograms Treaty (WPPT), Compulsory License (Case study: Novartis Patent dispute in India, CSIR-WIPO case), Patent Co-operation Treaty (PCT), Madrid System, Internet Corporation for Assigned Names and Numbers (ICANN). Implications of GATT/ WTO to important sectors: - GATS protocols, TRIPS- enforcement, TRIMS. WHO-WIPO-WTO joint technical symposium on Access to Medicines.

Unit V International Legal Instruments on Electronic Commerce 6 Hours
Innovative business practice and transfer of technology- Legal issues, Cross Border Transactions – On-line Financial Transfers – Legal Safeguards.
Indian Laws and Regulations Governing International Transactions: FEMA (1999/2000); Foreign investments; Setting up Indian business missions abroad. Restrictions on trade in endangered species and other commodities: CITES.

Essential References:
1. Don Mayer, Michael B. Bixby, Ray August, International Business Law: Texts, Cases and Readings, Pearson Higher Education, 2012.
2. Trevor C. Hartley, International Commercial Litigation Text, Cases and Materials on Private International Law, Cambridge University Press, 2009.
3. S.R Myneni, International Trade Law, Allahabad Law Agency, 2010.
4. Simone Schnitzer, Understanding International Trade Law, Universal Law Publishing, New Delhi, 2010.
5. International Trade and Export Management by Francis Cherunilam , Himalaya publishing House.
6. International Business by K Awasthappa, Mc Graw Hill
7. International Business – Justin Paul, PHI Publications

Recommended references: :
1. Nuno Pires de Carvalho,The TRIPS Regime of Trademarks and Design, (2nd e/d.,), Wolters Kluwer(Law and Business), Kluwer Law International, The Netherlands, 2011.
2. Duncan Fairgrieve, Francois Lichere, Public Procurement Law: Damages as an Effective Remedy, Hart Publishing, Oxford and Portland, Oregon, 2011.
3. Veeramani.S "e- Jurisprudence' towards Conceptualization and Critics on e- Commerce Jurisdictions" Management and IT on Global Information and Business
4. Journal of International Taxation.
5. GATT/WTO legal Texts and publications. www.wto.org.
6. International Chamber of Commerce, publications (guidelines, model laws), ICC, Paris, www. icc.org.
7. ICC, WIPO ILO, UNCISG, UNCITRAL, UNDROIT, AAA, LAA, ICC-AA. CITES, UN on TNCs etc.

Course Name: International Advertising	**Course Code:MBA643I**
Total number of hours: 30 Hrs	**Credits:3**
Course Description: This course is designed for students to understand persuasive communication strategies for international markets. Markets are no longer bound with their physical locations thanks to the rapid	

development of communication technologies. To successfully address the global market, marketers and advertisers need to fully understand "local" challenges coming "deep" from cultural, economic, regulatory, and competitive differences.

Course Objectives:

- To identify global opportunity in International Advertising
- To demonstrate the basic principles and concepts in cross-cultural advertising
- To classify an ability for advertising in the international market
- To evaluate the strengths and weaknesses of marketing communication tools, based on marketing communication theories.
- marketing communication theories
- To design persuasive communication strategies in the international Market

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Identify the marketing opportunities and critical data through secondary research, to decide which brand to assist in marketing communications and the overseas location where it can be promoted.

CLO2 Demonstrate the basic principles and concepts in cross-cultural advertising

CLO3 Classify various internal (e.g., agency experts) and external (e.g., overseas media agencies, channel partners, etc.) stakeholders to ensure the smooth execution of marketing communication activities in international locations

CLO4 Evaluate the strengths and weaknesses of marketing communication tools, based on marketing communication theories, necessary to chart out a robust integrated marketing communication plan.

CLO5 Design an international marketing communication strategy and plan a marketing pitch with strategic recommendations and a timeline of promotion activities.

Pedagogy: This course uses multiple pedagogies like interactive lecture, case studies, student's discussions, research article.

Syllabus

Unit I

Growth of International Business and Advertising **6 Hours**

Introduction to 1 Growth of International Business and Advertising, The International Marketing Mix. Global or Local? The Standardization-Adaptation Debate, The Paradoxes in Global Marketing Communications BuzzFeed - What Future for Native Advertising and Branded Content?
By Felix Oberholzer-Gee

Unit II

The International Marketing and Advertising Environment **6 Hours**

How far it Can It Fly (International advertising), Why Advertise Globally? The International Marketing and Advertising Environment factors and influence in Advertising.

Unit III

Mapping Cultural Values for Global Marketing and Advertising **6 Hours**

Values and Culture, Dimensions of Culture, The Influence of Culture on Global Marketing and Advertising, Culture and Communication, Culture, and the Media

Unit IV

Creative Strategy and Execution **6 Hours**

Coordinating and Controlling International Advertising, Introduction to Creative Strategy and Execution, A Creative View of International Advertising, Advertising Appeals, Executional Style, From Value Paradox to Strategy

Unit V

Ethics, Values, and Code of Ethics **6 Hours**

Advertising Regulatory Considerations in the International Arena, Ethics and Beyond Corporate Social Responsibility and Doing Business in the Global Marketplace:

Essential Reference:
Mueller, Barbara (2017), Dynamics of International Advertising (3rd Ed.), New York: Peter Lang Publishing Co.

Recommended References:

1. Armand Mattelart Translated by Michael Chanan (1991) ADVERTISING
2. INTERNATIONAL The privatisation of public space, New York: Routledge, Chapman and Hall, Inc.
3. De, Mooij (2015) Global Marketing & Advertising(5e), sage publication.
4. In W. Schramm & D. F. Roberts (Eds.), The process and effects of mass communication (p. 17). Urbana: University of Illinois Press
5. Philip.J(2000).International Advertising: Realities and Myth ,Sage Publications , Inc .
6. Singelis, T. M., & Brown, W. J. (1995). Culture, self, and collectivist communication. Human Communication Research, 21, 354–389.

GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1

Course Name: Personal Financial Planning	**Course Code: MBA 661F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course introduces students to two important areas in Finance. They are financial planning and wealth management. Two approaches are used in this course. One is an individual's financial planning and asset allocation. The basic premise is that for students to do well in wealth management career, they should be able to manage their own personal wealth. Through this course students are exposed to the world of different investments opportunities.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Demonstrate an understanding of the theories and concepts of the financial planning process and wealth creation
CLO2 Create a personal financial plan
CLO3 Analyse the risk-return characteristics of different asset classes available to individuals for investing
CLO4 Create portfolio for a client based on their risk tolerance, constraints and unique life circumstances
CLO 5 Evaluate tax implications of a particular plan

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions, PPTs, Video tutorials, Case studies, research articles

Unit I Overview on Financial Planning and Wealth Management **5 Hours**
Introduction to wealth management, Concepts of being rich, concept of asset classes, Risk and return trade-off and risk profiles. Introduction to financial planning, Life cycle analysis, Financial planning process

Unit II Asset classes **12 Hours**
Equity, Debt, Mutual Funds, Gold, Real Estate, Challenges in investing in Real Estate, Urban Vs Rural, Residential Vs Commercial, Land Vs Build Properties, REIT, Private Equity, Venture Capital, Structured Notes, Quant Funds and Offshore Opportunities

Unit III Investing through Insurance **3 Hours**
Role of insurance as a risk mitigant, Introduction to various types of risks, Concept of insurable risks from an investor's perspective, Various insurance products available – Life and Non-Life, Concept of Human Life Value (HLV) and methods of computing HLVs.

Unit IV – Asset allocation strategies **6 Hours**
Asset allocation decision from an Investor's perspective, Active Vs passive strategies, Asset allocation strategies – Strategic Asset Allocation, Constant Weighting Asset Allocation, Tactical Asset Allocation, Dynamic Asset Allocation, Insured Asset Allocation, Integrated Asset Allocation.

Unit V Personal Tax Planning **4 Hours**
Tax Planning

Tax exposure,
Types of tax, tax brackets,
Analysis of tax situation for individual/family
Tax advantages: retirement planning, financial planning,
Tax managed asset strategies,
Role of tax timing in tax planning
Tax-saving structures
Identifying suitable and appropriate tax-efficient investments
Factors affecting tax efficiency

Recommended Books:
How to get rich and retire early, S G Raja Sekharan (2013), Maple Press

Additional Suggested Reading:

1. The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets by Harold Evensky, Stephen M. Horan, Thomas R. Robinson, Roger Ebbotson
2. From the Rat Race to Financial Freedom by Manoj Arora
3. Wealth Management by Ashiya Manish
4. All about Investing by Facrber Esme
5. Introduction to Financial Planning by Indian Institute of Banking & Finance
6. Personal Finance by Kapoor Jack R., Dlabay L.R., Hughes R.J.

Wealth Management, Finance Essentials Series by Dunn & Bradstreet

Course Name: Innovation and Design Thinking	**Course Code: MBA 661S**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a choice based core paper offered in the sixth trimester to students across all specializations. The course focuses on the manager's or leader's role as an innovator and facilitator of innovation by others. Design thinking is a method of applying creativity to come up with novel solutions to tough problems. The second part of the course helps develop an appreciation as well as skills for design thinking.

Course Objectives: This course attempts to make students understand the design thinking process and its elements, different dimensions of innovation and its implications in design products, processes and services.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 To illustrate the students on the evolution of design thinking and innovation
CLO2 To identify the concept of human centred design
CLO3 To construct problem framing and definition
CLO4 To determine idea generation and concept development
CLO5 To recommend the organisation for innovation

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, info graphics and form of experiential learning through in class hands on experiments on design thinking steps.

Syllabus

Unit I Introduction **6 Hours**
Understanding innovation by looking at how it is defined, various types of innovation, Base of the pyramid innovation, frugal innovation, managing disruptive innovation, open innovation, factors influencing innovation in organizations, innovation and firm size, building systematic organizational innovation capabilities.

Unit II The design process and business model innovation **6 Hours**
What is design thinking? The design process and business model innovation. Design research, visualization.

Unit III Human-centered design & achieving deep customer understanding **6 Hours**
Journey mapping, value chain analysis, and mind mapping.

Unit IV Identifying opportunity areas: Problem framing and definition **6 Hours**
Brainstorming and rapid concept development, assumption testing, rapid prototyping.

Unit V Idea generation, concept development and implementation **6 Hours**
Customer co-creation, learning launches, and storytelling.

Essential Reading

1. Brown, Tim (2012). *Change by Design*. Harper Business.
2. Liedtka, Jeanne M, Ogilvie, Tim. (2011). *Designing for growth: A Design thinking toolkit for Managers*. New York: Columbia Business School Publishing.

Recommended Reading

1. Krishnan. Rishikesh T. & Dabholkar, Vinay M, (2013). *8 steps to innovation*. HarperCollins Publishers India.
2. Afuah, Allan (2009). *Strategic Innovation: New Game Strategies for Competitive Advantage.* Routledge.

Course Name: Security Management In Cloud	**Course Code: MBA661B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a general elective during the sixth trimester for MBA students. This course covers the principles of security management in cloud computing environments. Students will learn how to design and implement security controls to protect cloud-based resources, including data and applications. Topics covered include cloud architecture and deployment models, threat analysis and risk assessment, identity and access management, network security, encryption, and compliance.

Course Objectives:

At the end of the course, students should be able:

1. To identify the essentials of cloud security management
2. To discover various cloud service and deployment model security considerations
3. To assess essentials of data security in cloud
4. To analyze the role of network security in the cloud.
5. To recommend effective security policies and procedures for cloud-based environments

Course Learning Outcomes:

CLO-1: Identify the essentials of Cloud computing.
CLO-2: Discover various cloud architectures.
CLO-3: Assess essentials of data security in cloud
CLO-4: Analyze the role of network security in the cloud.
CLO-5: Recommend effective security policies and procedures for cloud-based environments

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations and case studies.

Syllabus

Unit I Introduction to Cloud security management **6 Hours**

Introduction to Cloud Computing, Basic Concepts, Deployment model and service models, cloud security concerns, and cloud security management frameworks.

Unit II Cloud Platform Security considerations **6 Hours**

Cloud service model and deployment model security considerations, Security concerns for each deployment model, and security management approaches for each model

Unit III Cloud Data Security **6 Hours**

Data classification and protection, encryption, access control, data backup and recovery, and regulatory compliance. User authentication, authorization, and access control; role-based access control (RBAC); identity federation; and single sign-on (SSO).

Unit IV Cloud Network Security **6 Hours**

Network security controls, virtual private networks (VPNs), network segmentation, intrusion detection and prevention systems (IDPS), and distributed denial of service (DDoS) mitigation

Unit V Security governance **6 Hours**

Security policies and procedures, security awareness and training, security metrics and reporting, and security incident management, Cybersecurity tokens, Cybersecurity policy.

Essential references:

1. Tim Mather,Subra Kumaraswamy, Cloud Security and Privacy: An Enterprise Perspective on Risks and Compliance (Theory in Practice) 1st Edition
2. Cloud Security A Comprehensive Guide to Secure Cloud Computing Ronald L. Krutz Russell Dean Vines
3. Cloud Computing: A Practical Approach Anthony T. Velte Toby J. Velte, Ph.D. Robert Elsenpeter
4. Beginning Serverless Computing Developing with Amazon Web Services, Microsoft Azure, and Google Cloud
5. Cloud Computing: Implementation, Management and Security, CRC Press, 2017. Rittinghouse, John W., and James F. Ransome

Course Name: Designing for New Products and Experiences	**Course Code: MBA661M**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course is offered as a core elective for students of all specializations in the fifth trimester. The three-credit course is designed by converging principles of new product development and design thinking to offer a new approach towards designing innovative customer value propositions. The course gives emphasis on developing value propositions that are not only tangible in nature but also intangible. Experiences, being one of the most inimitable values that companies are trying to create is given significant scope and focus in this course. The course is offered in workshop mode and the students will be expected to work in groups on chosen projects. The assessment will be continuous with a summative group report expected to be submitted by student teams at the end of the course.

Course Objectives: To enable students to apply principles of design thinking in developing new products

Course Learning Outcomes:

On having completed this course student should be able to:

CLO 1: Apply principles of design thinking in developing new products.

CLO 2: Conduct in depth customer research and develop insights.

CLO 3: Develop prototypes of products and experiences.

CLO: 4 Create effective presentations for launching new products and experiences

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions, workshops , case study, Research articles and experiential learning.

Syllabus

Unit I Introduction to new product development and design thinking **4 Hours**

The conventional linear new product development model is introduced with merits and limitations. Design thinking as an approach to innovation is introduced with the fundamental principles and processes

Unit II Problem identification **4 Hours**
Understanding used cases, understanding customer pain points, product consumption and usage challenges, intangibles and experiential challenges and scope for improvement

Unit III Empathy **5 Hours**
Ethnographic research paradigms to conduct in depth research on users, user experiences and user challenges.

Unit IV Problem definition **5 Hours**
Defining the problem after in-depth customer research, developing a compelling point of view and developing specific criteria for new product/experience to be created

Unit V Idea generation and brain storming **6 Hours**
Developing new ideas to address the challenges identified during research and specified during problem definition stage. New tools for brain storming and concept development

Unit VI Rapid prototyping and co-creation **6 Hours**
Prototyping tools and techniques. Frameworks for rapid prototyping. Elevator and napkin pitches. Pitching new products and feedback. Developing frameworks for co-creating experiences with users

Essential Reference:
Brown, Tim (2012). Change by Design. Harper Business.

Essential References:
Kahn, Kenneth, B, (2012) PDMA handbook of new product development, 3rd Ed, Wiley.
Liedtka, Jeanne M, Ogilvie, Tim. (2011). Designing for growth: A Design thinking toolkit for Managers. New York: Columbia Business School Publishing.

GENERIC ELECTIVES (Student to choose 1 out of 3 subjects) – Basket 2

Course Name: E - BUSINESS	**Course Code: MBA 662L**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a generic elective course offered in the sixth trimester. This course enhances the level of practical knowledge about E-Business thereby helping students to appreciate the integral part played by electronic means of doing business. It prepares them to be able to implement digital technologies in business.	
Course Objectives: Convey an understanding of the ecommerce scenario and business models with respect to the operations, revenue, marketing and customer. The objectives are to: 1. Enable students to analyse technology platforms, ESCM, cloud based businesses, online retailing. 2. Enable students to analyse the m-commerce business models. 3. Enable students to analyse the social media network based business models	
Course Learning Outcomes: **CLO-1:** Build business plans incorporating technology infrastructure requirements of e-business. **CLO-2:** Analyze the technological platforms and develop managerial skills to manage e-commerce businesses. **CLO-3:** Apply e-business models in supply chain, retailing, and service sectors. **CLO-4:** Make use of mobile technologies and their applications in m-commerce businesses. **CLO-5:** Analyze ethical dimensions of e-commerce, m-commerce and social media network based e-business models	
Pedagogy: This course uses multiple pedagogies like interactive lectures, student discussions and PPTs, research articles, case studies, and simulation exercises.	

Syllabus

Unit I Electronic Commerce Business Models and Concepts 9 Hours
Overview of E-Commerce, Unique features of E Commerce, Types, origins and growth of E Commerce, Electronic Commerce Business models, Partial Vs Pure E-Commerce, Benefits and Limitations of E-Commerce. Various Business Models of E-Commerce: B2C, B2B, C2B, C2C, etc., E-Commerce Business Strategies & Business Model Disruption, Revenue models of E-Commerce.

Unit II Technology Infrastructure & Security 4 Hours
Infrastructural requirements, E-commerce and internet, Trends in E-Commerce Infrastructure, Cloud based e-business. E-Commerce Security Systems, The Underground Economy Marketplace

Unit III Building an E-Commerce Presence & E-Commerce in action 8 Hours
Systematic approach to building an EC web site, Choosing Software, tools, hardware for EC, Search engine marketing (SEM) and Search engine optimization (SEO).
Online Retailing, E-SCM, collaborative commerce, online services (Financial services, travel & online career services), Online Media, Games, E-Learning, E-Governance.

Unit IV Introduction Mobile Technologies and M Commerce 4 Hours
Planning and Building a Mobile Presence – Infrastructure of M–Commerce – Types of Mobile Commerce Services – Technologies of Wireless Business – Benefits and Limitations, Support, Mobile Marketing & Advertisement, Non– Internet Applications in M–Commerce – Wireless/Wired Commerce Comparisons.

Unit V Social Media and Networks based business models & Ethical and legal issues 5 Hours
Social media applications for E-Business, Social media analytics, Networks and Platform Based Business Models
E-Commerce and ethics, Privacy regulations and information rights - Indian and global perspectives.

Essential Reference:
Laudon, Kenneth. C., &Traver, Carol. Guercio.E-commerce- business. technology society India: Pearson Education.

Recommended References:
1. P T Joseph S J, E-Commerce: An Indian Perspective. Fourth Edn,India: Prentice -Hall of India Pvt. Ltd. Publications.
2. Schneider Gary P., Electronic Commerce. Fifth Edn, USA: Thomson - Course Technology Publications.
3. Bhasker Bharat, Electronic Commerce Framework. Technologies and Applications. Third Edition, India: Tata McGraw Hill Co. Ltd. Publications.
4. Schneir Bruce and Ferguson Neils.,Practical Cryptography. Wiley- Dreamtech India Private Ltd. Publications.
5. Awad Elias M., "Electronic Commerce", From Vision to Fulfillment. PHI Publications.
6. Rayport Jeffrey F and Jawoski Bernard J., Introduction to E-Commerce.
7. Kalakota Ravi B and Whinston Andrew B., Latest, Frontiers of Electronic Commerce. USA: Addison Wesley Publications.

Course Name: Business Law	**Course Code: MBA662S**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a cross-functional elective course offered in the sixth trimester to students across all specializations. This course is designed to give exposure to students about the laws regulating various transactions in business and remedies for infringement available under the law.	

Course Objectives: Knowledge of business law is mandatory for all managers for managing the business organization irrespective of any specialization. The objective of this course is to understand the Legal Aspects of the Business which are important for them as Prospective Business Entrepreneurs and Managers. To identify laws and their uses in decision-making for managers along with improving drafting capabilities of agreements and memorandums.

Course Learning Outcomes: On having completed this course student should be able to:

CO1 Construct agreements and examine the different ways of discharge of a contract
CO2 Test the sale with agreement to sale and distinguish conditions and warranty
CO3 Assess the legal impact of negotiable instruments and remedies available for the consumers.
CO4 Evaluate the rights available for the different intellectual property Acts
CO5 Design a company from its formation and formulate it's winding up

Andragogy: This course uses multiple andragogy like Case Laws, Students discussions, Interactive sessions, Seminars etc.

Syllabus

Unit I Law of Contracts **6 Hours**

Proposal, Promise, Agreement & Contract, Essential elements of a valid Contract, Classification of Contract, Legal Rules of Offer and Acceptance, Communication of Offer and Acceptance when complete, Consideration, exceptions for Consideration, Capacity to Contract, Free Consent, Legality of Object, Void agreements, Performance of a Contract, Discharge of a Contract, Remedies for breach of Contract.

Unit II Sales of Goods Act **6 Hours**

Law of Sales of Goods, formation of the contract of sale, Sale and agreement to sale, Condition and Warranty, when condition to be treated a warranty, Caveat emptor, Transfer of property, Passing of property, Sale by non-owners - exceptions, Performance of the contract of sale, Right of unpaid seller.

Unit III Negotiable instruments Act & Consumer Protection Act **6 Hours**

Negotiable instruments Act,
Notes, Bills and Cheques, Dishonour of a Negotiable Instrument, Discharge of a Negotiable Instrument, Hundis.
Consumer Protection Act -
Objects of the Act, Complainant, Complaint, Consumer, Consumer Disputes redressal agencies – Composition and Jurisdiction of District Forum, State Commission, National Commission.

Unit IV Intellectual Property Rights **6 Hours**

Patent-Meaning Essential ingredients of Patent, Objects of Patent Law, Term of Patent, Patentable Invention, Inventions not patentable, Patent Addition, Infringement of Patent.
Designs- Meaning, Objects, Meaning of Design, Essential ingredients of Designs, Copyright in the Design, Restoration of lapsed Design, Cancellation of Copyright in the Designs.
Trade Marks- Meaning, Objects, Attributes of a good trademark, Term of Trademark, Marks not registrable, Infringement
Copyright- Meaning, Object, Qualification for Copyright Subsistence, Rights of the owner of the work, Term of Copyright, Infringement.
Geographical Indications- Meaning, Registration of particular goods and area, Prohibition of registration of certain geographical indications., Advantages of Registration, Infringement.

Unit V The Companies Act **6 Hours**

Characteristics of company, Kinds of company, Incorporation, Memorandum of Association, Articles of Association, Prospectus, Share Capital, Shares, Debentures, Winding Up
Essential Reference:
Elements of Mercantile Law by N.D. Kapoor, Sultan Chand and Sons, (10 February 2020), ASIN : 9351611566
Bare Acts of:-

(a) Indian Contract Act, 1872

(b) Sales of Goods Act, 1930
(c) The Negotiable Instruments Act
(d) Consumer Protection Act
(e) Patent Act
(f) The Design Act
(g) Trade Marks Act
(h) Copyright Act
(i) Geographical Indications of Goods (Registration and Protection) Act
(j) Companies Act 2013

Recommended References:

1. Kumar Ravinder. (2018). Legal aspects of business (4th Edition.). New Delhi: Cengage Learning
2. Business Law by Avatar Singh, Eastern Book Company, (1 January 2021), ISBN-13 : 978-9389656800
3. Intellectual Property Law by P Narayan, Eastern Law House, Generic (1 January 2022) ASIN : B09X4DLBDG
4. Introduction to Negotiable Instruments, Negotiable Instruments Act, 1881, Avtar Singh · 2016, ISBN:9789351453093, 935145309X

Course Name: Wellbeing at Work	**Course Code: MBA662H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course explores key definitions of wellbeing at work, theoretical approaches to wellbeing from occupational psychology and explores both positive and negative aspects of workplace welfare. The course will also discuss methods of assessing employee wellbeing, gain an overview of the key issues related to wellbeing at work, and consider the factors affecting wellbeing. This is a cross-functional elective course offered in the sixth trimester to students across all specializations.

Course Objectives: The course presents historical context of wellbeing and existing definitions, overview of theoretical approaches to wellbeing in occupational psychology, overview of wellbeing across individuals' working lives, positive and negative aspects of wellbeing at work, key issues around wellbeing for employees, managers and organizations.

Course Learning Outcomes: On having completed this course student should be able to:

CLO1 Explore the historical context of wellbeing and existing definitions

CLO2 Critically evaluate theoretical approaches to wellbeing in organisational psychology

CLO3 Discuss the impact of wellbeing on individuals' working lives

CLO4 Identify the positive and negative aspects of wellbeing at work

CLO5 Assess and measure wellbeing and work engagement

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article and experiential learning.

Syllabus

Unit I The context of wellbeing **6 Hours**

Context of wellbeing: Historical context of wellbeing, context for wellbeing at work, Happiness and Wellbeing, stress factors at work, causes of stress, recognizing stress, cost of stress,

Unit II Approaches to wellbeing **6 Hours**

Theoretical approaches to wellbeing: Hedonic and eudaimonic perspective, psychological wellbeing and subjective wellbeing, positive affect and negative affect, flourishing, life satisfaction,

Unit III Wellbeing at work **6 Hours**

Evidence from research studies, drivers of wellbeing at work – personal resources, organizational system, functioning at work, experience at work, Positive and negative aspects of wellbeing at work; The key issues around wellbeing for employees, managers and organizations

Unit IV Factors affecting wellbeing **3 Hours**

Factors affecting wellbeing - Biology and wellbeing, demographics and wellbeing.

Unit V Measuring Wellbeing and Engagement **9 Hours**

Measuring wellbeing and work engagement. Model on dimensions of wellness, tripartite model of wellbeing, PERMA model of wellbeing, McCallum & Price's model of holistic wellbeing, VIA character strengths and action plan. Measuring Work engagement – work engagement and related concepts, Gallup Q12, Utretch Work Engagement Survey (UWES), Job Demands and Resources (JD-R) model and COPSOQ3.

Essential Reference:

Diener, E., Oishi, S., & Tay, L. (2018). Handbook of well-being. Salt Lake City, UT: DEF Publishers.

Recommended References:

1. McKee, A. (2014). Being happy at work matters. Harvard Business Review
2. NEF, K. J., Mahony, S., & Saamah Abdallah, J. M. (2014). Well-being at work: A review of the literature
3. Beard, A. (2015). The happiness backlash. Harvard Business Review
4. Fisher, C. D. (2014). Conceptualizing and measuring wellbeing at work. Wellbeing Burr et al (2019), The third version of the Copenhagen Psychosocial Questionnaire (COPSOQ)

Master Thesis / Alternative Options (All specializations)

Course Name: Master Thesis	**Course Code: MBA681**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description

Master Thesis is an optional three credit research based course that is done by students during their 5th and 6th trimesters. The course is open to all MBA students. A guide is allocated to every student to advise and guide him/her in conducting literature review, formulating the research problem, collection of data, analysis and preparation of report.

Course Objective

This course attempts to enable the student to identify and formulate relevant research questions, to get them trained in report writing and to prepare them for a consulting career.

Learning Outcomes

- To enable the student to identify and formulate relevant research questions by integrating knowledge from different sources.
- To help the students to get trained in report making which focuses on problem solving based on empirical evidence and data visualization techniques.
- To prepare the student for a consulting career.

Review of Literature

The literature used should support the researcher's arguments relating to his/her research question and aim and objectives of the study. It should uphold methodology. The literature review should be comprehensive and up-to-date. All the papers referred for literature review have to be properly referred strictly following the APA guidelines.

Methodology

The research methodology has to be predominantly survey based research and primary data. The use of secondary data will be encouraged only if valid justifications are provided. The methodology should include data collection methods, type of data, tools used, pilot study details, method of analysis.

Analysis

Analysis should be done using SPSS/ Excel or any other tool appropriate for the study. Qualitative research alone should not be encouraged. However, a mixed methodology approach (qualitative study along with a quantitative study) is acceptable. Presentation and analysis of qualitative data and quantitative data have to be done as appropriate.

Discussion

While discussing the results, they should be linked to the literature review. It should be discussed how similar/ different is the study result with reference to literature review and what could be the reasons for such similarity/difference. The implications of the study should be discussed at two levels- academic implications and industry implications.

Reporting

The thesis should be of minimum 70 pages (20000 words) and maximum 100 pages (25000 words).Theses should be printed only on one side of the paper. APA formatting style should strictly be followed for referencing. The reporting (formatting, styling, structure of report) should be in adherence to the APA (6 th ed.).

Assessment focus and evaluation

Assessment and evaluation of the master thesis will be based on the parameters as discussed in detail below. The marks for master thesis is split over 5th and 6th trimester. The final evaluation comprises of 25 marks by research guide in the 5th trimester and the average of external evaluation and internal evaluation (125 marks) in the 5th & 6th trimester.

Bibliography

1. American Psychological Association. (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC.
2. Chawla, D. (2011). Research Methodology Concepts and Cases. New Delhi: Vikas Publications.
3. Cooper, D., & Schindler, P. (2009). Business research methods (4th ed.). New Delhi: Tata

McGraw Hill Publication

Course Name: Industry Practicum (Only for LOS specialization)	**Course Code: MBA682**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description

The Institute of Management, Christ University (IoM CU) proposes to introduce Industry Practicum as an alternative to Dissertation project for students and this is to be completed in the sixth trimester. It gives students real life experience and exposure to industrial environment. Having almost learnt and imbibed the knowledge in a specific specialization area, students can now look into the practical aspects and see how best the concepts can be put into practice.

Course Objective

The objective of this course is to provide industry exposure and environment for students to enable them to learn practically. Students undergoing this course are expected to take up a project in the industry and accomplish the set objectives. This will facilitates students to apply the knowledge they have acquired in their specialization area.

Course Content

The curriculum integrates applied learning through the Industry Practicum. It provides an avenue where the students can integrate concepts learnt, apply their learning, and gain new perspectives on business. This is experiential learning and hands on, also known as "learning by doing". The Practicum is offered as an alternative to the Dissertation and the Industry gets a lot of value in having bright people look at things in different ways. They feel it is great to tap into younger minds and get the new ideas and the insight on new trends. The pedagogy is based on practical work and the students have to identify a task with set objectives and need to complete it in the industry so chosen for this industry practicum.

Learning Outcomes

At the end of the course, students should be able to:

Knowledge

- Acquire an understanding of business processes, business working environment and identification of problems or issues faced by the industry.
- Formulate and implement business solution for the problem identified and address the objectives set out for the practicum.
- Familiarize innovation in business practices and learn the problem solving skills.

Skill

- Practice and experiment their learning by way of a project work.
- *Develop Written and verbal communication for the 31st Century***.** Students can prepare and present effective, well organized professional material in an effective manner, both orally and in writing (including presentation decks, graphical displays of numeric data, executive summaries, e-mails, etc.).

Attitude

- Solve large and complex technical challenges **.**Students are able to map large scale business challenges and questions into structured problems, and apply analytical techniques to solve them.
- Nurture Collaboration and able to work in groups.Students can navigate corporate culture, and avoid potential obstacles to project success.
- Reflect on professional learning. Students gain a deeper understanding of their personal strengths and weaknesses in the areas of technical skills, communication skills, and leadership.

Level of Knowledge

Students are expected to have prior basic understanding of business practices, specialization related concepts, application of such concepts in the area of operations and systems management before they undertake this course. The course presents conceptual and application levels of knowledge in industry practicum.

Syllabus

Course Content

Each student is allotted one faculty donning the role as Practicum Advisor. The Practicum Advisor need not necessarily be the student's Faculty Mentor. Appropriate Practicum Advisor may be chosen by the student based on the area of expertise and the experience that the faculty have in particular sector or domain that the student may want to work with.

Student opting for Industry Practicum instead of Dissertation should submit the proposal in the form of *Practicum Charter*.

This document is about 6-10 page document and it outline the work to be done, brief insight into the Literature review, a tentative engagement plan, and a timetable. On approval of the Practicum Charter by the Head of Specialization and the Practicum Advisor, the Industry Practicum could be taken up by the student and commence the work.

The student are required to submit a 5-15 page *Interim Report* about half-way through the project indicating the activities completed thus far and highlighting any accomplishments completed.

The *Final Report* would be a document of 30 - 50 pages. The final report is generated after completing the presentation about their findings and results to the corporate mentor and obtaining the certificate of completion. Students are required to give an oral *presentation* (Viva) to the Practicum Advisor or the panel highlighting the final results and accomplishments.

The student also needs to provide weekly progress reports in moodle (just like the Summer Internship Project) in a format agreed upon by the Practicum Advisor.

The student is expected to put in minimum 75-80 hours of work (including Reports making and other related documentation preparation) on the Practicum. Two days per week will be freed up on in the Academic calendar in the sixth trimester for this purpose. No Practicum related work will be taken up during exams (midterm and end term).

The Practicum Advisor may obtain feedback report from the Corporate Mentor before the awarding the marks for the Practicum.

Readings

Journal research articles related to the topic chosen for the Industry Practicum. Students to submit literature review as part of the final report.

Course Name: Industry Practicum (Marketing specialization)	**Course Code: MBA682**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description

The Institute of Management, Christ University (IoM CU) proposes to introduce Industry Practicum as an alternative to Dissertation project for students and this is to be completed in the sixth trimester. It gives students real life experience and exposure to industrial environment. Having almost learnt and imbibed the knowledge in a specific specialization area, students can now look into the practical aspects and see how best the concepts can be put into practice.

Course Objective

The objective of this course is to provide industry exposure and environment for students to enable them to learn practically. Students undergoing this course are expected to take up a project in the industry and accomplish the set objectives. This will facilitates students to apply the knowledge they have acquired in their specialization area.

Course Content

The curriculum integrates applied learning through the Industry Practicum. It provides an avenue where the students can integrate concepts learnt, apply their learning, and gain new perspectives on business. This is experiential learning and hands on, also known as "learning by doing". The Practicum is offered as an alternative to the Dissertation and the Industry gets a lot of value in having bright people look at things in different ways. They feel it is great to tap into younger minds and get the new ideas and the insight on new trends. The pedagogy is based on practical work and the students have to identify a task with set objectives and need to complete it in the industry so chosen for this industry practicum.

Learning Outcomes

On completion of this course, the participants must be able to achieve the following learning outcomes.

Knowledge

- Enable students to acquire an understanding of business processes, business working environment and identification of problems or issues faced by the industry.
- Equip students to formulate and implement business solution for the problem identified and address the objectives set out for the practicum.
- Familiarize students with innovation in business practices and learn the problem solving skills.

Skill

- Provide a platform for students to practice and experiment their learning by way of a project work.

- *Written and verbal communication for the 31st Century***.** Students can prepare and present effective, well organized professional material in an effective manner, both orally and in writing (including presentation decks, graphical displays of numeric data, executive summaries, e-mails, etc.).

Attitude

- *Critical thinking to solve large and complex technical challenges* **.**Students are able to map large scale business challenges and questions into structured problems, and apply analytical techniques to solve them.
- *Collaboration and work in groups.* Students can navigate corporate culture, and avoid potential obstacles to project success.
- *Reflection on professional learning.* Students gain a deeper understanding of their personal strengths and weaknesses in the areas of technical skills, communication skills, and leadership.

Level of Knowledge

Students are expected to have prior basic understanding of business practices, specialization related concepts, application of such concepts in the area of marketing management before they undertake this course. The course presents conceptual and application levels of knowledge in industry practicum.

Syllabus

Course Content

Each student is allotted one faculty donning the role as Practicum Advisor. The Practicum Advisor need not necessarily be the student's Faculty Mentor. Appropriate Practicum Advisor may be chosen by the student based on the area of expertise and the experience that the faculty have in particular sector or domain that the student may want to work with.

Student opting for Industry Practicum instead of Dissertation should submit the proposal in the form of *Practicum Charter*.

This document is about 6-10 page document and it outline the work to be done, brief insight into the Literature review, a tentative engagement plan, and a timetable. On approval of the Practicum Charter by the Head of Specialization and the Practicum Advisor, the Industry Practicum could be taken up by the student and commence the work.

The student are required to submit a 5-15 page *Interim Report* about half-way through the project indicating the activities completed thus far and highlighting any accomplishments completed.

The *Final Report* would be a document of 30 - 50 pages. The final report is generated after completing the presentation about their findings and results to the corporate mentor and obtaining the certificate of completion. Students are required to give an oral *presentation* (Viva) to the Practicum Advisor or the panel highlighting the final results and accomplishments.

The student also needs to provide weekly progress reports in moodle (just like the Summer Internship Project) in a format agreed upon by the Practicum Advisor.

The student is expected to put in minimum 75-80 hours of work (including Reports making and other related documentation preparation) on the Practicum. Two days per week will be freed up on in the Academic

calendar in the sixth trimester for this purpose. No Practicum related work will be taken up during exams (midterm and end term).

The Practicum Advisor may obtain feedback report from the Corporate Mentor before the awarding the marks for the Practicum.

Readings

Journal research articles related to the topic chosen for the Industry Practicum. Students to submit literature review as part of the final report.

Course Name: Industry Practicum (HR specialization)	**Course Code: MBA682**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description

The Industry Practicum is an alternative to Master Thesis for students and this is to be completed in the sixth trimester. It gives students real life experience and exposure to industry environment. Having almost learnt and imbibed the knowledge in the HR specialization area, students can now look into the practical aspects and see how best the HR concepts and theories can be put into practice.

Course Content

The curriculum integrates applied learning through the Industry Practicum. It provides an avenue where the students can integrate HR / OB concepts learnt, apply their learning, and gain new perspectives on business. This is experiential learning and hands on, also known as "learning by doing". The Practicum is offered as an alternative to the Dissertation and the Industry gets a lot of value in having bright people look at things in different ways. They feel it is great to tap into younger minds and get the new ideas and the insight on new trends. The pedagogy is based on practical work and the students have to identify a task with set objectives and need to complete it in the industry so chosen for this industry practicum.

The goal of the Course

The objective of this course is to provide industry exposure and environment for students to enable them to learn practically. Students undergoing this course are expected to take up a project in the industry and accomplish the set objectives. This will facilitates students to apply the knowledge they have acquired in their specialization area.

Learning Outcomes

On completion of this course, the participants must be able to achieve the following learning outcomes.

Knowledge:

- Enable students to acquire an understanding of business processes, business working environment and identification of problems or issues faced by the industry.
- Equip students to formulate and implement business solution for the problem identified and address the objectives set out for the practicum.

- Familiarize students with innovation in business practices and learn the problem solving skills.

Skill:

- Provide a platform for students to practice and experiment their learning by way of a project work.
- Written and verbal communication for the 21st Century**.** Students can prepare and present effective, well organized professional material in an effective manner, both orally and in writing (including presentation decks, graphical displays of numeric data, executive summaries, e-mails, etc.).

Attitude:

- Critical thinking to solve large and complex technical challenges **.**Students are able to map large scale business challenges and questions into structured problems, and apply analytical techniques to solve them.
- Collaboration and work in groups. Students can navigate corporate culture, and avoid potential obstacles to project success.
- Reflection on professional learning. Students gain a deeper understanding of their personal strengths and weaknesses in the areas of technical skills, communication skills, and leadership.

Level of Knowledge

Students are expected to have prior basic understanding of business practices, specialization related concepts, application of such concepts in the area of operations and systems management before they undertake this course. The course presents conceptual and application levels of knowledge in industry practicum.

Syllabus

Each HR student is allotted one HR faculty as Practicum Advisor. The Practicum Advisor need not necessarily be the student's Faculty Mentor. Appropriate Practicum Advisor may be chosen by the student based on the area of expertise and the experience that the faculty have in particular sector or domain that the student may want to work with.

Student opting for Industry Practicum instead of Dissertation should submit the proposal in the form of Practicum Charter.

This document is about 6-10 page document and it outline the work to be done, brief insight into the Literature review, a tentative engagement plan, and a timetable. On approval of the Practicum Charter by the Head of Specialization and the Practicum Advisor, the Industry Practicum could be taken up by the student and commence the work.

The student are required to submit a 5-15 page Interim Report about half-way through the project indicating the activities completed thus far and highlighting any accomplishments completed.

The Final Report would be a document of 30 - 50 pages. The final report is generated after completing the presentation about their findings and results to the corporate mentor and obtaining the certificate of completion. Students are required to give an oral presentation (Viva) to the Practicum Advisor or the panel highlighting the final results and accomplishments.

The student also needs to provide weekly progress reports in moodle (just like the Summer Internship Project) in a format agreed upon by the Practicum Advisor.

The student is expected to put in minimum 75-80 hours of work (including Reports making and other related documentation preparation) on the Practicum. Two days per week will be freed up on in the Academic calendar in the sixth trimester for this purpose. No Practicum related work will be taken up during exams (midterm and end term).

The Practicum Advisor may obtain feedback report from the Corporate Mentor before the awarding the marks for the Practicum.

Description of books and additional reading materials

Journal research articles related to the topic chosen for the Industry Practicum. Students to submit literature review as part of the final report.

Course Name: CAPSTONE PROJECT	**Course Code: MBA583B/683B**
Total number of hours: 45 Hours	**Credits: 4**

Course Description: The Business Analytics Capstone project is a three-credit course offered to Business Analytics Specialization students in their fifth and sixth trimesters. A capstone project is a mode of experiential learning, carried out at the culmination of the program. It gives the students an opportunity to apply what they have learnt about how to make data-driven decisions to a real business challenge faced by various companies.

The students will have to choose a reputed organization and study a specific business problem associated with it. The specific role that the student will be playing in the organization and the scope of their work in the company will have to be finalized in consultation with the corporate mentor and with the approval of the academic mentor.

The students are required to submit a final report in the specific format detailing their learning in the organization in addition to appraising their academic mentor of the weekly progress.

Course Objectives:

On having completed this course, students will be able to:

1. To identify the appropriate business problem
2. To develop lit map from relevant literature review
3. To analyze the business problem using CRISP DM framework
4. To interpret the results
5. To propose business solutions for the problem

Course Learning Outcomes: On having completed this course student should be able to:

CLO-1: Identify the appropriate business problem

CLO-2: Develop lit map from relevant literature review

CLO-3: Analyze the business problem using CRISP DM framework

CLO-4: Interpret the results

CLO-5: Propose business solutions for the problem

Pedagogy: The students are required to identify an organization and the topic/problem for study during their fourth trimester in consultation with their corporate mentor approved by the academic mentor. Students are required to undergo a minimum period of 6 weeks of study. They need to produce the Initial Information

Report giving the details of the project, company and corporate mentor before the end of the first week of their joining. The student will need to be in constant touch with the academic mentor explaining the progress of the project. The students will be evaluated based on their frequent interactions with the mentor, panel review, presentations at various stages, review by an industry expert and the conference presentations.

Assessment Outline:

Sl. No	Particulars	Weightage
1	Project Proposal	20
2	Review of Literature	20
3	Project Design and Conceptual Framework	20
4	Data Analysis and Interpretation	15
4	Project Report, Presentation & Viva-voce	30
5	Capstone Report and Viva Voce	30
6	Conference Presentation/Publication	15