



Kristu Jayanti College

AUTONOMOUS Bengaluru
Reaccredited 'A' Grade by NAAC | Affiliated to Bengaluru North University



MASTER OF BUSINESS ADMINISTRATION

Curriculum – 2021-2022 Batch

CURRICULUM OVERVIEW

1 PROGRAMME EDUCATIONAL OBJECTIVES

PEO1: To impart domain specific management knowledge and its practical application in business

PEO2 : To nurture managerial and entrepreneurial skills

PEO3 : To inculcate personal and professional integrity with social responsibility

PEO4 : To create a desire for life-long learning

PEO5 : To provide an ambience for leadership development

2 PROGRAMME OUTCOMES

After the successful completion of two year MBA programme, Graduates will be able to:

PO1 : Critically evaluate business problems and take decisions

PO2 : Demonstrate managerial and entrepreneurial skills

PO3 : Inculcate professional ethics and values

PO4 : Engage in continuous professional growth

PO5 : Work and lead a cross-cultural corporate team

3 PROGRAMME SPECIFIC OUTCOMES

PSO1 : Take independent, appropriate decisions related to the domain

PSO2 : Function as efficient management professionals and entrepreneurs

PSO3 : Engage the profession with societal values and humanism

PSO4 : Lead teams with professional and cultural integrity

3: ELIGIBILITY

Candidates who have obtained a Bachelor's degree (10+2+3), Master's Degree from a recognized University in disciplines of Commerce, Management, Arts, Science, Engineering/Technology, or equivalent and have secured not less than 50% of Marks in aggregate (including should also have CAT/CMAT/KMAT scores).

4: CREDITS DISTRIBUTION TABLE

A student has to earn a total of 120 credits for successful completion of the MBA programme.

Part	Course type	Course Description	Credits	Trimester	Total Credits
I	AEC	SEC	2	I, III	6
II	DSC	DSCC	3	I, II, III, V	48
		DSCC	4	VI	8
III	EC	DSEC	4	III, V and VI	40
		DSEP	6	IV	6
		GET/GEL	4	III	4
IV	NCCC	CEC	1	I, II, III, VI	8
Total Credits					120

- Students failing to earn the respective credits in Part IV during their MBA programme will not have pass status and are not eligible for graduation

5: NATURE OF THE COURSES

I. Ability Enhancement Courses (AEC):

MBA programme incorporates Skill Enhancement Courses under the Ability Enhancement Course that are intended to offer a hands-on-training.

Skill Enhancement Courses (SEC): SEC is value-based and/or skill-based and is aiming at providing hands-on-training, competencies, skills, etc. These courses are designed to provide value-based and skill-based knowledge. The School offers the SEC courses 'IT for Managers' and 'Management Process and Communication' in trimester I and 'Entrepreneurship Development' in the trimester III.

II. Discipline Specific Courses (DSC):

A course, which should compulsorily be studied by a student as a core requirement.

Discipline Specific Core Courses (DSCC): A course, which should compulsorily be studied by a student as a core requirement and designed to acquire special/advanced knowledge in the respective discipline.

III. Elective Courses (EC):

A course which can be chosen from a pool of courses. EC may be very specific or specialized or advanced or supportive to the

discipline/subject of study. It provides an extended scope or enables an exposure to some other discipline/subject/domain. It nurtures the student's proficiency/skill.

A) Discipline Specific Elective Courses (DSEC): Elective courses offered by the main discipline/subject of study are referred to as Discipline Specific Elective courses. Streams of electives are offered in International Finance, Finance, Human Resource Management and Corporate Psychology, Marketing and Supply Chain Management and Business Intelligence & Analytics. Specialization papers will be developed and updated from time to time. A student will have to take all the 10 elective courses in a stream to qualify for a specialization in that area in case of single specialization. A student who wishes to choose dual specialization, he/she has to choose 2+1 courses in Trimester III, 2+2 in Trimester V and 1+2 courses in Trimester VI each from both the streams except International Finance and Business Intelligence & Analytics. Students opted for International Finance is not permitted to take up dual specialization. A student who wishes to choose dual specialisation with Business Intelligence and Analytics as one of the streams, then such a student has to choose 2+1 combination with 2 courses from BIA stream and 1 course from functional elective stream in Trimester III, 2+2 combination in Trimester V and 1+2 combination with 2 courses from functional elective stream and 1 course from the BIA stream. School of Management will have final say to offer electives based on the requisite minimum number of students opted for a course in any particular trimester.

B) Discipline Specific Elective Project (DSEP): An elective course designed to acquire special/advanced knowledge in the respective discipline, such as supplement study /support study to a project work and a student undertakes project with an advisory support by a faculty member or external expert is called Discipline Specific Elective Project.

The students are required to undergo internship training along with Project for a period of 10 weeks as a part of their MBA programme during the fourth trimester. This training will be required to be carried out after the third End Trimester Examinations. During the project the students must work in an

organization for a period of 10 weeks and study the company closely to understand the company with regard to its inception, performance, departments, industry, products and any related company specific problem. In this project work the students are required to take up research work with any organization. This research project will identify a problem in the organization and analyse the company's resources/environment for solutions. The internship and project work will carry 6 credits, which carries **150 marks** (100 marks for Project work and 50 marks for Viva Voce Examination).

C) Generic Elective (GE) Course: An elective course other than the main discipline of study chosen generally with an intention to widen knowledge and skill is called a Generic Elective Theory (GET). GET is offered in Trimester III. (**NOTE: Guidelines are given in Annexure II [PG Programmes]**)

IV. Non-CGPA Credit Courses (NCCC): These courses are co-curricular and extra-curricular activity based courses. Maximum credits that can be earned through **Co-curricular and Extension Credit (CEC)** activities are 8 Credits. The guidelines are given as below:

1) RURAL EXPOSURE PROGRAMME

This programme enables the students to understand the environment of rural villages and makes them socially sensitive. The student has to spend minimum 30 hours in a rural village in the first trimester of the programme to earn one credit. The students need to prepare a report of their experience (minimum five pages) and submit it to the Department.

2) CORPORATE INTERFACE

Corporate Interface is ensured by continuous interaction with industry experts in the Academia Industry Innovative Series(AIIS), Management Development Programmes (MDPs) and International Conference besides Industry visits which carries 2 credits spanning over second and third trimesters.

3) PRESENTATION OF A RESEARCH PAPER IN NATIONAL/ INTERNATIONAL CONFERENCE or PUBLICATION OF RESEARCH PAPER IN A REPUTED JOURNAL

Students would be guided by the faculty members to take up any research area leading to presenting/publishing research papers in the national and international conferences and

symposiums during the fifth trimester to earn one credit in the sixth trimester. Student should produce the copy of the certificate of paper presentation or journal article published to the CoE before the commencement of the sixth trimester examinations.

4) MASSIVE OPEN COURSES (MOOC)

Students need to enroll to two MOOC courses specified by the Department and these courses are offered by SWAYAM or any other service providers. On completion of the courses, the student will be awarded 2 credits in III and VI Trimester each.

6: ATTENDANCE

- No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head of the Institution to have attended the 85 % of the total number of sessions conducted in each course in trimester during his/her course of study.
- Any student who is not complying with this requirement will not be allowed to appear for the End Trimester Examination.
- In case a student does not appear for the examination due to shortage of attendance the student has to repeat that trimester to make up for the attendance and the student will have to pay fees for that term as applicable.

7: EVALUATION CRITERIA

Students' academic performance is assessed based on Continuous Internal Evaluation (CIE) of 30% weightage and End Trimester Examination of 70% weightage.

i) CIE COMPONENTS – 2 CREDIT COURSE

CIE COMPONENTS FOR INFORMATION TECHNOLOGY FOR INDUSTRY 4.0

CIE	Component	Marks
CIE - I	Practical test (conducted for 30 marks and scaled down to 10 marks– one hour Exam)	10
CIE - II	Record	05
Total		15

CIE COMPONENTS FOR MANAGEMENT IN PRACTICE

CIE	Component	Marks
CIE - I	Multiple Choice Questions (MCQ) based test (conducted for 20 marks and scaled down to 10 marks – 30 minutes Exam)	10
CIE - II	Samvaad – Enhancing Personal Branding	05
Total		15

CIE COMPONENTS FOR STARTUP AND INNOVATION MANAGEMENT

CIE	Component	Marks
CIE - I	Multiple Choice Questions (MCQ) based test (conducted for 20 marks and scaled down to 10 marks – 30 minutes Exam)	10
CIE - II	Activity –Ventura(Business Plan Presentation)	5
Total		15

ii) CIE COMPONENTS – 3 CREDIT COURSES (except for Human Resource Management in IInd Trimester and AMR in IIIrd trimester)

CIE	Component	Marks
CIE - I	One Mid Term Exam (conducted for 30 marks and scaled down to 15 - one hour 30 minutes Exam)	15
CIE - II	One Seminar	05
CIE - III	One Assignment	05
Total		25

CIE COMPONENTS FOR HUMAN RESOURCE MANAGEMENT

CIE	Component	Marks
CIE - I	One Mid Term Exam (conducted for 30 marks and scaled down to 15– one hour 30 minutes Exam)	15
CIE - II	Activity- Abhigyan (Management through theatre)	5
CIE – III	One Assignment	5
Total		25

CIE COMPONENTS FOR APPLIED MANAGEMENT RESEARCH

CIE	Component	Marks
CIE - I	One Mid Term Examination (conducted for 30 marks and scaled down to 15 – one hour 30 minutes Exam)	15
CIE - II	Practical Exam (conducted for 20 marks and scaled down to 10– one hour Exam)	10
Total		25

iii) CIE COMPONENTS – 4 CREDIT COURSES (except for Business Intelligence and Analytics Stream Specialisation papers)

CIE	Component	Marks
CIE - I	One Mid Term Exam (conducted for 30 marks and scaled down to 15 – one hour 30 minutes Exam)	15
CIE - II	One Assignment	5
	One Seminar	5
	Case Study Analysis(6pages max) / Mini Project Analysis (6 pages max) /MCQs /Surprise Tests (1Hr) (To be decided by the Course Teacher)	5
Total		30

CIE COMPONENTS FOR BUSINESS INTELLIGENCE AND ANALYTICS Stream Specialisation

CIE	Component	Marks
CIE - I	One Mid Term Examination (Practical Examination conducted for 30 marks and scaled down to 15 – one hour 30 minutes Exam)	15
CIE - II	One Assignment	5
CIE - III	Record Work	5
CIE - IV	Mini Project	5
Total		30

iv. Passing criteria

- No minimum pass mark for CIE
- ETE (End Trimester Examination) alone 40% - (2 credit course – 14 marks (out of 35) 3 credit course – 20 marks (out of 50) and 4 credit course – 28 marks (out of 70 marks)
- (ETE + CIE) aggregate 50 % .(2 credit course – 25 marks; 3 credit course – 38 marks, 4 credit course – 50 marks)

v. End Trimester Examination (ETE)

The duration of the examination will be three hours. It will be conducted for 3 hours for 70marks in case of 4 credit courses; for 2 hours and 30 minutes for 50 marks in case of 3 credit courses and for two hours for 35 marks in case of 2 credit courses.

Eligibility to appear for ETE

- Students should have secured minimum 85% attendance in each course.
- Student should have applied for the Examination and has paid the examination fee.
- Student should have cleared all dues pertaining to the trimester.

vi. ETE Question Pattern

- a) For 2 credit courses ETE is conducted for 35 marks with the duration of two and a half hours and its question paper pattern is as follows:
 - Section A: 3 out of 5 (3 X 2 marks) = 6 marks
 - Section B: 3 out of 5 (3 X 4 marks) = 12 marks
 - Section C: 1 out of 2 (1 X 7 marks) = 7 marks
 - Section D: Case study (Compulsory) = 10 marks
- b) For 3 credits Courses ETE is conducted for 50 marks with the duration of three hours and its question paper pattern is as follows.
 - Section A: 6 out of 9 (6 X 2 marks) = 12 marks
 - Section B: 3 out of 5 (3 X 4 marks) = 12 marks
 - Section C: 2 out of 3 (2 X 8 marks) = 16 marks
 - Section D: Case study (Compulsory) = 10 marks
- c) For 4 credits Courses ETE is conducted for 70 marks with the duration of three hours and its question paper pattern is as follows.
 - Section A: 7 out of 10 (7 X 2 marks) = 14 marks
 - Section B: 3 out of 5 (3 X 6 marks) = 18 marks
 - Section C: 2 out of 3 (2 X 12 marks) = 24 marks
 - Section D: Case study (Compulsory) = 14 marks

8: GRADING

The individual trimester marks card will have the marks, grade, total credits awarded and grade point average details.

- **Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale
- **Credit Point:** It is the product of grade point and number of credits for a course.
- **Semester Grade Point Average (SGPA):** It is a measure of performance / work done in a semester. It is ratio of total credit points secured by a student in various courses

registered in a semester and the total course credits taken during that semester. It is depicted in semester marks card.

- **SGPA (Semester Grade Point Average)**

$$SGPA = \sum(\text{Grade Point} \times \text{Credit}) / \text{Total No. of Credits}$$

- **CGPA (Cumulative Grade Point Average)**

$$CGPA = \sum(S_i \times T_i) / \sum T_i \text{ where } S_i \text{ denote the SGPA for the } i^{\text{th}} \text{ semester and } T_i \text{ denote the Total Credits of the } i^{\text{th}} \text{ semester, (value of } i \text{ ranges from 1 to 6).}$$

Ten Point Grading Table – PG Programme

Percentage	Letter Grade	Grade Point
80 – 100	O (Outstanding)	10
70 – 79	A+ (Excellent)	9
60 – 69	A (Good)	8
55 – 59	B+ (Average)	7
50 – 54	B (Pass)	6
Less than 50	F (Fail)	0
Absent	Ab	0

9: CURRICULUM ENRICHMENT

9.1 VALUE ADDED COURSES

a) LEAN SIX-SIGMA CERTIFICATION

A four day rigorous training on Lean Six Sigma would be organized in the third trimester in association with KPMG India Ltd. At the end of the course, students would be taken through an assessment process. The successful students would be awarded Six Sigma Green Belt Certificate by KPMG India Ltd.

b) TALLY ERP

A training workshop on Tally ERP and integrated accounting ERP software in association with NICT computer simulation would be conducted. Students undergo a complete hand's on learning experiences along with a final assessment. Successful students would be awarded a certification from Tally.

c) UNIVERSAL HUMAN VALUES

A value added course for 30 hours is organised with the objective to develop holistic perspective based on self exploration about themselves, family, society and nature. The course provides students insight on the need for harmony among the four components and enables them to explore life from their felt experiences

d) DESIGN THINKING FOR MANAGERS

This Course for 30 hours equips students with the required skills to use creativity and design thinking to identify and choose opportunities that enable innovation.

e) DATA ANALYSIS USING SPREADSHEETS

This Course for 30 hours equips students with the required skills to use MS EXCEL in analysing data and presenting data in various forms

9.2 EMPLOYABILITY ENHANCEMENT PROGRAMMES:

The students are required to avail the following non-credit courses in order to enhance their employability. Although there is no examination for these courses it is very essential to keep a record of the performance of the students for the evaluation and internal assessment marks in each course.

1. Short Term Programme at Foreign Partnering Universities
2. International Industry Exposure
3. Workshop on career growth
4. Involvement of Industry Experts in Curriculum Delivery
5. Interactive Platform with Global and Indian Visionaries
6. Leadership Development Programme
7. Academic Fests like Talento, Synectics, Abhigyan, Incognito
8. Life Skills Education
9. Attitudinal Development Workshops
10. Current Business Awareness
11. Panel Discussions and Debates
12. Aptitude Training
13. Group Discussion and Interview skills
14. Ventura-Business Plan Competitions
15. Functional English Course
16. SAMVAAD - Personal Branding
17. Universal Human Values
18. Digital Tools for Managers
19. Tally ERP
20. Six Sigma Certification
21. Yoga sessions

Programme Matrix: Master of Business Administration [2021 Batch]

I Trimester													
Course Type	Programme Major Code			Course Title	Total Hours	Hrs./ Week	Course Components			Total Credits	Max Marks		
	PC	Y	Course Code				L	T	P		CIE	ESE	Total
DSCC	02MG7	21	MBA203C11	Financial Accounting for Managers	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C12	Human Psychology at Work	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C13	Managerial Economics	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C14	Quantitative Techniques for Management	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C15	Contemporary Marketing	36	3	2	1	-	3	25	50	75
SEC	02MG7	21	MBA402C11	Information Technology for Industry 4.0	24	2	2	-	-	2	15	35	50
SEC	02MG7	21	MBA402C12	Management in Practice	24	2	2	-	-	2	15	35	50
NCCC	02MG7	18	MRE5A1A01	Rural Exposure Programme	-	-	-	-	-	1	-	-	-
Total						19				20	155	320	475

Programme Matrix: Master of Business Administration [2021 Batch]

II Trimester													
Course Type	Programme Major Code			Course Title	Total Hours	Hrs./ Week	Course Components			Total Credits	Max Marks		
	PC	Y	Course Code				L	T	P		CIE	ESE	Total
DSCC	02MG7	21	MBA203C21	Legal Aspects of Business	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C22	Management Accounting	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C23	Human Resource Management	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C24	Corporate Financial Decisions	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C25	Operations Research	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C26	Governance Sustainability and Ethics	36	3	2	1	-	3	25	50	75
DSCC	02MG7	21	MBA203C27	Business Analytics	36	3	2	1	-	3	25	50	75
NCCC	02MG7	18	MCI5A1A01	Corporate Interface Programme	-	-	-	-	-	1	-	-	-
Total						21				22	175	350	525

Programme Matrix: Master of Business Administration [2021 Batch]

III Trimester															
Course Type			Programme Major Code			Course Title	Total Hours	Hrs./ Week	Course Components			Total Credits	Max Marks		
			PC	Y	Course Code				L	T	P		CIE	ESE	Total
DSCC			02MG7	21	MBA203C31	Applied Management Research	36	3	2	1	-	3	25	50	75
DSCC			02MG7	21	MBA203C32	Strategic Management	36	3	2	1	-	3	25	50	75
Elective Group: [Single specialization: All courses from any one group to be opted; Dual Specialization: 2+1 courses from any two groups to be opted]#	Finance	DSEC	02MG7	21	MBAA04C31	Portfolio Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAA04C32	Macro Financial Services	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAA04C33	Risk Management through Derivatives	48	4	3	1	-	4	30	70	100
	Human Resource Management and Corporate Psychology	DSEC	02MG7	21	MBAC04C31	Human Capital Acquisition and Talent Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAC04C32	Organisational Dynamics	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAC04C33	Performance and Strategic Reward Management	48	4	3	1	-	4	30	70	100
	Marketing and Supply Chain Management	DSEC	02MG7	21	MBAD04C31	Strategic Supply Chain Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAD04C32	Integrated Marketing Communication	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAD04C33	Consumer Experience Management	48	4	3	1	-	4	30	70	100
	Business Intelligence and Analytics	DSEC	02MG7	21	MBAF04C31	R for Data Science	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAF04C32	MS Excel with SQL	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAF04C33	Python for Data Science	48	4	3	1	-	4	30	70	100
	Specialization Papers for Students enrolled for International Finance		DSEC	02MG7	21	MBAA04C31	Portfolio Management	48	4	3	1	-	4	30	70
DSEC			02MG7	19	MBAB04B31	Audit and Assurance	48	4	3	1	-	4	30	70	100

Programme Matrix: Master of Business Administration [2021 Batch]

	DSEC	02MG7 19	MBAB04B32	Financial Reporting	48	4	3	1	-	4	30	70	100
GE				As per Annexure III	48	4	3	1	-	4	30	70	100
SEC		02MG7 21	MBA402C31	Startup and Innovation Management	24	2	2	-	-	2	15	35	50
NCCC		02MG7 18	MC15A1A01	Corporate Interface Programme	-	-	-	-	-	1	-	-	-
NCCC		02MG7 21	MOL502A01	Online Course	-	-	-	-	-	2	-	-	-
Total						24				27	185	415	600

Programme Matrix: Master of Business Administration [2021 Batch]

IV Trimester													
Course Type	Programme Major Code			Course Title	Total Hours	Hrs./ Week	Course Components			Total Credits	Max Marks		
	PC	Y	Course Code				L	T	P		CIE	ESE	Total
DSEP	02MG7	19	MBA2P6B41	Internship and Project Report	180		-	-	6	6	50	100	150
Total										6	50	100	150

Programme Matrix: Master of Business Administration [2021 Batch]

V Trimester															
Course Type			Programme Major Code			Course Title	Total Hours	Hrs./ Week	Course Components			Total Credits	Max Marks		
			PC	Y	Course Code				L	T	P		CIE	ESE	Total
DSCC			02MG7	21	MBA203C51	Smart Manufacturing and Operations System	36	3	2	1	-	3	25	50	75
DSCC			02MG7	21	MBA203C52	Foreign Exchange Management	36	3	2	1	-	3	25	50	75
Elective Group: [Single specialization: All courses from any one group to be opted; Dual Specialization: 2+2 courses from any two groups to be opted]#	Finance	DSEC	02MG7	21	MBAA04C51	Direct Taxation	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAA04C52	Corporate Valuation and Restructuring	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAA04C53	Financial Planning and Wealth Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAA04C54	Securities Valuation	48	4	3	1	-	4	30	70	100
	Human Resource Management and Corporate Psychology	DSEC	02MG7	21	MBAC04C51	Learning and Development for New Age Organisation	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAC04C52	Sustainable Human Resource Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAC04C53	Organisational Design Development and Change	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAC04C54	Workplace Stress and Counselling	48	4	3	1	-	4	30	70	100
	Marketing and Supply Chain Management	DSEC	02MG7	21	MBAD04C51	Marketing of Services	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAD04C52	Retail Operations Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAD04C53	Digital Marketing	48	4	3	1	-	4	30	70	100

Programme Matrix: Master of Business Administration [2021 Batch]

		DSEC	02MG7	21	MBAD04C54	Logistics and Distribution Management	48	4	3	1	-	4	30	70	100
	Business Intelligence and Analytics	DSEC	02MG7	21	MBAF04C51	Computational Finance	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAF04C52	Marketing Analytics	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAF04C53	Human Resource Metrics	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAF04C54	SAS for Data Science	48	4	3	1	-	4	30	70	100
Specialization Papers for Students enrolled for International Finance		DSEC	02MG7	21	MBAA04C51	Direct Taxation	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	19	MBAB04B51	Performance Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	19	MBAB04B52	Advanced Financial Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	19	MBAB04B53	Strategic Business Reporting	48	4	3	1	-	4	30	70	100
Total								22				22	170	380	550

Programme Matrix: Master of Business Administration [2021 Batch]

VI Trimester															
Course Type			Programme Major Code			Course Title	Total Hours	Hrs./ Week	Course Components			Total Credits	Max Marks		
			PC	Y	Course Code				L	T	P		CIE	ESE	Total
DSCC			02MG7	21	MBA204C61	High-stake Leadership	48	4	3	1	-	4	30	70	100
DSCC			02MG7	21	MBA204C62	Global Business	48	4	3	1	-	4	30	70	100
Elective Group: [Single specialization: All courses from any one group to be opted; Dual Specialization: 2+1 courses from any two groups to be opted]#	Finance	DSEC	02MG7	21	MBAA04C61	Corporate Tax Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAA04C62	International Financial Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAA04C63	Financial Econometric Modelling	48	4	3	1	-	4	30	70	100
	Human Resource Management and Corporate Psychology	DSEC	02MG7	21	MBAC04C61	Labour Legislations for Managers	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAC04C62	Global and Cross Cultural Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAC04C63	Emotional Intelligence and Managerial Effectiveness	48	4	3	1	-	4	30	70	100
	Marketing and Supply Chain Management	DSEC	02MG7	21	MBAD04C61	Multinational Modern Trade	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAD04C62	Strategic Brand Management	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAD04C63	Innovations in Supply Chain Management	48	4	3	1	-	4	30	70	100
	Business Intelligence and Analytics	DSEC	02MG7	21	MBAF04C61	Financial Modeling	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAF04C62	Supply Chain Analytics	48	4	3	1	-	4	30	70	100
		DSEC	02MG7	21	MBAF04C63	Human Resource Analytics	48	4	3	1	-	4	30	70	100

Programme Matrix: Master of Business Administration [2021 Batch]

Specialization Papers for Students enrolled for International Finance	DSEC	02MG7	21	MBAA04C61	Corporate Tax Management	48	4	3	1	-	4	30	70	100
	DSEC	02MG7	21	MBAA04C62	International Financial Management	48	4	3	1	-	4	30	70	100
	DSEC	02MG7	19	MBAB04B61	Advanced Performance Management	48	4	3	1	-	4	30	70	100
NCCC		02MG7	18	MRP5R1A01	Research Paper Presentation/ Publication	-	-	-	-	-	1	-	-	-
NCCC		02MG7	21	MOL502A01	Online Course	-	-	-	-	-	2	-	-	-
Total							20				23	150	350	500

First Trimester

Course Code: MBA203C11	Course Title: FINANCIAL ACCOUNTING FOR MANAGERS	Credits: 3	Hours: 36
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Objectives

- To provide the knowledge to the students about financial statements and principles underlying them and to develop their skills in reading Annual Financial Reports.
- To familiarize them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting financial statements and to familiarize the Accounting Information System.

Learning Outcomes

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

- analyse a business transaction throughout its cycle and record them.
- construct financial statements for sole trading concern and joint-stock companies.
- appraise financial statements and interpret the financial health of an organisation.
- create accounting information using accounting information system.

COURSE CONTENTS		
Unit 1	Introduction to Accounting	12 Hours
Introduction to Financial Accounting- uses and users of accounting information; GAAP - Significant Accounting Policies; IFRS and IND-AS; The concept of double entry and fundamental principles; Accounting Equation; Journal; Ledger; Trial Balance. Bank reconciliation statement-Calculating bank balance at accounting date, Need and preparation, corrected Cash book balance, Detection and Rectification of errors; preparation of Suspense account; Forensic accounting (theory); Blockchain accounting, Hedge Accounting (theory)		
Unit 2	Preparation of Financial Statements	13 Hours
Preparation of Financial Statements only for sole Trading concern and Joint Stock Companies; Form and Contents of Financial Statements and Interfaces with Companies Act, 1956.(As per the amendments of Companies Act 2013); Cash flow Statement (As per Ind- AS 7)		
Unit 3	Analysing and Interpreting Financial Statements	07 Hours
Horizontal (comparative analysis and trend analysis) analyses and vertical (common-size) analysis; Ratio analysis as a tool for decision making, DuPont Analysis		
Unit 4	Accounting Information System	04 Hours
Accounting Information System; Application of TALLY accounting Software		

References:

- Arora A.N., (2019). *Accounting for Management* (4th edition), New Delhi, HPH.
- Bannerjee (2009), *Financial Accounting* (3rd edition) New Delhi, EB
- Khan and Jain, (2017). *Management Accounting* (7th edition), New Delhi TMH
- Louderback and Holmen (2002). *Managerial Accounting*, (10th edition) Thomson
- R. Narayanaswamy, (2017). *Financial Accounting: A Managerial Perspective* (6th edition), New Delhi, PHI
- Robert A, David H and Kenneth M (2007). *Accounting*, (12th edition) New Delhi, TMH
- Tulsian, (2012). *Financial Accounting* (1st edition) New Delhi, Pearson

Course Code: MBA203C12	Course Title: HUMAN PSYCHOLOGY AT WORK	Credits: 3	Hours: 36
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Objectives

- To provide the students a conceptual framework of understanding, analysing, and predicting behaviour..
- To help students in understanding Human Psychology at work.
- To familiarise about the challenges and opportunities in managing Human Psychology.
- To understand the dynamics of complex work situations in domestic and global environment

Learning Outcomes:

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

- Apply the concepts of Human Psychology to solve the organization problems
- Identify the opportunities and challenges faced by the organization
- Appraise the individual and group Interpersonal dimensions

COURSE CONTENTS			
Unit 1	Foundations of Organization Environment and Human Behaviour	08 Hours	
<p>Organization and Organization Behaviour, Work Environment – Physical Work Environment, Mental Work Environment, Understanding contemporary Organizations.</p> <p>Diversity in Organizations: Workforce Diversity in India and rest of the world, Biographical Diversity, Abilities – Physical Abilities, Intellectual Abilities, Differently abled Abilities.</p> <p>Implementing Diversity Management Strategies.</p> <p>Disciplines that Contribute to the OB, Challenges and Opportunities for OB Theories of Organization Behaviour – Cognitive, Behavioural – Classical conditioning, Operant Conditioning, Social Learning, Socio Cognitive theories</p>			
Unit 2	Individual Dimensions	09 Hours	
<p>Perception, Factors influencing Perception, Person Perception: Making Judgments about others, Attribution Theory, Common Shortcuts in Judging Others, Link Between Perception and Individual Decision Making, Decision Making in Organizations - The Rational Model, Bounded Rationality, and Intuition, Common Biases and Errors in Decision Making.</p> <p>Attitudes - Main Components of Attitudes, Attitudes and Behaviour, Major Job Attitudes at the Work Place. Attitudes in Organization Behaviour – Self Efficacy, Machiavellianism, Locus of Control, Self-Monitoring.</p> <p>Personality - The Myers-Briggs Type Indicator, The Big Five Personality Model, Other Personality Traits Relevant to OB</p>			
Unit 3	Group and Interpersonal Dimensions	10 Hours	
<p>Motivation - Early Theories of Motivation, Hierarchy of Needs Theory, Theory X and Theory Y, Two-Factor Theory, McClelland's Theory of Needs. Contemporary Theories of Motivation - Self-Determination Theory, Job Engagement, Goal-Setting Theory, Self-Efficacy Theory, Reinforcement Theory, Equity Theory/Organizational Justice Expectancy Theory.</p> <p>Groups - Stages of Group Development, The Five-Stage Model, Group Properties: Roles, Norms, Status, Size, Cohesiveness, and Diversity. Group Decision Making - Groups versus the</p>			

Individual, Groupthink and Group shift, Group Decision-Making Techniques
Leadership, Theories - Trait Theories, Behavioral Theories, Contingency Theories - The Fiedler Model, Leader–Member Exchange (LMX), Types of Leadership styles – Charismatic, Transformational, Authentic Leadership, Servant Leadership.

Unit 4	Organisational Dimensions	09 Hours
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Power - Contrasting Leadership and Power, Bases of Power, Formal Power, Personal Power, Power and Perceived Justice. Dependence: The Key to Power. General Dependence Postulate, What Creates Dependence. Power Tactics.

Organizational Politics, The Reality of Politics, Causes and Consequences of Political Behaviour, Factors Contributing to Political Behaviour, People' response to Organizational Politics, Impression Management, Ethics of Behaving Politically.

Organization Change -Forces for Change, Planned Change, Resistance to Change, Overcoming Resistance to Change, Approaches to Managing Organizational Change: Lewin's Three-Step Model, Kotter's Eight-Step Plan for Implementing Change.

Work Stress and Its Management, Potential Sources of Stress, Individual Differences, Cultural Differences, Consequences of Stress, Managing Stress at the workplace.

Organizational Culture - Do Organizations Have Uniform Cultures? Strong versus Weak Cultures, Culture versus Formalization, Culture's Functions, Creating and Sustaining Culture, How Cultures are formed? Creating an Ethical Organizational Culture. Creating a Positive Organizational Culture.

References

Stephen Robbins, Timothy Judge, Neharika Vohra '*Organization Behaviour*', 18th Edition, Pearson Publishing, 2018

Aswathappa, K, *Organisation Behaviour*, 12th Revised Edition, New Delhi: Himalaya Publishing House,

Kimberly Elsbach, Anna Kayes, Christopher Kayes, *Contemporary Organizational Behavior*, 1st Edition, Pearson Publication, 2016

Michael Drafke, *The Human Side of Organizations*, 10th Edition, Pearson Publication, 2016.

Parikh and Gupta, (2010), *Organizational Behaviour*, (2nd edition) New Delhi: Tata McGraw Hill.

Newstrom John W (2007). *Organizational Behaviour: Human Behaviour at Work*, (12th edition) New Delhi: Tata McGraw Hill.

Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R (2008). *Organizational Behaviour*, (4th edition) New Delhi: Tata McGraw Hill.

Course Code: MBA203C13	Course Title: MANAGERIAL ECONOMICS	Credits: 3	Hours: 36
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Objectives

- To equip the students to analyze the real world economic issues.
- To make the students familiar in important micro and macroeconomic concepts and theories.

Learning Outcomes:

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

- articulate the concepts of Managerial Economics and analyze the demand and supply
- perform production & cost analysis and revenue analysis
- analyze the current macroeconomic issues and evaluate the current macroeconomic planning and developments in the economy

COURSE CONTENTS		
Unit 1	Demand & Supply analysis	07 Hours
Definition and Scope of Managerial Economics; Decision Making - Fundamental concepts that aid decisions; Demand Analysis - meaning and determinants of demand- demand function, law of demand; Individual & market demand; Elasticity of demand; Demand forecasting- need and importance, methods, demand forecasting of a new product; Supply – law of supply; price elasticity of supply. Behavioural Economics- Expected Utility theory. Case study on demand & supply		
Unit 2	Production, Cost & Revenue analysis	10 Hours
Production Function – Meaning, types & uses; law of variable proportions- laws of returns to scale; Producer's Equilibrium. Cost Concepts; Analysis of short run costs and long run costs; Economies & diseconomies of scale; Economies of scope; Revenue-TR,AR,MR. Case study on production, cost & revenue		
Unit 3	Markets, Pricing & Profit analysis	12 Hours
Market – equilibrium under Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly using the MR-MC method; Price leadership, Collusive Oligopoly, Monopsony & Duopoly (Concepts only). Pricing: Objectives & methods (Cost plus; Administered pricing; Dual pricing; Pricing over the life cycle of the product). Profit policy: Meaning & theories (Dynamic, Innovation, Risk bearing, Uncertainty theories); Profit policy: Planning, control & forecasting). Case study on markets, pricing & profit		
Unit 4	Macro-Economic Analysis	07 Hours
National income- meaning; concepts; importance; measurement; problems in calculating; Inflation- meaning; types; causes; effects. Business cycle- Meaning; types; phases of business cycle. BOT & BOP-comparison; Components of BOP. Case study on inflation, business cycle, national income & BOP		

References:

Suma Damodaran (2011) Managerial Economics (2nd ed), New Delhi, Oxford University Press.

Ahuja H L (2017) Modern Micro Economics- Theory and Application. S Chand Publishing. New Delhi.

Jhingan.M.L (2016) Macro Economic Theory. Vrinda Publications.13th Edition

Koutsyiannis A. (2003) Modern Micro Economics. Palgrave Macmillan, London.

Salvatore, Dominick. (2019). Micro Economics. Oxford University Press. Fifth Edition

Salvatore, Dominick (2018) Managerial in a Global Economy. Oxford University Press. 9th Edition.

Paul A Samuelson and William Nordhaus (2009) Macro Economics. Mcgraw-hill.

Course Code: MBA203C14	Course Title: : QUANTITATIVE TECHNIQUES FOR MANAGEMENT	Credits: 3	Hours: 36
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Objective

- To develop statistical skills for managerial decision making
- To give a base for statistical testing and analysis

Learning Outcomes

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

- Use statistical tools for business decision-making
- Analyse results and draw inference to convey the results of quantitative analysis
- Apply various statistical techniques and calculation of probabilities and the use of hypothesis testing to a range of management problems.

COURSE CONTENTS		
Unit 1	Introduction to Statistics	07 Hours
Business statistics- scope and applications; grouping and displaying data to convey meaning by tables and graphs; summary statistics- measures of central tendency; dispersion; skewness and kurtosis.		
Unit 2	Probability Distributions	14 Hours
Introduction to probability- probability rules; Expectation; Probability distributions – Binomial, Poisson and Normal. Conditional Probability, Bayes' Theorem		
Unit 3	Hypothesis Testing	10 Hours
Steps in testing of Hypothesis, Parametric and Nonparametric tests, t, chi- square and F. Hypothesis testing - basic concepts; tests – z, t, ANOVA. Tests for significance for small and large samples, Sample error and Estimation. Non Parametric Tests: M-Whitney Test, H test (K W Test)		
Unit 4	Correlation , Regression and Time series	05Hours
Correlation analysis, Partial and multiple correlations, Regression Analysis : Linear regression, Multiple regression, Steps in Forecasting, Regression as forecasting tool; Time series : Components of Time series, Moving Average , Least squares		

References

Levin & David (2017), Statistics for Managers, Using Microsoft Excel
Pearson Publishers
Gupta S C & Gupta Indira (2013), Business Statistics, Himalaya Publishers
Dinesh Kumar U (2017), Business Analytics, The Science of Data - Driven Decision Making,
Wiley Publishers
John A Rice (2013), Mathematical Statistics and Data Analysis, Cengage Learning

Course Code: MBA203C15	Course Title: CONTEMPORARY MARKETING	Credits: 3	Hours: 36
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Objective

- To develop an understanding of the concepts, issues and strategies in marketing and its competitive management functions.

Learning Outcomes

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

- define, understand and critically evaluate key marketing concepts with a technological focus
- apply practical marketing strategies within the contemporary business environment
- formulate a positioning and differentiating strategy and design a positioning map
- identify, select, combine and compose optimum marketing programs from the range of marketing mix activities
- manage a marketing team and design a marketing plan for a company aligned with the customer experience and a digital imperative.

COURSE CONTENTS		
Unit 1	Introduction to Marketing	8 Hours
Importance and Scope of Marketing; Concepts of Marketing; Marketing Management Tasks; Consumer and Services Marketing, Consumer Marketing and Industrial Marketing, Global Marketing. Marketing Environment: Macro Level - External factor, Internal factors; Competitive environment; SWOT analysis		
Unit 2	Consumer Behaviour and Marketing Research	10 Hours
Consumer Behavior; Determinants; Buying Decision-making Process; Industrial Buying Behaviour; STP –bases of Market Segmentation and Targeting; Positioning Strategies; Perceptual mapping. Marketing Research-Process; Competition- Marketing strategies of Leaders, Challengers, Followers, and Niches		
Unit 3	Product and Pricing	10 Hours
Product- Product Planning; Types and Product Levels; New Product Development; New Product Failures; Managing Product Life Cycle; Product-mix; Product lines and Decisions; Product Diversification; Branding; Packaging; Pricing Policies and Objectives; Setting the Price; Price Discrimination.		
Unit 4	Place and Promotion	8 Hours
Place: Marketing Channels; Channel Types and Levels, Channel decisions, Designing and Managing Marketing Communications; Advertising; Sales Promotion; Direct Marketing and Personal Selling; Events and Public Relations; Emerging Trends in Marketing: Cloud Marketing; Data Driven marketing, Influencer Marketing; Remarketing; Neuro Marketing; Green Marketing, Cause-Related Marketing, and Social Media Marketing.		

References

- Kotler, Keller, Koshy & Jha. (2018). Marketing Management, (15 th edition), New Delhi, Pearson.
- William J Stanton. (2006) Fundamentals of Marketing. (13 th edition), New Delhi, Tata

McGraw-Hill.

Arun Kumar and Meenakshi. (2009) Marketing Management (1st edition), New Delhi, Vikas.

Rajan Saxena. (2017). Marketing Management: Text cases in Indian Context. (5th edition) New Delhi, Tata McGraw hill.

Course Code: MBA402C11	Course Title: INFORMATION TECHNOLOGY FOR INDUSTRY 4.0	Credits: 2	Hours: 24
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Objective

- To equip students with principles of Information Technology and their applications in the contemporary business environment.

Learning Outcomes:

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

- illustrate the role of Information technology in business decision making
- analyse the use of Information systems in various functional areas
- demonstrate the use of spread sheet and present data visually

COURSE CONTENTS		
Unit 1	Information technology infrastructure components	04 Hours
Computer hardware and software, introduction to operating systems, types, Networking- network infrastructures, internet, intranet, extranet, web client, web servers, web services, Data management – Data, Databases, introduction to data warehouse, Data management, why data management, web based data management system. Types of Data and Data Quality		
Unit 2	Systems Thinking and Information Systems	06 Hours
Systems Thinking – Meaning, Need and Characteristics, Systems Analysis – Data Flow Diagrams, System Development Models – Water fall model and Spiral Model, System Design, Building Blocks of Information System, Types of Information System for Business Decision Making – TPS, MIS, DSS, EIS, OIS		
Unit 3	Technology in Industry 4.0	04 Hours
Introduction to Artificial Intelligence, Machine Learning – Supervised and Unsupervised Learning, Application of AI - NLP, Neural Networks, Computer Vision, Speech Recognition; Block Chain, Augmented Reality, Virtual Reality, Internet of Things, 3D Printing, Smart Cities, Managing Technological Changes.		
Unit 4	Knowledge Management and Artificial Intelligence	04 Hours
Knowledge Systems and types, Introduction to Knowledge Management – Meaning, Goals, KM Tools, Features of KM tools, Cognitive IT, Crowd Sourcing, Curated Learning, expert Systems, Components and Uses..		
Unit 5	Data management and analysis using spread sheets	06 Hours
Data Visualization using Excel, Index, Match and Lookup functions, Cell referencing, Data – Filtering validation and sorting, Pivot table and charts, Macros, recording, running and deleting, Whatif Analysis and Sensitivity analysis, Introduction to Solver and Data Analysis toolpak		

References

Murthy C S C. (2019) *Management Information Systems* (3rd Revised Edition). Himalaya Publishing House

Efraim, Turban. and Linda, Volonino. (2012) *Information Technology for Management: Transforming Organizations in the Digital Economy* (7th Edition). India Wiley

Turban., Rainer., and Potter. (2010). *Introduction to information technology*. (2nd edition). Wiley Student Edition

Kamal, Raj. (2019) *Internet of Things* (Fourth Reprint). McGraw Hill Education (India)P Ltd

Course Code: MBA402C12	Course Title: MANAGEMENT IN PRACTICE	Credits: 2	Hours: 24
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Objectives

- To familiarize the students the basic management functions and recognize the significance of communication in organizations
- To enable the students to develop communication skills for effective interpersonal relationship

Learning Outcomes

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

- illustrate the relevance of management functions
- examine the effective use of communication

COURSE CONTENTS		
Unit 1	Introduction	5 Hours
Scope of management; Functions of a manager; Levels of Management, kinds of managers, managerial roles and skills, Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Rensis Likert; Approaches to Management- Decision Theory approach, Systems Approach, Contemporary issues and challenges		
Unit 2	Planning & Decision making and Organising	5 Hours
Planning- Organizational goals and plans – kinds and time frames & responsibilities for planning, Strategic planning process, levels of strategies, SWOT analysis, Decision making – types, conditions and forms Organizing - Process of organizing, Organization structure, Bases of departmentalization; Authority & power ; Line & Staff Authority; Delegation and Decentralization; Span of Management - factors determining effective span		
Unit 3	Staffing, Directing and Control	5 Hours
Staffing - Position requirements and Job design, Skills and Personal characteristics needed in managers Directing -Concepts, principles and significance Control process; Bench marking; Types of Control - Feed forward control, Concurrent Control and Feedback Control; levels of control – strategic, structural, operations and financial, Traditional Techniques & Modern Techniques of Control		
Unit 4	Fundamentals Communication	9 Hours
Communication - Importance of Communication; Forms of Communication; Process of Communication, Oral Communication; Barriers and Gateways in Communication; Listening; Feedback; non-verbal communication and emotional intelligence, Written communication- Stages of Writing, Letter writing, Resume writing, Email etiquettes and Report writing.		

References

Ricky W Griffin (2017). Management Principles and Practices, 11th edition, New Delhi: Cengage.

Stoner, Freeman and Gilbert Jr. (1995). Management (6th ed.). New Delhi: Prentice Hall of India.

Stephen Robbins and Coulter Mary. (2005). Management (8th ed.). New Delhi: Prentice Hall.

Terry & Franklin. (2009). Fundamentals of management (8th ed.).Asia: Pearson Education.

Lesikar. (2010). Lesikar's basic business communication (12th ed.). New Delhi: Tata McGraw hill

Sharma, Mohan. (2007). Business communication and report writing (3rd ed.). New Delhi: Tata McGraw hill

Second Trimester

Course Code: MBA203C21	Course Title: LEGAL ASPECTS OF BUSINESS	Credits: 3	Hours: 36
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Objectives

- To provide the students with practical legal knowledge of business legal issues & topics.
- To equip the students with glimpses of various business legislations in the global Environment and protection of human rights and women at work place.

Learning Outcomes

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

- Comprehend the different corporations and the laws governing them
- Demonstrate proficiency on the major aspects of the NI act
- Apply the laws in the area of information technology, intellectual property and biodiversity.

Course contents		
Unit 1	Introduction and Contract Laws	10 Hours
Overview of Business Laws in India; Sources of Business Laws; Article 246 with Schedule 7 of Indian Constitution (Business related matters only). Indian Contract Act 1872: Salient features covering essentials of contract, offer, acceptance, consideration, contingent contract. Sale of Goods Act, 1930: Salient features; difference between sale & agreement to sell; Conditions & Warranties; Rights of unpaid seller.		
Unit 2	Companies Amendment Act 2013	08 Hours
The Companies Act, 2013- Meaning, Characteristics, Kinds and Incorporation - Memorandum of Association, alteration therein; Articles of Association, its relation with memorandum of Association IPO; Book Building; Difference between private and public company; different kinds of meeting; agenda - quorum; resolutions; Corporate Social Responsibility; winding up of companies. One Person Company: Definition, Formation of OPC, Salient features, Privileges, Prohibited activities, Conversion of OPC		
Unit 3	The Negotiable Instruments Act 1881	07 Hours
The Negotiable Instruments Act, 1881 - Salient features, Holiday under the Act; Different kinds of Negotiable Instruments, Endorsement and its types; Crossing of cheque; Dishonour of cheques		
Unit 4	The Intellectual Property and Other Relevant Laws	8 Hours
The concept of Intellectual Property –Salient features of The Copyright Act, 1957; The Indian Patent Act, 1970; the Trade Marks Act, 1999; The Geographical Indication of Goods (Registration and Protection) Act, 1999; The Designs Act, 2000; The Information Technology Act, 2000; The Biodiversity Act, 2002; The Consumer Protection Act, 2019.		
Unit 5	The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013	3 Hours
Internal Complaints Committee, Local Complaints Committee, Complaint, Inquiry, Duties of employer		

References

Gulsan, S.S. (2002). Business Law (3rd ed.). New Delhi: EB.

Pathak, A. (2012). Legal aspects of business (2nd ed.). New Delhi: TMH.

Bulchandani, K.R. (2004). Business law for management (4th ed.). New Delhi: HPH.

Kapoor, N.D. (2004) Elements of mercantile law (28th ed.). New Delhi: Sultan Chand & Sons

Bansal, C.L. (2007). Business and corporate laws, (13th ed.). New Delhi: EB.

Sarvanvel, P. & Sumathi, S. (2009). Business law for management. (1st ed.). New Delhi: HPH.

Avtar Singh the Negotiable Instruments Act

Verma, S. K., & Wani, M. A. (2015). A Treatise on Consumer Protection Laws. Indian Law Institute, New Delhi.

Nomani, Z. M. (Ed.). (2019). Intellectual Property Rights and Public Policy. New India Publishing Agency.

Prof. Manoj Kumar Sinha - Environment Law and Enforcement ILI Publications, New Delhi

Course Code: MBA203C22	Course Title: MANAGEMENT ACCOUNTING	Credits: 3	Hours: 36
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Objectives

- To enable students understand the principles, procedures and application of cost and management accounting.
- To equip students with the skills required to prepare cost statements/records.
- To make students aware of the managerial implications of cost and management accounting.

Learning Outcomes

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

- compose cost statements and price quotations.
- construct flexible budget and cash budget.
- apply the marginal costing technique in decision-making process.

COURSE CONTENTS

Unit 1	Introduction to Cost Accounting	08 Hours
Introduction to Cost Accounting; Unit Costing - Preparation of Cost Sheet – Tender and Quotations, Lean Accounting (theory)		
Unit 2	Valuation of Inventories	07 Hours
Inventory systems, Inventory Valuation, Inventory costing methods - Specific identification; FIFO, LIFO and Weighted Average Cost Methods and their impact on reported earnings		
Unit 3	Budgetary Control	08 Hours
Management Accounting vs Cost Accounting; Budgetary Control – Fixed, Flexible and Cash Budgets.		
Unit 4	Marginal Costing	13 Hours
Marginal Costing; CVP Analysis and Application of Marginal Costing – Make or Buy decisions, Accepting or Rejecting an Export Offer, Variation in Selling Price, Variation in Product Mix and Key Factor Analysis; Standard Costing – Material and Labour Variances; Activity Based Costing; Target Costing and Life Cycle Costing; Cost Benefit Analysis. Carbon Accounting (concepts only)		

References

Arora, A.N. (2019). *Accounting for Management* (4nd edition). New Delhi, HPH
Narayanawamy, R. (2017). *Financial Accounting*. (6th edition) New Delhi, PHI
Balwani, Nitin. (2008). *Accounting and Finance*. (2nd edition), New Delhi, EB
Jawaharlal. (2020). *Accounting for Management*. (5st edition). New Delhi, HPH
Khan and Jain. (2017). *Management Accounting*. (7th edition), New Delhi, TMH

Course Code: MBA203C23	Course Title: HUMAN RESOURCE MANAGEMENT	Credits: 3	Hours: 36
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Objectives

- To familiarise the students on the fundamentals of Human Resource Management
- To create an understanding of the various policies and practices used in managing HRM

Learning Outcomes

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

- to enumerate the HR functions and its importance in an organisations.
- to prepare job description and job specification for any role in an organisation
- to conduct and evaluate interviews effectively

COURSE CONTENTS		
Unit 1	Introduction to HRM	08 Hours
Concept; Nature and scope of Human Resource Management; growth and development of Human Resource Management in India; Emerging trends of HRM in Globalized economy; Human Resource Planning – Concept, objectives, scope and HRIS, HR Design and Planning, Job Design, job analysis – description and specification, Green HRM		
Unit 2	Creating the Human Resource Base	08 Hours
Concept of equal employment opportunity, Reservation for priority categories, Work place discrimination; Recruitment & Selection-Concept & Objective Concept of affirmative action; Selection- Procedure, Tests and Interviews Orientation; Technology based tools and Social Media Channels in Recruitment Promotion- Bases of Promotion; Transfer- Types of Transfer, Separations, Outplacement		
Unit 3	Developing Human Resources	08 Hours
Learning, Training & Development- Concept; Training vs Development; Learning Principle; Training need assessment; Types of training programmes - on-the-job and off-the-job, modern training methods using e-learning, social media, self-paced learning, augmented and virtual reality training, Evaluation of Training programmes.		
Unit 4	HR Evaluation and Compensation	08 Hours
Performance Management- Performance Appraisal – objectives, uses, methods- Traditional vs. Modern Methods, Management by objectives (MBO) Assessment centre, 360 Appraisal, BARS Compensation Management – Concepts, Objectives, Types – Methods. Rewards and Incentives – Types and Methods		
Unit 5	Industrial Relation, Health and safety	08 Hours
Industrial Relations - Meaning & Characteristics Industrial Relations - Parties to Industrial relations – Trade Unions , its functions, Causes for Industrial Disputes - Settlement of Industrial Disputes, Occupational Security and Safety : Accidents, Workplace Health Hazards: Problems and Remedies		

References

Gary Dessler, BijuVarkkey, (2018), Human Resource Management, 15th edition, Pearson Education.

Denisi, Griffin, Sarkar (2016), HR - Human Resource Management, Cengage Learning.

George W. Bchlander, Scott A. Snell, (2014), Principles of Human Resource Management, 16th edition, Cengage Learning

Denisi, Griffin, Sarkar, (2016), Human Resource Management, 2nd edition Cengage Learning.

Aswathappa K, (2013), Human Resource Management: Text and Cases, 17th edition, Tata McGraw-Hill.

Armstrong Michael, (2014), A Handbook of Human Resource Management, 13th edition, Kogan Page.

Peter J. Dowling, Marion Festing, Allen D Engle, Sr, (2013), International Human Resource Management, 6th edition, Cengage Learning

Course Code: MBA203C24	Course Title: CORPORATE FINANCIAL DECISIONS	Credits: 3	Hours: 36
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Objectives

- To provide the students basic concepts in finance.
- To provide students with in depth knowledge in investment, dividend and working capital decisions and its applications.
- To enable them to take suitable financial decisions in a competitive environment

Learning Outcomes

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

- compute the weighted and marginal cost of capital for an organisation.
- construct optimum capital structure for the firm.
- appraise the capital investment proposals

COURSE CONTENTS		
Unit 1	Introduction and Time Value of Money	08 Hours
Meaning and Definition; Goals of Financial Management; Interface between finance and other business functions; Finance Functions; Financial Planning; Factors and estimation of financial requirements of a firm; Sources of Long-term Finance; International Sources of Finance – ECB, FCCB, ADR, GDR; Capitalizations; Time Value of Money - Compounding and discounting; Application of Present Value of lump sum and Annuity. Digital and crypto currency (theory)		
Unit 2	Cost of Capital	08 Hours
Meaning and Definition; Types of Capital - Cost of Debenture, cost of term loan, cost of preference capital, cost of equity capital, cost of retained earnings; Computation of WACC and WMCC.		
Unit 3	Investment Decision	08 Hours
Capital Budgeting- Meaning, Importance, Process; Methods of evaluating capital budgeting proposals- PBP, ARR, NPV, IRR & PI.		
Unit 4:	Leverages and Capital Structure	06 Hours
Leverage and Capital Structure – Meaning; Types of leverages; Deciding Optimum Capital structure (case studies);Theories of Capital structure: NI, NOI, MM approach and order pecking and its relevance.(case studies on NI,NOI and MM approach)		
Unit 5:	Working Capital Management	06 Hours
Meaning; Concepts; Determinants; Operating cycle; Estimation of working capital – Meaning and importance of cash management; Motives for holding cash; Cash budget; Cost associated with inventories; Inventory Management techniques- Stock levels; Cost associated with maintaining receivables - Credit policy variables		

Books for Reference

Prasanna, Chandra. (2015). Financial Management. (9th edition). New Delhi, TMH
 Pandey. I.M. (2005). Financial Management. Himalaya Publishing House.
 Khan. & Jain. (2018). Financial Management. (8th edition).Tata McGraw Hill Education.
 Rajiv Srivastava, Anil Misra. (2011) Financial Management, Oxford Higher Education.

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Bhalla, V. K.(2012) Financial Management and Policy, Text and Cases, Anmol Publications, (10th Edition).

Van Horne, James. Financial Management and Policy. (12th edition) Prentice Hall.

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Kulkarni, P. V. Satyaprasad, B.G. (2019). Financial Management(14th edition). Himalaya Publishing House.

Course Code:
MBA203C25

Course Title: OPERATIONS RESEARCH

Credits: 3

Hours: 36

Objectives

- To enable students to develop a quantitative approach for effective decision making
- To equip them to make optimal managerial decisions

Learning Outcomes

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

- Apply the techniques used in operations research to solve real business problem
- Select an optimum solution with profit maximization
- Demonstrate the significant role of operation research in business decision making

COURSE CONTENTS

Unit 1	Introduction to Operations Research	18 Hours
Scope, applications and limitations; Phases and Models in OR . Linear programming Formulation; Graphical method; alternate solution of LP (Simplex and Big M methods); Dual of an LPP. Transportation problem – Initial solution by NWC; LC and Vogel’s methods; Optimality check by MODI method; degeneracy; unbalanced problems; Maximization problems. Assignment problem– Hungarian method, maximization problems; travelling salesman problem.		
Unit 2	Network Optimisation	07 Hours
Network models- PERT & CPM; Critical path (Concept and practical); Resource allocation- resource levelling and resource smoothing; project time- cost trade off (Concept only, no practical).		
Unit 3	Decision Making In Certainty, Uncertainty And Risk	05 Hours
Decision theory- Decision making under uncertainty and risk in management; Expected value of alternative. Decision Tree (simple problems only). Decision in certainty; Game Theory : Two persons Zero sum games; Pure strategies with saddle point, Mixed Strategies, Rule of Dominance, Solutions for Games without saddle point. (No graphical method)		
Unit 4	Queuing and Simulation	06 Hours
Queuing theory – features and operating characteristics; problems on (M/M/1) (α /FCFS) Simulation- definition and scope; codification and database; Monte Carlo methods; Examples of use of simulations in management problems.		

References

Ronald L Rardin (2018) Optimization in Operations Research, Second Edition, Pearson Publisher
Heizer, et.al (2017) Operations Management Twelfth Edition, Pearson Publishers
Kalavathy S (2013), Operations Research, Fourth Edition, Vikas Publishers
KantiSwaroop, Gupta and Man Mohan (2010) Operations Research, S Chand Publishers
Sharma J K, (2012) Operations Research: Theory and Application, 5 th Edition, Trinity Publishers

Course Code: MBA203C26	Course Title: GOVERNANCE, SUSTAINABILITY AND ETHICS	Credits: 3	Hours: 36
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- To enable the students to explain the significance of governance, internal control and risk to manage the resources of the organization.
- To evaluate the purpose of ethics, social responsibility and sustainability of the corporates

Learning Outcomes

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

- illustrate the relevance of governance in the organization
- examine the significance of sustainability and social responsibility of corporates
- comment on the importance of ethics and values to be followed in the organizations.

COURSE CONTENTS		
Unit 1	Governance and Responsibility	09 Hours
The scope of governance; Agency relationships and theories; The board of directors; Board committees; Directors' remuneration, Stakeholders; Different approaches to corporate governance ; Corporate governance and corporate social responsibility; Governance: reporting and disclosure.		
Unit 2	Sustainability and Corporate Social Responsibility	09 Hours
Sustainability – Profits, People, Planet, Risk Management and Sustainability, Three Dynamics of Sustainable Communities: Economy, Ecology, and Equity, Absolute Liability, corporate social responsibility as a concept: Modification of the Economic Model, Evolving Meanings of CSR, Corporate Citizenship: views, drivers and Benefits of Corporate Citizenship to Business		
Unit 3	Internal Control and Risk	07 Hours
Management control systems in corporate governance; Internal control, Role of Internal Audit and compliance in corporate governance, Risk and the risk management process; Categories of risk; Methods of controlling and reducing risk; Risk avoidance, retention and modelling. Risk and the risk management process: Risk Identification, Risk Analysis, Risk Measurement, Risk Mitigation, Risk Elimination, Categories of risk, Risk Audit, Risk Related Disclosures.		
Unit 4	Professional Values, Ethics and Responsibility	11 Hours
Ethical theories; Three Models of Management Ethics: Immoral Management, Moral Management, Amoral Management, Elements Of Moral Judgment: Moral Imagination, Moral Identification and Ordering, Moral Evaluation Professions and the public interest ; Professional practice and codes of ethics; Conflicts of interest and the consequences of unethical behaviour The Right To Due Process And Fair Treatment, Freedom of speech in the workplace - Whistle-Blowing		

A C Fernando (2009) Business ethics and corporate governance, (1st edition), New Delhi: Pearson,
Gopalaswamy. (2010). Corporate governance. New Age International (P) Ltd.
ACCA Approved - P1 (2016), Governance, Risk and, Becker Educational Development Corp.
ACCA P1 (2016), Governance Risks and Ethics, New Delhi: Kaplan Publishing

Prasad.Kesho (2007). Corporate governance. 3rd edition, New Delhi: Prentice Hall Of India.

Williams, C.A., Smith, M.L., & Young, P. C. (1998) Risk Management and Insurance, Irwin McGraw Hill.

Course Code: MBA203C27	Course Title: BUSINESS ANALYTICS	Credits: 3	Hours: 36
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Objectives

- To equip students with Principles of Business Analytics and their emerging significance in the contemporary business environment.
- To elaborate the various dimensions of Analytics and Business Intelligence in view of their continued dominance in the business during the recent past.

Learning Outcomes

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

- Comprehend the link between business strategy and analytics
- Apply the different types of analytics solutions to business problems
- Demonstrate basic level of working on the data visualization software Tableau

COURSE CONTENTS		
Unit 1	Business Analytics an Overview	07Hours
Definition, Nature and scope, Types of Business Analytics – Descriptive, Predictive and Prescriptive Analytics, BA model; Link between strategy and business Analytics; Competing on Analytics, Analytics: The New Path to Value, Application of Analytics – In Healthcare, Agriculture and Sports		
Unit 2	Business Intelligence & its application	09 Hours
Definition, Evolution of BI; Difference between BI and BA; uses of BI, BI applications technology and business solutions; BI techniques – Data Visualization, Data Mining, Reporting, Predictive techniques, OLAP & operation, Statistical analysis, BI roles and responsibilities		
Unit 3	Data Analytics Project Life Cycle	12 Hours
Phase 1 – Discovery, Phase 2 – Data Preparation, Phase 3 – Model Planning, Phase 4 – Model Building, Phase 5 – Communicate Results, Phase 6 – Operationalize; Introduction to Big Data, Big Data Analytics and Tools		
Unit 4	Data Visualization, Intelligence & Analysis in Tableau	08 Hours
Introduction to Tableau, Data representation, Creation of various charts, Creation of Interactive Dash Board, Visual analytics, OLAP operations, Forecasting and analytics function.		

References

- Prasad, R.N., and Seema, A. (2012). Fundamentals of business analytics (1st ed.). India: Wiley.
- Laursen, G. H. N., and Thorland, J. (2014). Business analytics for managers. India: Wiley.
- EMC Education Services. (2015). Data science and big data analytics – discovering, analysing, visualising and presenting data. New Delhi: Wiley.

Third Trimester

Course Code: MBA203C31	Course Title: APPLIED MANAGEMENT RESEARCH	Credits: 3	Hours:36
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Objectives

- To understand the need and significance of research in managerial decision making
- To develop an analytical aptitude towards management research and reporting
- To become adept in utilizing various statistical tools using software – SPSS

Learning Outcomes

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

- Prepare and execute a research design for minor research problems
- Use SPSS for analysing data and interpret the results
- Apply APA format for research paper and project

COURSE CONTENTS		
Unit 1	Research Problem	05 Hours
Meaning and significance of research in management; Different approaches to research- Scientific method; Types of business research – Historical studies, case studies, survey and experimental studies; Criteria for good research; Manager and researcher relationship; Defining Research problem.		
Unit 2	Research Design	05 Hours
Meaning; Elements of research design; Features of good research design; Statement of the problem; Review of literature; Identification of the research gap; Objectives of the study; Generating research hypotheses.		
Unit 3	Sampling	04 Hours
Sampling techniques; Steps in sampling; Types of sample design; probability and non-probability sampling designs, use of random numbers; size of sample; Sampling errors; Concept of measurement and scaling; Scaling techniques; Characteristics of sound measurement.		
Unit 4	Data Collection and Preparation	07 Hours
Primary and secondary data; Sources of primary data – observation, interview method, survey method; Questionnaire construction and design; Reliability and validity; Processing of research data – Editing, coding, classification, tabulation and graphical representation using software.(Laboratory work).		
Unit 5	Research Report	05 Hours
Types of reports; Objectives and functions of research reports- formal and informal; Report writing process; Target audience; Pre-research proposals; Progress reports, Final reports; Guidelines for effective writing; Research report format using APA guidelines; Presentation of a report; Persuasive nature of reports; Reports for decision making, Citation and Documentation.		
Unit 6	Data Analysis Using SPSS	10 Hours
Univariate analysis; Bi-variate analysis; Multivariate analysis; Hypothesis testing – Null and alternate hypothesis, level of significance, one sample, two sample and k samples tests – parametric and non-parametric tests.		

References

Cooper, D., and Schindler, P. (2009). Business research methods (9thed.). New Delhi: Tata McGraw Hill.

Chawla, D., and Sondhi, N. (2011). Research methodology. Noida: Vikas Publishing House.

Kothari, C. R. (2004). Research methodology: Methods and techniques (2nd ed.). New Delhi: New Age International.

Malhotra, N. (2002). Marketing research (3rd ed.). New Delhi: Pearson Education. (2010).

Publication Manual of the American Psychological Association (6th ed.). Washington D.C: American Psychological Association.

Course Code: MBA203C32	Course Title: STRATEGIC MANAGEMENT	Credits: 3	Hours: 36
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Objectives

- To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.
- To enable students to understand the intricacies of leadership skills and competency building techniques and managing conflicts

Learning Outcomes

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

- appraise the Corporate level strategies formulated by the Board of Directors
- reflect the Intrinsic and Extrinsic values of business leaders
- apply the leadership concepts during turbulent times

COURSE CONTENTS		
Unit 1	Introduction to Strategic management	12 Hours
Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management		
Unit 2	Strategies - Implementation and Evaluation	12 Hours
Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Corporate Level, Business Level, Functional Level, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation.		
Unit 3	Leadership overview	12 Hours
Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations Business Continuity Plan: Introduction, Concepts of Business Continuity Plan (BCP), Relevance and Importance of BCP, Steps in Business Continuity Plan, Business Impact Areas, BCP and its Influence on Strategic Management, BCP and its Influence on Policy Making, Contingency Planning		
Unit 4	Leadership Strategies in Uncertain Environment	12 Hours

Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy

References

Azhar Kazmi, (2004), Strategic Management and Business Policy, New Delhi: Tata McGraw Hill.

S. Manikutty, Robert E. Hoskisson, Michael A. Hitt, (2011), Strategic Management, 9th Edition, Cengage Publication

John E Gamble, Arthur A Thompson, Jr, Margaret Peteraf, Essentials of Strategic Management: The Quest for Competitive Advantage, McGrawHill Publications

Gregory G. Dess, Gerry McNamara, Alan Eisner, Seung-hyun Lee, *Strategic Management: Text and Cases*, McGrawHill Publications

Richard L, Hughes., Robert C, Ginnett., and Gordon J, Curphy. (2011). *Leadership - Enhancing the Lessons of Experience*. (5th edition). TMG India

Robert N, Lussier., and Christopher F, Achua. (2011). *Effective Leadership*. Cengage Learning

Course Code: MBA402B31	Course Title: STARTUP AND INNOVATION MANAGEMENT	Credits: 2	Hours: 24
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Objective

- This course examines successful strategies, business models, frameworks, funding, barriers and risks for introducing break-through products and services

Learning Outcomes:

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

- understand the fundamentals of developing and presenting business pitching to potential investors
- demonstrate an ability to design a business model canvas.
- evaluate the various sources of raising finance for startup ventures

COURSE CONTENTS		
Unit 1	Entrepreneurship	06 Hours
Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioral; entrepreneurial challenges. Technopreneurs, Digital Entrepreneurs. Big five model		
Unit 2	Entrepreneurial Opportunities in Digital world	06 Hours
Opportunities. discovery/ creation, Pattern identification and recognition for venture creation: prototype and exemplar model, reverse engineering. MVP, Burn Rate		
Unit 3	Entrepreneurial Process and Decision Making	06 Hours
Entrepreneurial ecosystem, Ideation, development and exploitation of opportunities; Negotiation, decision making process and approaches, Effectuation and Causation.		
Unit 4	Crafting Digital business models and Lean Start-ups	06 Hours
Sources of finance- debt or equity financing, venture capital; Financial assistance through SFC's, SIDBI, Commercial banks, KSIDC, KSSIC, IFCI; Non-financial Assistance from - DIC, SISI, EDI, SIDO, AWAKE, TCO, TECKSOK, KVIC; Financial incentives for SSI's, and Tax concessions; Industrial Estates-roles and types. Sickness in Small Industries – Reasons and Rehabilitation		

References

- Allen, J. P. (2019). Digital entrepreneurship. Routledge.
- Aulet, B. (2020). Disciplined entrepreneurship: 24 steps to a successful startup. John Wiley & Sons.
- Croll, A., & Yoskovitz, B. (2020). Lean analytics: Use data to build a better startup faster. " O'Reilly Media, Inc."
- Davila, T., & Epstein, M. (2020). The innovation paradox: Why good businesses kill breakthroughs and how they can change. Berrett-Koehler Publishers.
- Hall, C., & Gross, L. (2020). Boom: Bridging the Opportunity Gap to Reignite Startups. Savio Republic.
- Nielsen, S. L., Klyver, K., Evald, M. R., & Bager, T. (2020). Entrepreneurship in theory and practice: Paradoxes in Play. Edward Elgar Publishing.

Ronstadt, R., & Robert, R. (2019). Entrepreneurship: Text, cases and notes. Dover, MA: Lord Publishing.

Timmons, J. A., Spinelli, S., & Tan, Y. (2019). New venture creation: Entrepreneurship for the 21st century (Vol. 6). New York: McGraw-Hill/Irwin.

Whittington, D. (2019). Digital innovation and entrepreneurship. Cambridge University Press

Finance Specialization

Course Code: MBAA04C31	Course Title: PORTFOLIO MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To acquaint the students with the working of security markets and principles of security analysis.
- To provide students with a conceptual and analytical framework of different financial instruments, their risk, returns and strategies in managing funds.
- To develop the skills required for portfolio management so as to judge the competitive position of firms in capital market

Learning Outcomes

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

- analyse the risk and return of two stock, three stock and four stock portfolios using Markowitz model
- compute the performance of mutual funds using Sharpe, Treynor and Jensen measures
- construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Introduction to Securities and Investment–Concept, Process, Financial market, Market Indices, Credit Rating Agencies, Various investment avenues; Marketable and Non-marketable Securities		
Unit 2	Risk and Return	13 Hours
Risk & Return - Various types of return and its measurement; Risk and its types; Total and Systematic Risk Measurement, fitting the regression line (Theory and Problems).		
Unit 3	Investment Analysis	06 Hours
Investment Analysis- Fundamental analysis, Technical analysis- EMH.		
Unit 4	Portfolio Analysis	18 Hours
Portfolio Analysis and Management; CAPM– SML – CML; Markowitz Model; APT; Optimization of Portfolio- Sharpe Index Model; Methods of evaluating portfolio- Sharpe, Jensen and Treynor Models.		
Unit 5	Global Market Indices and Instruments	05 Hours
World Market Indices; Global instruments - ADRs, GDRs, FCCBs, Foreign Bonds and Global mutual funds.		

References

- Fischer and Jordan. (2018). *Security Analysis and Portfolio Management*. Prentice Hall.
- Prasanna, Chandra. (2017). *Investment Analysis and Portfolio Management*. New Delhi. Tata McGraw – Hill.(5th edition)
- Bhalla, V.K. (2008). *Investment Management*. New Delhi. S. Chand.
- Pandian, Punithavathy. (2012). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publishing House.

Course Code:**MBAA04C32****Course Title: MACRO FINANCIAL SERVICES****Credits: 4****Hours: 48****Objectives**

- To provide a basic understanding of concept and functioning of commercial banking industry in India.
- To familiarize types of banking system regulation and control.
- To equip the students with the major changes, developments and innovations in the Indian Financial System.
- To familiarize students with various management and operational aspects of capital and money markets.

Learning Outcomes

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

- Appraise the monetary and credit policy of RBI.
- Evaluate the role of financial intermediaries
- Analyse the various forms of raising the capital

COURSE CONTENTS		
Unit 1	Financial System and Capital Markets	12 Hours
Financial Markets – Function of the Indian Financial System; Structure. Primary Market in India - Types of Scripts; Issue of Capital; Primary Market Intermediaries. Secondary Market–Listing, Online trading; Stock exchange– NSE, BSE, India INX; Stock Indices; Role of FPI; Insider Trading; Investor Protection; SEBI-Regulations		
Unit 2	Money and Debt Market	05 Hours
Money Market-Repos, Reverse Repos, T-Bills, Commercial Bills, Commercial Papers & Certificates of Deposit; Debt Market in India		
Unit 3	Commercial Banking	10 Hours
Evolution of Banking Institutions in India- Nationalization, Role of Commercial Banks in the economy, Types of Commercial Banks, Sources of income for banks, Commercial Banking products, Banking reforms after 1990. Role of developmental banks in India, Banking Systems, E-Banking, Payment system, settlement system; Concept of Green Banking, Green funding		
Unit 4	Credit Control and Regulation	11 Hours
RBI and its Role, monetary and credit policy, CRR, SLR in Banks, Banking system and Banks in India, The Banking Regulation (Amendment) Act, 2020. IRAC Norms (i.e, Income Recognition and Asset Classification norms), Non-performing Assets, Securitization Act. E-Banking, Payment system, settlement system, BASEL I, II and III, CRAR and RBI Prudential norms on New capital Adequacy and framework		
Unit 5	Non-Banking Financial Services	10 Hours
Meaning; Leasing and Hire Purchase (Theory only); Venture Capital; Private Equity; Factoring and Forfaiting; Credit Rating; Asset Securitization; Merchant Banking – Functions and Services; Depository and Custodial Services.		

References

Khan, M, Y. (2019). Indian Financial System. Tata McGraw Hill, New Delhi. (11 ed.)

Koch W, Timothy. & Scott S, Macdonald. (2015). Bank Management. Thomson (South-Western), India (8 ed.)

Srivastava, R. M. (2019). Management of Indian Financial Institutions. Himalaya Publishing House. (Revised edition)

Srinivasan, N.P. and Saravanel, P. (2001). Development Banking in India and Abroad. Kalyani Publications, Ludhiana

Prasanna, Chandra. (2017). Investment Analysis and Portfolio Management. McGraw-Hill. (5 ed.)

Bhole, L.M. and Mahakud, Jitendra. (2009). Financial Institutions and Markets (5th ed.). New Delhi: Tata McGraw Hill.

Gomez, Clifford (2010). Financial Markets, Institutions and Financial Services. New Delhi: PHI Learning.

Gordon and Natrajan (2011). Financial Markets and Services (6th ed.). New Delhi: HPI

Khan, M. Y. (2017). Financial Services. New Delhi: Tata McGraw Hill. (9th ed.).

Pandian, Punithavathy (2009). Financial Markets & Services. New Delhi: Vikas Publishing House

Course Code: MBAA04C33	Course Title: RISK MANAGEMENT THROUGH DERIVATIVES	Credits: 4	Hours: 48
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Objectives

- To acquaint the students about emerging financial and commodity derivatives.
- To provide the regulatory framework with regard to various types of derivatives.

Learning Outcomes

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

- Differentiate Futures and Option contracts
- Estimate the value of Option and Futures contracts
- Appraise the hedging strategies with different derivatives

COURSE CONTENTS		
Unit 1	Introduction to Derivatives	09 Hours
Concepts, Historical growth, Definition, Types, Forward contracts, Futures contracts, Options, Swaps, Differences between Cash and Future Markets, Types of Traders, OTC and Exchange Traded Derivatives, Types of Settlement, Uses and Advantages of Derivatives, Risks in Derivatives		
Unit 2	Forward and Futures Contract	15 Hours
Forward Contracts: Types, Financial and Commodity Forwards, Valuation of Forward Contracts on Commodities and Non-dividend Paying Securities; Cost-of-Carry, Valuation of Forwards on Dividend Paying Stocks and Stock Indices. Futures Contracts: Specifications of Futures Contracts, Margin Requirements, Marking to Market, Types of Futures Contracts: Securities, Stock Index Futures, Currencies and Commodities, Delivery options, Valuation of Futures (Case studies)		
Unit 3	Options and Swaps	15 Hours
Options: Definition, Option Terminology, Types, Exchange Traded Options, OTC options, Specifications of Options, Call and Put Options, American and European Options, Intrinsic Value and Time Value of Options, Option Payoff, Options on Securities, Stock Indices, Currencies and Futures, Options Pricing Models: The Binomial Model (Theory only), The Black and Scholes Model (Simple problems only). Swaps: Meaning, Types, Interest Rate SWAP, Currency SWAP (Case studies)		
Unit 4	Risk Management with Derivatives	09 Hours
Hedging: Concept, Hedging with Futures, Optimal Hedge Ratio, Cross-hedging with Index Futures, Dynamic Rolling Futures Strategies, Basis Risk, Hedging with Options, Put-Call Parity, Protective Puts, Collars, Synthetic Long/Short positions, Conversions, Reversals.		

References

- Niti Nandini Chatnani. (2012). Commodity Markets: Operations, Instruction and Application, Tata McGraw Hill, (2 Ed.)
- Jordan, R. J., Fischer, D. E. Pradhan A. K. (2018). Security Analysis and Portfolio Management. Singapore: Prentice Hall. (7th ed.)

- Prasanna Chandra. (2017). Investment Analysis and Portfolio Management. McGraw-Hill Education. (5th ed.)
- Punithavathy Pandian. (2012) Security Analysis and Portfolio Management, Vikas Publishing House. (2nd Edition).
- Bhalla, V. (2008). Investment Management (Security Analysis and Portfolio Management), 19th Ed.. India: S. Chand Limited.
- Kulkarni, B. (2011). Commodity Markets & Derivatives. India: Excel Books.

International Finance Specialization

Course Code: MBAA04C31	Course Title: PORTFOLIO MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To acquaint the students with the working of security markets and principles of security analysis
- To provide students with a conceptual and analytical framework of different financial instruments, their risk, returns and strategies in managing funds
- To develop the skills required for portfolio management so as to judge the competitive position of firms in capital market

Learning Outcomes

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

- analyse the risk and return of two stock, three stock and four stock portfolios using Markowitz model
- compute the performance of mutual funds using Sharpe, Treynor and Jensen measures
- construct optimal portfolio from Nifty and Sensex indexed companies using Sharpe Index model

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Introduction to Securities and Investment–Concept, Process, Market Indices, Credit Rating Agencies, Various investment avenues; Marketable and Non-marketable Securities.		
Unit 2	Risk and Return	13 Hours
Risk & Return - Various types of return and its measurement; Risk and its types; Risk Measurement (Theory and Problems).		
Unit 3	Investment Analysis	06 Hours
Investment Analysis- Fundamental analysis, Technical analysis- EMH.		
Unit 4	Portfolio Analysis	18 Hours
Portfolio Analysis and Management; Markowitz Model –CAPM- SML – CML – APT - Optimization of Portfolio- Sharpe Index Model; Methods of evaluating portfolio- Sharpe, Jensen and Treynor Models.		
Unit 5	Global Market Indices and Instruments	05 Hours
World Market Indices; Global instruments - ADRs, GDRs, FCCBs, Foreign Bonds and Global mutual funds.		

References

- Fischer., and Jordan. (1995). Security analysis and portfolio management. Prentice Hall.
- Chandra. P. (2012). Investment analysis and portfolio management. New Delhi: Tata McGraw Hill.
- Bhalla, V. K (2008). Investment management. New Delhi: S. Chand.
- Punithavathy, P. (2011). Security analysis and portfolio management. (1st ed.). New Delhi: Vikas Publishing House.

Course Code: MBAB04B31	Course Title: AUDIT AND ASSURANCE	Credits: 4	Hours: 48
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- To develop knowledge and understanding of the process of carrying out the assurance engagement and its application in the context of the professional regulatory framework.
- To provide knowledge about audit procedures and audit reporting

Learning Outcomes

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

- plan for an Internal Control System
- assess the risk as per the Statutory compliance
- organise an auditing team

COURSE CONTENTS		
Unit 1	Regulatory Framework	06 Hours
The concept of audit and other assurance engagements; External audit; Corporate governance; Professional ethics and ACCA's Code of Ethics and conduct; Internal audit and governance and the differences between external audit and internal audit; The scope of the internal audit function, outsourcing and internal audit assignments.		
Unit 2	Planning and risk assessment	13 Hours
Obtaining and accepting audit engagements; Objective and general principles; Assessing audit risks; Understanding the entity and its environment; Fraud laws and regulations; Audit planning and documentation.		
Unit 3	Internal control	06 Hours
Internal control systems; Components; The use and evaluation of internal control systems by auditors ;Limitations in internal control, Tests of control – General IT controls and applications control; control objectives, procedures and activities; Communication on internal control		
Unit 4	Audit evidence and Audit Procedures	18 Hours
Financial statement assertions and audit evidence – Quality and quantity of audit evidence; Relevance and reliability of audit evidence, Audit procedures; Audit sampling and other means of testing; The audit of specific items; Computer assisted audit techniques; The work of others; Not-for-profit organization		
Unit 5	Review and reporting	05 Hours
Subsequent events –Purpose, responsibilities, procedures; Audit finalisation and the final review; Audit reports; basic elements; unmodified audit opinions.		

References

- Audit and assurance, Becker Educational Development Corp. 2016.
- Audit and assurance, Kaplan Publishing. 2016.
- Audit and assurance, BPP Learning Media Ltd. 2016.
- Institute of Chartered Accountants of India: Auditing and assurance standards. ICAI.
- Gupta, K., and Arora, A. Fundamentals of auditing, New Delhi: Tata McGraw Hill Publishing Co. Ltd.

Course Code: MBAB04B32	Course Title: FINANCIAL REPORTING	Credits: 4	Hours: 48
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- To develop knowledge and skills in understanding and applying accounting standards
- To analyse and interpret those financial statements

Learning Outcomes

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

- Classify the transactions for Financial Reporting
- Interpret the financial statements
- Demonstrate understanding the consolidated financial statements for decision making

COURSE CONTENTS		
Unit 1	Regulatory Framework	06 Hours
The need for a conceptual framework; Recognition and measurement - Specialised, not-for-profit, and public sector entities; The concepts and principles of groups and consolidated financial statements.		
Unit 2	Accounting for transactions in financial statements	12 Hours
Tangible non-current assets; Intangible assets; Impairment of assets; Inventory and biological assets; Financial instruments; Leasing; Taxation; Reporting financial performance; Revenue; Government grants.		
Unit 3	Analysing and interpreting financial statements	06 Hours
Limitations of financial statements; Calculation and interpretation of accounting ratios and trends to address users' and stakeholders' needs; Limitations of interpretation techniques; E04ed, not-for-profit and public sector entities.		
Unit 4	Preparation of financial statements	14 Hours
Preparation of single entity financial statements : Statement of Financial position; statement of profit and loss account and other comprehensive income; statement of changes in equity; Statement of Cash flows.		
Unit 5	Preparation of consolidated financial statements	10 Hours
Consolidated statement of financial position; Consolidated statement of profit and loss account and other comprehensive income.		



- Financial reporting. Becker Educational Development Corp. 2016.
- Financial reporting. Kaplan Publishing. 2016.
- Financial reporting. BPP Learning Media Ltd. 2016.
- Pendrill, D., and Lewis, R. Advanced financial accounting. Pearson Education Limited.

- Jain, S. P., and Narang, K. L. Advanced accountancy. Kalyani Publishers.
- Reddy., and Murty. Corporate accounting. Margham Publications. Chennai.
- Ghosh,P. K. et'al. Studies in accounting theory. Wiley Eastern Ltd.
- Porwal L. S. Accounting theory - An introduction. Tata McGraw-Hill.
- Lele, R. K., and Jawaharlal. Accounting theory. Himalaya Publishing House.
- Vijayakumar, M. P. Financial reporting. ICAI Practice Manual.

Human Resource Management and Corporate Psychology Specialization

Course Code: MBAC04C31	Course Title: HUMAN CAPITAL ACQUISITION AND TALENT MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To provide framework for scientific human resource planning and selection - both in terms of quantity, mainly in the context of Indian Corporate Environment.
- To familiarise students with regard to employment test and career planning.

Learning Outcomes

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

- prepare a job analysis and human resource planning for an organization and demonstrate its viability
- design an innovative recruitment and selection process for a specific job in a company
- prepare a career progression plan suggesting a time frame for career milestones

COURSE CONTENTS

Unit 1	Work Force Planning and Talent Management Process	10 Hours
Basics of Job Analysis, Methods of collecting Job Analysis Information, Writing Job Descriptions. Trends changing shaping the HR practice. Writing Job Specifications. Competency based Job Analysis, Talent Management using the HR manager competency model. Workforce Planning and Forecasting, Improving Performance: Forecasting Demand and Supply, Predictive Workforce Monitoring, Matching Projected Labour Supply and Demand, Succession Planning.		
Unit 2	Human Resource Hiring and Selection Methods	14 Hours
Recruitment Yield Pyramid, Finding Internal candidates, Promotions, Informal Recruiting and the hidden job market, E Recruitment, The new extended workforce, Offshoring and Outsourcing jobs, Recruitment Sources – Internal and External, Emerging sources of Recruitment, Recruiting a diverse workforce. Basics of Testing and Selecting employees, Evidence based HR-Validating a test, Bias, Utility analysis. Test taker's Individual rights and Test security, Gender issues in testing. Types of Tests, Work samples and simulations – Using work sampling, Situational Judgement tests. Management Assessment Centers, Situational and Video based testing, Miniature Job training and Evaluation Approach, Job Previews, Background Investigations and Reference checks Pre-employment Information services. Newer methods of employee screening and testing. Basic types of Interviews, Errors undermining Interviews' usefulness, Designing and conducting effective interviews, Developing and extending a Job offer.		
Unit 3	Building Positive Employee Relations	14 Hours
Employee Relations, Employee Relations – Ensuring Fair treatment, Bullying and Victimization, Employee relations through Communication Programs, Developing Employee Recognition/Relations Programs, Employee Involvement Programs. Human Resource Outsourcing and HR role in Mergers and Acquisitions Outsourcing, Types of Outsourcing, HR Outsourcing, Types of HR outsourced activities, Strategic Rationale for Outsourcing, Pros and Cons, Fears of Outsourcing. Mergers and Acquisitions, Human side of M&A, Issues and Problems to be addressed, Stages in the Merger and Acquisition Process, Role of HR in the M&A Process.		

Unit 4	Employee Career Management and Retention	10 Hours
<p>Career Management, Psychological contract, Roles of Employer and Employee in Career Management, Career Management methods. Employee Life cycle career management, Diversity and Career issues, Managing Dismissals, Exit Process and Termination Interview.</p> <p>Managing Employee Turnover and Retention, Turnover and Performance, Managing voluntary turnover, Approaches to retain employees, Adjusting to Layoffs, Plant Closure, Downsizings and Mergers.</p>		

References

- Ekta Sharma (2019), *Strategic Human Resource Management and Development*, Pearson Publication
- Andrew Savitz, Karl Weber, (2013), *Talent, Transformation, and the Triple Bottom Line: How Companies Can Leverage Human Resources to Achieve Sustainable Growth*, Jossey-Bass Publication
- Jeanne Palmer, Martha I. Finney, “The Human Resource Professional's Career Guide: Building a Position of Strength”, 1st Edition, Wiley Publication
- Gary Dessler, Biju Varkkey, (2019) *Human Resource Management*, Fifteenth Edition, Pearson Publication
- Sharon Pande, Swapnalekha Basak, (2016), *Human Resource Management: Text & Cases*, Vikas Publications

Course Code: MBAC04C32	Course Title: ORGANISATIONAL DYNAMICS	Credits: 4	Hours: 48
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Objectives

- To enhance the understanding on group behaviour and interpersonal relationship.
- To study the individual behaviour, roles, stress, positions of power and influence and growth while focused on the organization.

Learning Outcomes

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

- comprehend various processes involved in group behaviour and interpersonal relationship
- align power and politics with that of organisational objectives
- Conduct the dynamics of oneself and the team in constructive manner at workplace

COURSE CONTENTS		
Unit 1	Group and Role Dynamics	08 Hours
Group-Types; Functions; Phases of Group Development; Group structure – Roles, Norms, Cohesion; Threats in group behaviour – Group think, Polarization, Social loafing; Managing culturally diverse groups; Groups Vs. Teams, Types of teams, Team development; Transactional Analysis. Role dynamics - Concept, Role systems, Role Analysis, Role efficacy; Organizational Stress and Burnout; Coping with Stress and Burnout		
Unit 2	Power and Politics in Organisations	10 Hours
Bases of Power, Contingency approach to power, Strategies for acquiring power, Organizational politics – Concept, Consequences, Reasons, Managing Organization Politics, Ethics of Organisational Politics, Ethical Lobbying, Power dynamics in negotiations,		
Unit 3	Organisational Dynamics	10 Hours
Organisational Culture; Social Responsibilities of Organizations; Organisational Ethics and Values; Process of Learning Organizations.		
Unit 4	Inter-Organisational Dynamics	12 Hours
Cross Cultural Dynamics; Management of Diversity; Strategic Alliances; Coalition Formation. The politics of Impression Management, The impact of Political skill on impression management effectiveness		
Unit 5	Managing dysfunctional politics	10 Hours
Negative Politics, negative political tactics, Consequences of dysfunctional impression management, forging a high integrity politics culture		

References

Kavitha Singh. (2010)Organizational Behaviour. Bangalore. Excel Books.
Udai Pareek.(2012). Understanding Orgnization Behaviour. (3rd Edition). New Delhi: Oxford press.
Blump. M.I. and Naylor J.C.(2011). Industrial psychology. Harper Row Publishers.

Davis K. (2009). Human Behaviour at Work. New Delhi. Tata McGraw Hill.

Paul Hersey and Ken Blanchard.(2010). Management of Organizational behaviour. Prentice Hall India Pvt. Ltd.

Jackson, P. (2002). Virtual working: Social and organisational dynamics. Routledge.

Stacey, R. D. (2007). Strategic management and organisational dynamics: The challenge of complexity to ways of thinking about organisations. Pearson education.

Course Code: MBAC04C33	Course Title: PERFORMANCE & STRATEGIC REWARD MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To enable the students to realize the system and significance of performance management in the organization.
- To assist students to comprehend the way compensation package is designed to company's employees

Learning Outcomes

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

- illustrate the relevance of performance appraisal system
- examine the applicability of taxation
- comment on the patterns of compensation

COURSE CONTENTS		
Unit 1	Performance Management	10 Hours
Meaning; Linkage with other HR Systems; Dimensions of Performance Management, Performance Management Cycle, Elements of Performance Management: Goal Setting, Performance Review, and Performance Improvement Plans, Appraisal Methods, Key Results Areas (KRA) & Key Performance Indicators(KPI)Performance documentation, Performance Appraisal Process, Methods, Features of an effective appraisal system; Performance Counselling. Automation in Performance Management, Key features of effective performance management software.		
Unit 2	Compensation Determination	10 Hours
Introduction: Compensation Management, Salary Structure and Progression, Compensation and Non-compensation Dimensions, methods of payment in compensation management, Salary Administration Procedure, salary survey, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Top Challenges of Compensation Management- In Industry 4.0, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation.		
Unit 3	Tax Planning Compensation and Benefits	14 Hours
Tax Planning and Tax Avoidance, Tax Planning for Employee Compensation, Tax Liability, Taxation in India: Changing Rules, Trends in Taxation, Pay Equity in Pay for Performance, Internal and External Equity, Concept of Voluntary Retirement Scheme (VRS): Costs and Benefits to the Company, Layoff and Retrenchment, Executive Compensation Plan.		
Unit 4	Pay Design	14 Hours
Designing pay structures, Types of Pay Structures, Broad banding, Pay grade Dimensions, Pay Secrecy, Knowledge based Pay, Incentives, Incentives and benefits, Classification of Incentive Plans – Individual Plan, Group & Enterprise. Individual - Piece-Rate System, Differential Piece Rate, Gantt Bonus Plan, Halsey Plan, Emerson Efficiency Plan, Commission, Special Incentives, Group – Profit Sharing, Co-Partnership, Gain Sharing, ESOP, ESPP & SAR, Scanlon plan, Improshare plan. International Compensation practices: Expatriate Compensation, Problems in Compensation Management.		

References

Robert Bacal (2012), Performance Management, (2nd edition), New Delhi, McGraw-Hill Education.

Joseph J. Martocchio (2012), Strategic Compensation: A Human Resource Management Approach, (7th edition), New Delhi: Pearson

Reference Books:

Fisher, C. D. (2005). Human resource management. (6th edition). New Delhi: Biztantra.

Kleiman, L. (2009). Human resource management. (5th edition.). New Delhi: Biztantra.

Marketing and Supply Chain Management Specialization

Course Code: MBAD04C31	Course Title: STRATEGIC SUPPLY CHAIN MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To equip students with the domain expertise of supply chain management along with design, methods and procedures in taking various decisions

Learning Outcomes:

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

- categorise the role of coordination in supply chain management
- appraise the design and network in supply chain
- design the supply chain for different nature of business

COURSE CONTENTS		
Unit 1	Introduction to Supply Chain Management	09 Hours
Supply chain: objectives, importance; SCM - decision phases in supply chain, process view; Nature and scope of SCM; Competitive and supply chain strategies; Supply chain drivers.		
Unit 2	Designing the Supply chain network	11 Hours
Designing the distribution network: Role of distribution, factors influencing distribution, design options; e-business and its impact; distribution networks in practice, network design in the supply chain; role of network; factors affecting the network design decisions; modeling for supply chain.		
Unit 3	Planning Demand and Supply	08 Hours
Role of forecasting , demand forecasting, approaches; Planning and Managing Inventories: Safety inventory and its appropriate level, impact of supply uncertainty, aggregation and replenishment policies.		
Unit 4	Transportation Networks and Sourcing	10 Hours
Role of transportation: modes and their performance, transportation infrastructure and policies: design options and their trade-offs ; Tailored transportation. Sourcing: In-house or Outsource, 3rd and 4th Party Logistics; supplier scoring and assessment.		
Unit 5	Coordination in a Supply Chain	08 Hours
Lack of supply chain coordination and the Bullwhip effect: obstacle to coordination; managerial level; building partnerships and trust–continuous replenishment and vendor-managed inventories; collaborative planning, forecasting and replenishment.		

References

Chopra, S., Meindl, P., & Kalra, DV (2013). Supply chain management: strategy, planning, and operation (Vol. 232). Boston, MA: Pearson.

K. Shridhara Bhat (2010). Supply chain management. Himalya Publishing House.

Janat Shah (2009). Supply chain management. Prentice Hall.

Upendra Kachru (2009). Exploring the Supply chain – theory and practice. Excel books.

R.P. Mohanty and S.G. Deshmukh (2001). Essentials of Supply chain management. Phoenix publishing house.

Course Code: MBAD04C32	Course Title: INTEGRATED MARKETING COMMUNICATION	Credits: 4	Hours: 48
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Objectives

- To understand the process of Integrated Marketing Communication
- To acquaint students with concepts Integrated Marketing Communication mix

Learning Outcomes

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

- organise a marketing campaign for promoting a product / service.
- design Integrated Marketing Communication mix for a product/ service.
- evaluate IMC Mix

COURSE CONTENTS		
Unit 1	Integrated Marketing Communication - Introduction	12 Hours
Introduction to Integrated Marketing Communication; IMC as an Integral part of Marketing; Understanding Consumer Behaviour; Understanding the Communications Process; Components of Integrated Marketing Communication		
Unit 2	Advertising and Sales Promotion	12 Hours
Advertising Research and Strategy; Creative Execution in Advertising; Measuring the Effectiveness of the advertising Program. Advertising in a multi-cultural environment; Sales Promotion Management; Trade-oriented Sales Promotion ; Customer-oriented Sales Promotion		
Unit 3	Direct Marketing and Personal Selling	12 Hours
Direct Marketing Management; Database Marketing; Personal Selling Management; Hiring and Motivating the Sales Force.		
Unit 4	Public Relation and Publicity	12 Hours
Public Relations Management; Event and Sponsorship Management; Differences between Public Relations and Publicity		

References

Kirti Dutta (2016). *Integrated Marketing Communications*. Oxford Higher Education.

Kruti Shah (2017). *Advertising and Integrated Marketing Communications*. McGraw Hill, New Delhi

Aaker, David & Myers, John.(2003). *Advertising Management*, Prentice Hall.

Belch, G. and Belch, M. (2003). *Advertising and Promotion: An Integrated Marketing Communications Perspective*, (6th edition). Mc-Graw Hill.

Course Code: MBAD04C33	Course Title: CUSTOMER EXPERIENCE MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To explore the customer experience management.
To guide students to understand consumer purchase experiences and decisions about product and services

Learning Outcomes

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

- design a consumer research process to understand customer emotions
- prepare customer experience blue prints for a given process
- determine the factors that influence consumer behaviour
- justify the influence of online purchases based on online behaviour of consumers

COURSE CONTENTS		
Unit 1	Emotions and the Customer Experience	10 Hours
Introduction to Emotions, Emotions and Mood, Emotional Characteristics, Measuring Emotions, Designing for Emotions, Identifying Emotional Drives, Goal State Theory, Moment of truth, amplification and dampening strategies, Dispositions and Decisions. Bio connectedness of emotions. Customer Experience – meaning, Creating and managing experience, Experiencing the brand and branding the experience, The Branded Customer Experience.		
Unit 2	Designing the Branded Customer Experience	14 Hours
Identify the customer touch points, map the customer experience, identify customer expectations and priorities, surface implementation issues, and create the final BCE blue print. Mapping Pre and Post purchase customer experience. Experience Engineering		
Unit 3	Influences on Consumer Behaviour	14 Hours
Importance, Types, Sources and Benefits; Culture, Changing values, Social class, Family life cycle stage on consumer behaviour; Role behaviour –Individual, Group, Changing roles of women, Children, Culture, Ethnicity, and Social Class; Group and Personal Influences, Reference Groups: Opinion Leaders; Making Contact with Customer; Shaping Consumer's Opinion		
Unit 4	Online Consumer Behaviour	10 Hours
Introduction, Model; Consumers' Online Identity; Sources of Information for consumer learning; Online search behaviour; Consumer Trust and Loyalty in e-tail; e-word of mouth and the firm's promotional strategy; Consumer learning; Word of mouth; Diffusion of innovations; Diffusion process; Opinions change; and consumer opinion; Consumer protection act		

References

Wladen, Steven. (2017). Customer Experience Management Rebooted. Palgrave McMillan
 Peppers, Don and Rogers, Martha (2017). Managing Customer Experience and Relationships – A Strategic Framework. (3rd Edition). John Wiley & Sons, Inc.
 Smith, Shaun and Wheeler, Joe. (2002). Managing the Customer Experience. Pearson Education. UK.
 Hawkins L, Del., Motherbaugh L, David., and Mookerjee, Amit. (2014). Consumer Behaviour – Building Marketing Strategy. (12th edition). McGraw Hill Education India
 Blythe, Jim. (2013). Consumer Behaviour. (2nd Edition). Sage Publication. London

Business Intelligence & Analytics Specialisation

Course Code: MBAF04C31	Course Title: R for Data Science	Credits: 4	Hours: 48
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- To give an introduction to the software R and how to write elementary programs
- To demonstrate how statistical models are implemented and applied and to enable students to be able to use R to effectively to compute statistical and graphical procedures

Learning Outcomes

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

- apply packages in R software for data visualization
- experiment various statistical tests using R Software
- analyse and modify existing functions in R

COURSE CONTENTS		
Unit 1	Introduction to R Language	12 Hours
Obtaining and installing R, Working with R, Getting started, Getting help, The workspace, Input and output; Packages: Installing a package, Loading a package; Common mistakes in R programming; Working through an example; Data Types in R; Vectors, Matrices, Arrays, Data frames, Factors, Lists, Scripts, Control Flow. Reading Data: Data input, Sequences; Reading in Data: Single Vectors, Entering data from the keyboard; Reading Data - Importing Data from various Sources.		
Unit 2	Dealing with data	08 Hours
Creating new variables, Recoding variables, Renaming variables, Missing values, Recoding values to missing, Excluding missing values from analyses; Date values, Type conversions; Sorting data, Merging datasets. Mathematical functions, Statistical functions, Matrix Operations, Probability Functions, Character functions.		
Unit 3	Graphics and Data Visualisation	10 Hours
Understanding Basics of Building Graphs; Bar plots: Simple bar plots, Stacked and grouped bar plots, Mean bar plots, Tweaking bar plots, Spinograms; Pie charts; Histograms; Kernel density plots; Box plots: Using parallel box plots to compare groups, Violin plots; High Density Graphs; Plotting Graphs using Plotly Package		
Unit 4	Statistical Analysis	18 Hours
Descriptive statistics; Frequency and contingency tables; T-tests: Independent t-test and Paired t-test; One Way ANOVA; Tests of independence: Chi-Square Test of Independence, Fisher's Exact Test, Cochran-Mantel-Haenszel Test; Correlations: Pearson, Spearman and Kendall Correlations. Nonparametric tests of group differences: Comparing two groups - Wilcoxon rank sum test and Mann-Whitney U test, Comparing more than two groups - Kruskal-Wallis test. Regression: Simple linear regression, Polynomial regression, Multiple linear regression and Regression diagnostics.		

Robert I. Kabacoff (2015). *R in Action: Data analysis and graphics with R*. Manning Publications Co

Grolemund, Garrett; Wickham, Hadley (2016). *R for Data Science*. O'Reilly Media.

TaylorArnold and LaurenTilton (2015). *Humanities Data in R: Exploring Networks, Geospatial Data, Images, and Text*. Springer International Publishing
Eric Mayor (2015). *Learning Predictive Analytics with R*. PACKT.
Thomas Mailund and Aarhus, Denmark (2017). *Beginning Data Science in R: Data Analysis, Visualization, and Modelling for the Data Scientist*. Apress.

Course Code: MBAF04C32	Course Title: MS EXCEL WITH SQL	Credits: 4	Hours: 48
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- To develop knowledge and understanding of using MS-Excel to perform data analysis.
- To identify ways and means to combine SQL query and reporting processes in Excel in arriving at charts ,graphs and analysis.

Learning Outcomes

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

- prepare pivot tables and pivot charts for data analysis
- construct data models and add calculated fields
- use SQL functions to edit and manipulate data in tables

COURSE CONTENTS		
Unit 1	Dealing with Data in Excel	08 Hours
Excel as Database and Data Aggregator, From Spreadsheet to Database, Interpreting File Extensions, Using Excel as a Database, Importing from Other Formats, Opening Text Files in Excel, Importing Data from XML. Importing XML with Attributes, Importing JSON Format Using the Data Tab to Import Data, Importing Data from Tables on a Web Site, Data Wrangling and Data Scrubbing, Correcting Capitalization, Splitting Delimited Fields, Splitting Complex, Delimited Fields, Removing Duplicates, Input Validation, Working with Data Forms, Selecting Records. Excel Statistical Functions, Analysis ToolPak Functions		
Unit 2	Pivot Tables and Pivot Charts	08 Hours
Defining a Pivot Table, Pivot Tables Recommended in Excel 2013, Defining Questions, Creating a Pivot Table, Changing the Pivot Table, Creating a Breakdown of Sales by Salesperson for Each Day, Showing Sales by Month, Creating a Pivot Chart, Adjusting, Subtotals and Grand Totals, Analyzing Sales by Day of Week, Creating a Pivot Chart of Sales by Day of Week, Using Slicers, Adding a Time Line.		
Unit 3	Building a Data Model	10 Hours
Enabling PowerPivot, Relational Databases, Database Terminology, Creating a Data Model from Excel Tables, Loading Data Directly into the Data Model, Creating a Pivot Table from Two Tables Creating a Pivot Table from Multiple Tables, Adding Calculated Columns, Adding Calculated Fields to the Data Model. Data Analysis Expressions (DAX), DAX Operators, Analyzing Profitability, Using the SUMX Function, Using the CALCULATE Function		
Unit 4	Power View and 3D Map	10 Hours
Elements of the Power View Design Screen, Considerations When Using Power View, Types of Fields, A Single Table Example, Viewing the Data in Different Ways, Creating a Bar Chart for a Single Year, Column Chart, Displaying Multiple Years , Adding a Map, Using Tiles Showing Orders by Employee, Aggregating Orders by Product. Creating a map using 3D map, 3D map with time dimensional data, formatting options, capturing the map as an image or as a video.		
Unit 5	Introduction to SQL & Power Query	12 Hours
History of SQL, NoSQL, NewSQL, SQL++, SQL Syntax ,SQL Aggregate Functions, Subtotals Joining Tables, Importing an External Database, Specifying a JOIN Condition and Selected Fields Using SQL to Extract Summary Statistics, Generating a Report of Total Order Value by Employee		

Using MSQuery. Getting a Free Azure Account, Importing Hadoop Files into Power Query, Creating an Azure Storage Account, Provisioning a Hadoop Cluster, Importing into Excel. Importing Pivot Table, Data from the Azure Marketplace.

Prescribed Text Book

- Linoff, G. S. (2016). Data Analysis Using SQL and Excel. Wiley Publishing.

Course Code: MBAF04C33	Course Title: PYTHON FOR DATA SCIENCE	Credits: 4	Hours: 48
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- To be able to write relatively advanced, well structured, computer programs in Python
- To be familiar with principles and techniques for optimizing the performance of Python numeric applications

Learning Outcomes

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

- analysis data using python and other packages
- demonstrate data visualization using Python
- create Real World Modelling

COURSE CONTENTS		
Unit 1	Introduction to Python language	09 Hours
Python Language Introduction; Key features; Application Areas; Fundamentals of Python; Python Comments; Using the Python standard library to write programs; Integrated development environment (IDE): IPython Shell, Spyder, Atom, Jupyter Notebooks, Google colaboratory; Packages: NumPy, SciPy, scikit-learn, Pandas, Matplotlib, Seaborn; Loading packages, namespaces, Reading and writing data, simple plotting.		
Unit 2	Python Language Essentials	14 Hours
Variable: Rules for creating variables, Assigning values to variables, Global and Local Variable, Private Variables; Reading and writing files; Operators in Python; Basic input and output; Data Types; Conditional Statements; Type Conversions; Functions; Creating Objects; Overview of Object-Oriented Programming (OOP). Control flow, Debugging, Code profiling Acquiring Data with Python: Loading from CSV files, Cleansing Data with Python: Stripping out extraneous information, Normalizing data, Formatting data.		
Unit 3	Supervised Learning and Unsupervised Learning using Python	13 Hours
Supervised Learning: Dimensionality Reduction with Python, Naive Bayes, Decision Trees, Regression, Support Vector Machines, Neural Networks; Unsupervised Learning: K-Means Clustering, Hierarchical Clustering, Exploratory Factor Analysis, Association Rule Learning Algorithms.		
Unit 4	Data Visualization in Python	12 Hours
Top Python Libraries for Data Visualization: Matplotlib, Plotly, Seaborn; Importing necessary libraries and Load Dataset; Univariate Analysis: Histogram and Dist Plot, Box Plot, Count Plot, Line Plot, Area Plot, Pie Plot; Bivariate Analysis: Joint Plot, Scatter Plot, Pair Plot, Linear Regression Model Plot, Strip Plot, Swarm Plot, Box Plot, Bar Plot, Point Plot, Multi-panel Categorical Plot; Multivariate Analysis; Mulples Plots in One Graph; 2D plotting with Matplotlib; Advanced data visualization with Seaborn.		

References

Wes, McKinney. (2017). *Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython*, O'Reilly Media

Sayan Mukhopadhyay (2018). *Advanced Data Analytics Using Python*. Apress.

David Beazley and Brian K. Jones (2013). *Python Cookbook*. O'Reilly.
Ogor Milovanovic (2013). *Python Data Visuaization Cookbook*. PACKT.

Fourth Trimester

Course Code: MBA2P6B41	Course Title: INTERNSHIP AND PROJECT REPORT	Credits: 6	Hours: 180
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Objective

- To make the students to identify a problem form the industry, research and analyse it
- To expose the students to the challenges of the Corporate world experiences through corporate immersion

Learning Outcomes

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

- Apply the acquired theoretical knowledge to solve a business problem
- Conduct an academic research project
- Prepare and present a research project report

COURSE DESCRIPTION

The students are required to undergo internship training along with Project for a period of 10 weeks as a part of their MBA programme during fourth trimester. This training will be required to be carried out after the Third End Trimester Examinations. During the project the students must work in an organization for a period of 10 weeks and study the company closely to understand the company with regard to its inception, performance, departments, industry, and products and must identify a company specific problem. The project would culminate by finding a solution to the identified problem. In this project work the students are required to take up research work with any organization. The internship and project work will carry 6 credits, which carries 150 marks.

Fifth Trimester

Course Code: MBA203C51	Course Title: SMART MANUFACTURING AND OPERATIONS SYSTEMS	Credits: 3	Hours: 36
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Objectives

- To enhance knowledge and understanding of product design, development and delivery.
- To familiarize students on concepts on Smart Manufacturing.

Learning Outcomes:

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

- choose a right Plant Layouts for optimal operational utilization
- appraise Quality Management techniques for effective production and operations
- prepare an efficient Inventory Management Plan for smooth flow of Inbound and Outbound logistics

COURSE CONTENTS		
Unit 1	Smart Manufacturing and Industry 4.0	10 Hours
Evolution of Manufacturing as a system through Industry 1.0 to 4.0, Role of Technology in Production, Classification – Product Technology, Process Technology, Information Technology, Design Technology and Production Technology. Smart Manufacturing, meaning and difference, Robotics in Manufacturing, Industrial Internet of Things (IIoT), Smart Devices and Products, Smart Logistics.		
Unit 2	Strategic Decisions & Lean Systems	08 Hours
Nature of Production, Importance and Scope ; Plant Location - Location Models (Problems); Plant Layout - Types of Plant Layout; Product Design – Factors influencing design; approaches to design; Process Design – Process types, Vertical Integration, Make or Buy decision; Lean systems, Meaning, Characteristics, Designing Lean Systems and Kanban System		
Unit 3	Tactical Decisions and Materials Management	10 Hours
Material Flow Systems - Push and Pull Systems, Aggregate Planning, MRP I, MRP II, ERP, MPS, Capacity Planning, Classification of Inventory; Inventory cost; ABC analysis; JIT; Fixed Order Quantity System; Fixed Order Period System; EOQ and Computation of Total Inventory Cost. (Problems)		
Unit 4	Total Quality Management	08 Hours
Quality Control - Quality Gurus and their contribution to the world of Quality Management; Seven Tools of Quality Control; ISO Standards; Quality Circles; Total Quality Management; Statistical Process Control – Types of control charts (theory only); Introduction to Six Sigma, QFD, POKAYOKE. Maintenance Management – Types of Maintenance, Total Productive Maintenance, and 5'S' concept.		

References

Ashwathappa. and Sridhara, Bhatt. (2018). *Production and Operations Management*. (2nd Ed). Mumbai: Himalaya Publishing House.

Chary, S. N. (2007). *Production and Operations Management*. (3rd ed). New Delhi: Tata McGraw Hill.

Jay, Heizer. Barry, Render. Jagadeesh, Rajashekhar. (2012). *Operations Management* (9th ed). New Delhi: Pearson Education Inc.

Mahadevan, B. (2019). *Operations Management Theory and Practice*, (3rd ed) Chennai: Pearson India Education Services Pvt Ltd.

Karajewski, J Lee, Malhotra, Manoj K, Ritzman, Larry P, Srivastava, Samir K. (2019). *Operations Management Processes and Supply Chain*, (12th ed) Chennai: Pearson India Education Services Pvt Ltd.

Basterfield, Dale. H, Basterfield, Glen. H, Urdhwareshe, Hemant et.al (2019). *Total Quality Management*. Pearson India Education Services Pvt Ltd.

Course Code: MBA203C52	Course Title: FOREIGN EXCHANGE MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To understand the intricacies of business in an International environment
- To learn the role of foreign exchange in international cash flows
- To be aware of international financing decisions of MNCs

Learning Outcomes

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

- Examine exchange rate dynamics of different economies
- Predict exchange rates using international parity relationship theories
- Recommend financial decisions using capital budgets of MNCs

COURSE CONTENTS		
Unit 1	International Financial Environment	06Hours
International Financial Environment, Globalisation and the Multinational Firm; International Monetary System; Current Exchange Rate Mechanisms; Balance of Payments (theory).		
Unit 2	Foreign Exchange Markets	12 Hours
Market for Foreign Exchange; Rate of Exchange, Direct and indirect quotations, Cross rates, Spread; Spot and forward markets; Forward Rate Differential; Exchange Rate Determination.		
Unit 3	International Parity Relationships	08 Hours
International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Forecasting Foreign Exchange Rates.		
Unit 4	Financial Management of Multinational Corporations	10 Hours
Foreign Direct Investment; International Cost of Capital (Theory); Multinational Capital Structure (Theory); International Capital Budgeting (Theory and problems); Multinational Cash Management; International Taxation Environment (Theory).		

References

Apte, P. G. (2020). International financial management (8th ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.

Eieteman, D. K., Stonehill, A. I., Moffett, M. A., and Pandey, A. (2007). Multinational business finance, (10th ed.). New Delhi: Pearson Education.

Eun, C. S., and Resnick, B. G. (2017). International financial management (7th ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.

Jain. P.K., Peyrard, J., and Yadav, S. S. (2016). International financial management. New Delhi: Macmillan India Ltd.

Madura, J. (2018). International financial management. New Delhi: Cengage Learning. (13th edition)

Madhu, V. (2010). International financial management (3rd ed.). New Delhi: Excel Books.

Shapiro, A. C. (2016). International financial management. New Delhi: Prentice Hall of India Ltd.

Vyuptakesh, S. (2016). International financial management. New Delhi: PHI Ltd

Finance Specialization

Course Code: MBAA04C51	Course Title: DIRECT TAXATION	Credits: 4	Hours: 48
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Objectives

- To expose the students to the various provision of Income Tax Act relating to computation of Income individual assessee only.
- To provide a conceptual framework of taxation for financial planning

Learning Outcomes

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

- determine the Income taxable under different heads
- analyse the effect of deductions on the taxable income of an assessee
- estimate the total Income and Tax liability of individual assesses

COURSE CONTENTS		
Unit 1	Foundation to Taxation	05 Hours
Impact of tax on savings and Investments; Ways to reduce tax burden-Tax evasion, avoidance and planning; Legal frame work, Cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assessee, person, assessment year, previous year; Income- gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee); Direct Vs. Indirect taxes; A brief discussion of DTC.		
Unit 2	Residential Status and Tax Incidence	05 Hours
Concept of Residential status, residential status of individual assessee (Theory only) - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt; Simple problems on tax incidence.		
Unit 3	Sources of Income	28 Hours
(a)Salary Income: Concept of salary income, incomes forming part of salary, various kinds of retirement benefits along with their tax provisions, computation of income from salary (Simple Problems). (b)Income From House Property: Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property; Computation of income from house property after deductions u/s 24 (Simple problems). (c) Capital Gains -Theory and problems (Excluding exemptions). (d)Incomes taxable under the head other sources (Theory and simple problems)		
Unit 4	Assessment of Individuals	10 Hours
Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80 U and other relevant section introduced in current finance bill applicable to individual assessee; Rebate u/s 87A; Computation of total income and tax liability of Individual assessee, problems - In case of Business & Profession (Computed income shall be given).		

References

Direct Taxes and Law and Practice. India: Wishwa Prakashan.

Dinkar Pagare. (2004). Law & Practice Of Income Tax, , Sultan Chand & Sons, Ed. 26

Mehrotra. and Goyal. (2007). Direct Taxes Law and Practice. (26th edition). Sahitya Bhavan Publication.

Dr. Vinod K. Singhania. (2014). Direct Taxes Law and Practice. (51th edition). Taxmann publication.

Course Code: MBAA04C52	Course Title: CORPORATE VALUATION AND RESTRUCTURING	Credits: 4	Hours: 48
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Objectives

- To introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm.
- To understand the process of corporate restructuring.
- To acquaint them value based management

Learning Outcomes

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

- calculate the value of new strategy using Alcar approach and economic value-added using EVA approach of value-based management
- compute cash flow returns on investment and cash value added using BCG approach of value-based management
- solve the cost and benefits of mergers

COURSE CONTENTS		
Unit 1	Strategic Financing Decisions	03 Hours
Meaning and importance of Strategic Financial Management, Scope and Constituents of Strategic Financial Management.		
Unit 2	Corporate Valuation	18 Hours
Meaning and approaches to Corporate Valuation – Adjusted Book Value Approach, Stock and Debt Approach, Comparable Companies Approach, Discounted Cash Flow Approach – Concept of Free Cash Flow to the Firm, Two and Three Stage Valuation Models.		
Unit 3	Value Metrics	13 Hours
Shareholder Value Creation – Traditional and Modern Approaches – Value Drivers. Approaches to Value Based Management – Marakon Approach, Alcar Approach, McKinsey Approach, EVA Approach, BCG Approach. Metrics for Measurement of Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CFROI – Concept of Economic Depreciation.		
Unit 4	Corporate Restructuring I	04 Hours
Meaning and forms of corporate Restructuring – Spin off, Split off, Split up, Leveraged Buyout, Takeovers, Divestiture and other forms of corporate restructuring.		
Unit 5	Corporate Restructuring II	10 Hours
Corporate Restructuring – Meaning and Forms. Mergers and acquisitions – Definition, Types, Motives for Merger or Acquisition, Steps involved in Merger, Mechanics of Merger – Legal, Accounting and Tax, Valuation for Mergers and Acquisitions, Financing of Merger and settlement – Exchange Ratio, Stock Vs. Cash Payments, (Problems)Defensive Tactics of Takeovers and disinvestment of PSU's.		

Prescribed Text Book

- Chandra, P. Financial management. Tata McGraw Hill Publishing Limited.

References

- Prasanna Chandra. (2019). Financial Management: Theory and Practice, McGraw-Hill Education, 10e.
- Grinblatt. (2003). Financial Markets & Corporate Strategy. India: McGraw-Hill Education (India) Pvt Limited. 2E.
- Bhat, S. (2008). Financial Management: Principles and Practice. India: Excel Books.
- Srivastava, R.M. (2010). Financial Management and Police. HPH
- Jakhotiya, G. P. (2003). Strategic Financial Management. India: Vikas Publishing House Pvt Limited.
- Vedpuriswar, A.V. (2002) Strategic Financial Management - Achieving Sustainable Competitive Advantage. Vision Books.

Course Code: MBAA04C53	Course Title: FINANCIAL PLANNING AND WEALTH MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- This course introduces the students to the nuances of various investment avenues, life cycle of investors, their objectives and asset allocation.
- This course brings in the application of various concepts which has been learnt in other courses

Learning Outcomes

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

- develop key asset allocation strategies commonly adopted by wealth managers and
- undertake value investing techniques.
- calculate and quantify risk and return while managing funds or while evaluating various options for investing.
- appraise the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation for all the stakeholders

COURSE CONTENTS		
Unit 1	Overview on Financial Planning and Wealth Management	10 Hours
Introduction to wealth management, concept of asset classes, Risk and return trade-off and risk profiles. Introduction to financial planning, Life cycle analysis, Financial planning process; Need for future planning; Financial Planning and Wealth Management Industry, client profiling and client management.		
Unit 2	Role of Insurance	08 Hours
Meaning of insurance; 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 3	Mutual Funds as an Asset Class	10 Hours
Meaning of Mutual Funds, Structure of a Mutual Fund, Mutual Fund structure in India, Type of Mutual Funds available for investment – Income, Liquidity, Debt, Equity, Sectoral, Index and ETFs, Quant Funds and Offshore Opportunities		
Unit 4	Equities and Alternate Asset Classes	12 Hours
Investing philosophies for Equities, Value Investing the long term strategy, Equity investing is not the same as Equity trading, Alternate Equity based investment avenues like PMS, Margin Financing, IPO Financing and LAS. Private Equity, Structured Notes; Gold as an asset class and how to invest in Gold in India? Real Estate as an asset class, Challenges in investing in Real Estate, Urban Vs Rural, Residential Vs Commercial, Land Vs Build Properties, REIT		
Unit 5	Asset Allocation and Strategies	08 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		

References

Ashiya Manish.(2007) *Wealth Management*. ICFAI Press.

Dunn & Bradstreet., (2010), *Wealth Management, Finance Essentials Series*. New Delhi:

Tata McGraw Hill Publications.

Faerbe Esme.(2006) *All about Investing*. Tata McGraw – Hill Publications.

Kapoor Jack R., Dlabay L R, Huges R J. (2008). *Introduction to financial planning by Indian Institute of Banking & Finance*. Taxmann Publications P Ltd. *Personal Finance*, New Delhi:

Tata Mc-Graw Hills Publications. (9th Ed.)

Course Code: MBAA04C54	Course Title: SECURITIES VALUATION	Credits: 4	Hours: 48
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Objectives

- To understand various fixed income securities.
- To know fixed income markets and instruments, as well as the risks associated with fixed income investments.
- To familiarize the equity valuation

Learning Outcomes

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

- calculate current yield, yield to maturity and realized yield to maturity of bonds
- construct bond portfolio using active and passive bond portfolio strategies
- compute the intrinsic value of equity shares using book value and discounted valued approaches

COURSE CONTENTS		
Unit 1	Introduction	08 Hours
Meaning and Definition; Overview of bond markets and instruments; Types of corporate bonds; Treasury Management and Money Market Instruments; Repos and Reverse Repos.		
Unit 2	Bond Prices, Yield and Risks	12 Hours
Theoretical bond pricing; Different types of yield – Current yield, YTM, realized yield to maturity; Bond price theorems; Term structure of interest rates; Zero-Coupon; Yield Curve and its computation; Determinants of interest rates; Bond risks and rating of bonds		
Unit 3	Bond Portfolio Management	10 Hours
Bond Duration and its properties; Convexity; Bond Portfolio Management Strategies; Interest rate swaps		
Unit 4	Equity Valuation	12 Hours
Techniques of Equity valuation; Balance sheet valuation; Dividend discount models – Single period valuation, Multi-period valuation, Zero growth model, Two stage growth model, H Model; Relative Valuation techniques – P/E ratio, Price-book value ratio and Price-sales ratio		
Unit 5	Dividend Policy	06 Hours
Meaning – Forms of Dividend; Determinants of Dividend Policy, Types of Dividend Policy, Theory of Relevance; Theory of Irrelevance; Stock Split		

References

- Chandra, Prasanna. (2017). *Investment Analysis and Portfolio Management*. (5th edition). McGraw-Hill.
- Fabozzi, J. (2013). *The Handbook of Fixed Income Securities*. McGraw-Hill. (8th edition).
- Pandian, Punithavathy. (2012). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publishing House.

International Finance Specialization

Course Code: MBAA04C51	Course Title: DIRECT TAXATION	Credits: 4	Hours: 48
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Objectives

- To expose the students to the various provision of Income Tax Act relating to computation of Income individual assessee only.
- To provide a conceptual framework of taxation for financial planning

Learning Outcomes

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

- illustrate the role of Information technology in business decision making
- analyse the use of Information systems in various functional areas
- demonstrate the use of spread sheet and present data visually

COURSE CONTENTS		
Unit 1	Foundation to Taxation	05 Hours
Impact of tax on savings and Investments; Ways to reduce tax burden-Tax evasion, avoidance and planning; Legal frame work, Cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assessee, person, assessment year, previous year; Income- gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee); Direct Vs. Indirect taxes; A brief discussion of DTC.		
Unit 2	Residential Status and Tax Incidence	05 Hours
Concept of Residential status, residential status of individual assessee (Theory only) - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt; Simple problems on tax incidence.		
Unit 3	Sources of Income	28 Hours
(a)Salary Income: Concept of salary income, incomes forming part of salary, various kinds of retirement benefits along with their tax provisions, computation of income from salary (Simple Problems). (b)Income From House Property: Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property; Computation of income from house property after deductions u/s 24 (Simple problems). (c) Capital Gains -Theory and problems (Excluding exemptions). (d)Incomes taxable under the head other sources (Theory and simple problems)		
Unit 4	Assessment of Individuals	10 Hours
Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80 U and other relevant section introduced in current finance bill applicable to individual assessee; Rebate u/s 87A; Computation of total income and tax liability of Individual assessee, problems - In case of Business & Profession (Computed income shall be given).		

References

- Direct Taxes and Law and Practice. India: Wishwa Prakashan.
- Dinkar Pagare. (2004). Law & Practice Of Income Tax, , Sultan Chand & Sons, Ed. 26
- Mehrotra. and Goyal. (2007). *Direct Taxes Law and Practice*. (26th edition). Sahitya Bhavan Publication.
- Dr. Vinod K. Singhania. (2014). *Direct Taxes Law and Practice*. (51th edition). Taxmann publication.

Course Code: MBAB04B51	Course Title: PERFORMANCE MANAGEMENT	Credits: 4	Hours: 48
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- To develop knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision making, performance evaluation and control.
- To provide knowledge about performance measurement and control

Learning Outcomes

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

- describe the dimensions of performance relevant to financial firms.
- calculate contemporary measures of financial measures of performance
- analyse business performance of private and public sectors

COURSE CONTENTS		
Unit 1	Specialist cost and management accounting techniques	06 Hours
Activity Based Costing –Cost drivers; Target costing – Target costing in service and manufacturing industries; Life cycle costing; Throughput accounting –Theory of constraints; Throughput Accounting Ratio; Environmental accounting.		
Unit 2	Decision making techniques	12 Hours
Relevant cost analysis – Opportunity costs; Cost volume profit analysis – Break-even point; Margin of safety; Break even charts, profit volume charts; Limiting factors –Shadow prices; Slack for decision making, Pricing decisions – price elasticity of demand; Pricing strategies; Make or buy and other short term decisions; Dealing with risk and uncertainty in decision making		
Unit 3	Budgeting and control	11 Hours
Budgetary systems ; Types of budget – Fixed, Flexible, zero based, activity based, incremental, top down, bottom up, master and functional budgets, Quantitative analysis in budgeting – Learning rate and learning effect; Learning curve, Standard costing		
Unit 4	Analysis of Variances	14 Hours
Material mix and yield variances; Sales mix and quantity variances; Planning and operational variances; Performance analysis and behavioural aspects.		
Unit 5	Performance measurement and control	05 Hours
Performance management information system; review; Performance analysis in private sector organisation; Divisional performance and transfer pricing ; Performance analysis in not-for-profit organisations and the public sector ; External considerations and behavioural aspects.		

- Kaplan, R. S., Atkinson, A. A. (1998). Advanced management accounting. Prentice Hall.
- Performance management. Becker Educational Development Corp. 2016.
- Performance management. Kaplan Publishing. 2016.
- Performance management. BPP Learning Media LTD. 2016.

- Colin, D. (2001). Management and cost accounting. Thomson Learning.
- Garison, R. H. & Noreeb, E. W. (2000). Managerial accounting. New Delhi: McGraw Hill.
- Jawaharlal. (2009). Advanced management accounting - text, problems and cases. S. Chand
- Hilton, R. W. (2006). Managerial accounting. New Delhi: McGraw Hill.
- Leonard, B. E., and Cardy, R. L. Performance management: concepts, skills, and exercises.
- Cokins, G. Performance management: integrating strategy execution, methodologies.

Course Code: MBAB04B52	Course Title: ADVANCED FINANCIAL MANAGEMENT	Credits: 4	Hours: 48
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- To explain and evaluate the role and responsibility of the senior financial executive or advisor in meeting conflicting needs of stakeholders
- To evaluate the impact of macro-economics and recognise the role of international financial institutions in the financial management of multinationals
- To evaluate potential investment decisions and assessing their financial and strategic consequences, both domestically and internationally

Learning Outcomes

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

- appraise the investment proposal
- recognise the valuation of financial re-structuring
- select the financial derivatives for hedging.

COURSE CONTENTS		
Unit 1	Role and Responsibility towards Stakeholders and Economic Environment for Multinational Organizations	06 Hours
Role and responsibility towards stakeholders and Economic environment for multinational Organizations: The role and responsibility of senior financial executive/advisor ; Financial strategy formulation; Conflicting stakeholder interests ; Ethical issues in financial management; Environmental issues and integrated reporting ; Management of international trade and finance; Strategic business and financial planning for multinational organizations.		
Unit 2	Advanced Investment Appraisal	10 Hours
Discounted cash flow techniques; Application of option pricing theory in investment decisions; Impact of financing on investment decisions and adjusted present values; Valuation and the use of free cash flows; International investment and financing decisions.		
Unit 3	Acquisitions, Mergers, Corporate Reconstruction and Re-organisation	14 Hours
M&A versus other growth strategies; Valuation for M&As; Regulatory framework and processes; Financing M&A; Financial reconstruction; Business re-organisation.		
Unit 4	Treasury and Advanced Risk Management Techniques	09 Hours
The role of the treasury function in multinationals; The use of financial derivatives to hedge against forex risk; The use of financial derivatives to hedge against interest rate risk		
Unit 5	Emerging issues in Finance and Financial Management	14 Hours
Developments in world financial markets; Developments in international trade and finance; Developments in Islamic financing.		

Prescribed Text Book

- Hampton, J. Financial decision making – concepts, problems & cases. PHI

- Schall., & Haley. Financial management. McGraw Hill. New York.
- Brealey., & Myres. Principles of corporate finance. McGraw Hill. New York.
- Chandra, P. Financial management, theory and practice. Tata McGraw Hill.
- Khan., & Jain. Financial management. Tata McGraw Hill.
- Pandey, I. M. Financial management. Viaks Publishing House.
- Kuchal, S. C. Financial management. Allahabad: Chaitanya Publishers.
- Chakraborty et.al. Financial management and control. Mcmillan India Ltd.

Course Code: MBAB04B53	Course Title: STRATEGIC BUSINESS REPORTING	Credits: 4	Hours: 48
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- To evaluate the financial reporting framework
- To prepare the financial statements of groups of entities in accordance with relevant accounting standards
- To discuss the implications of changes in accounting regulation on financial reporting
- To appraise the financial performance and position of entities

Learning Outcomes

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

- Apply fundamental ethical and professional principles to ethical dilemmas and discuss the consequences of unethical behaviour
- Apply professional judgment in the reporting of the financial performance of a range of entities
- Interpret and advise on the meaning of financial statements that include non-financial data including segmental, sustainability and integrated reports for different stakeholders

COURSE CONTENTS		
Unit 1	The professional and ethical duty of the accountant and financial reporting framework	06 Hours
Professional behaviour and compliance with accounting standards; Ethical requirements of corporate reporting and consequences of unethical behaviour; Social responsibility; The applications, strengths and weaknesses of an accounting framework; Critical evaluation of principles and practices.		
Unit 2	Reporting the financial performance of entities	10 Hours
Performance reporting; non-current assets; Financial instruments; Leases; Segment reporting; Employee benefits; Income taxes; Provisions, contingencies and events after the reporting the date; Related parties; Share-based payment; Reporting requirements of SMEs.		
Unit 3	Financial statement of groups of entities	14 Hours
Group accounting including statements of cash flows; Continuing and discontinued interests; Changes in group structures; Foreign transactions and entities; Financial reporting in specialized, not-for-profit and public sector entities.		
Unit 4	The appraisal of financial performance and position of entities	14 Hours
The effect of changes in accounting standards on accounting system; Proposed changes to accounting standards; The creation of suitable accounting policies; Analysis and interpretation of financial information and measurement of performance		
Unit 5	Current developments	04 Hours
Environment and Social reporting; Convergence between national and international accounting standards; Current reporting issues		

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- Dr. Porwal, L. S. (2010). Accounting theory. New Delhi: Tata McGraw Hill.
 - Dr. Saini, A. L. IFRS for India. Snow white publications.
 - Tripathy, S. Roadmap to IFRS and Indian accounting standards.
 - IFRS explained - A guide to International financial reporting standards. BPP learning Media.
 - Ghosh, T. P. IFRS for finance executives. Taxman allied services private limited.
 - Garg, K. IFRS concepts and applications. Bharath law house private limited.
 - Kirk, R. J. IFRS: A Quick Reference Guide. Elsevier Ltd.
 - Kumar, V. M. P. First lesson to international financial reporting standards beginners guide. Prime Knowledge Services.
 - Finch, C. A student's guide to international financial reporting standards. Kalpan Publishing.

Human Resource Management and Corporate Psychology Specialization

Course Code: MBAC04C51	Course Title: LEARNING AND DEVELOPMENT FOR NEW AGE ORGANISATION	Credits: 4	Hours: 48
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Objectives

- To develop the skills, abilities, and practical elements of employee development and performance improvement in organization
- To apply appropriate methods and techniques for identifying training needs.

Learning Outcomes

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

- align training objectives with that of organisational objectives
- apply learning principles to enhance transfer of training
- design a training program according to the needs of the organisation.

COURSE CONTENTS		
Unit 1	Learning Organisation	08 Hours
Learning Organisation – meaning, characteristics & benefits, Peter Senge Model – Disciplines and Constraints of Learning, Single and Double loop learning, Adaptive & Generative Learning, Building a Learning Organisation, Core issues & challenges in building a learning organisation		
Unit 2	Introduction to employee learning and development	10 Hours
Learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process		
Unit 3	Training and Learning & training need analysis	10 Hours
Introduction to training, relationship between training and learning, Designing Effective Training, Strategic Training, Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation.		
Unit 4	Training Design and Training implementation	12 Hours
Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities, Training methods – On the Job, Off the job, Out bound learning, E – Training methods, Making or buying decision in Training, Development and its methods		
Unit 5	Training Evaluation	10 Hours
Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity		

References

- Blanchard, P. N. (2006). *Effective Training, Systems, Strategies, and Practices*, 4/e. Pearson Education India.
- Lynton, R. P., & Pareek, U. (2011). *Training for development*. SAGE Publishing India.
- Noe, R. A., & Kodwani, A. D. (2018). *Employee training and development*, 7e. McGraw-Hill Education.
- Kolb, D. A. (2014). *Experiential learning: Experience as the source of learning and development*. FT press.
- Kozlowski, S. W., & Salas, E. (Eds.). (2009). *Learning, training, and development in organizations*. Taylor & Francis.
- Shank, P. (Ed.). (2011). *The online learning idea book: Proven ways to enhance technology-based and blended learning* (Vol. 2). John Wiley & Sons.

Course Code: MBAC04C52	Course Title: SUSTAINABLE HUMAN RESOURCE MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To enable the students to have a comprehensive understanding of the sustainable practices in HRM
- To be able to apply theories to strategically align and develop high performance work systems
- To be able to adopt sustainable and Green HR practices in the various functions

Learning Outcomes

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

- demonstrate the concepts of sustainability in a cost effective manner
- apply sustainability principles in the adoption of High performance work systems
- adopt Green practices in the various functions of HRM

COURSE CONTENTS		
Unit 1	Sustainable Human Resource Management	12 Hours
Need of sustainable HR system, Negative impact of existing HRM practices on society, environment and human beings, Triple bottom line approach, Increasing health and occupational hazards at workplace, Depleting human resources. Stakeholder theory, corporate citizenship, Institutional theory, Competitive advantage through Sustainable-HRM system, ROC –Model.		
Unit 2	Sustainable HR Theories Strategic Alignment	12 Hours
Strategic Role of HRM, Different Approaches to SHRM: Resource Based View, Essential Elements of SHRM, Models of SHRM, Changing role of HR, Requisite Skills and Competencies PESTLE Analysis, Changing Strategic trends and impact on HR practices, Aligning HR plans to Business Strategy, Steps of Strategic Management process		
Unit 3	Sustainable and High Performance Work Systems	12 Hours
Sustainable work system, Sustainable organizational culture, Sustainable leadership, High Performance Work Systems – High Performance Work Systems, A Model of HPWS, Characteristics and Essentials, Steps in developing HPWS, HR Metrics – Balanced Score Card, Effectiveness and Efficiency Metrics. HR Outsourcing, Rationale for Outsourcing. Mergers and Acquisitions, Life cycle of M&A, Role of Human Resource in M&A.		
Unit 4	Sustainable Human Resource Practices and Green HRM	12 Hours
Defining sustainable recruitment & selection, Sustainable PMS, Sustainable rewards management, Sustainable career management, Impact of S-HRM system on various organizational outcomes, Physical & Psychological wellbeing of human capital. Green HRM, Impact on organizational/individual outcomes, Green Recruitment & Selection, Green Performance management system, Green Compensation, Green job involvement, Challenges in creating green organization through HRM practices.		

References

Ekta Sharma (2019), Strategic Human Resource Management and Development, Pearson Publication

Michael Armstrong (2011) Armstrong's Handbook of Strategic Human Resource Management, Fifth Edition, Kogan Page Publication

Douglas W.S. Renwick, (2018) Contemporary Developments in Green Human Resource Management Research: Towards Sustainability in Action, Routledge Research Publication

Sita Vanka, Madasu Bhaskara Rao, Swati Singh, Mallika Rao Pulaparthi,(2020) Sustainable Human Resource Management: Transforming Organizations, Societies and Environment, Springer Publication

Charles Greer, (2009) Strategic Human Resource Management: A General Managerial Approach, Ninth Edition, Pearson Publication

Course Code: MBAC04C53	Course Title: ORGANIZATION DESIGN, DEVELOPMENT & CHANGE	Credits: 4	Hours: 48
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Objectives

- To enable the students to recognize the significance of organization design and its effectiveness, development and change for the growth of the organization

Learning Outcomes

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

- illustrate the relevance of organization design
- examine the different organizational development interventions
- comment on significance and types of organizational changes

COURSE CONTENTS		
Unit 1	Organization design & Effectiveness	10 Hours
Role of strategic direction in organization design, organizational effectiveness, contingency effectiveness approaches – goal, resource and internal, integrated effectiveness model, Environmental Uncertainty, adapting to environmental uncertainty, framework for organizational responses to uncertainty		
Unit 2	Organisational Development	14 Hours
Overview of Organization development, Models; OD practitioner role, OD processes, History and Evolution, Nature of planned change, Process of OD – Entering and contracting, diagnosing, collecting, analyzing and feeding back diagnostic information, designing interventions, managing change, evaluating and institutionalizing OD		
Unit 3	Designing OD Interventions	14 Hours
Human Process Interventions – interpersonal and group process approaches, organization process approaches, Technostructural interventions- restructuring organizations, employee involvement, work design, human resource intervention- performance management, talent management, workforce diversity and wellness		
Unit 4	Organizational Change	10 Hours
Organisational change – Definition, models, Strategic Change Intervention – transformational change, continuous change, transorganizational change, Change Agent, Strategic role of change, Strategic types of change, Elements of successful change, technology change, new products and services, culture change, strategies for implementing change- leadership for change and barriers to change.		

References

- Thomas G Cummings and Christopher G Worley (2014), Organizational Development and Change, 10th edition, Cengage Learning.
- Richard L Daft, (2004), Organization Theory and Design, 8th edition, Thomson.

- Harigopal, K. (2006). Managing organizational change. New Delhi: Response Books.
- Nilakant, V. and Ramnarayan, S. (2006). Change management. New Delhi: Response books.
- Palmer., Dunford., and Akin. (2009). Managing organizational change. (2nd ed.). New York: McGraw-Hill.
- Singh, K. (2010). Organizational change and development. Bangalore: Excel Books
- Ramnarayan, S. and Rao, T. V. (2011). Organizational development. New Delhi: Sage Publication.
- Sharma, R. (2007). Change management. New Delhi: Tata McGraw Hill.

Course Code: MBAC04C54	Course Title: WORKPLACE STRESS AND WELLBEING	Credits: 4	Hours: 48
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Objectives

- To enable students to understand the impact of stress on the wellbeing of an individual

Learning Outcomes

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

- illustrate the consequences of stress and its impact on the health of the employees
- comment on the strategies to be adopted to manage the stress

COURSE CONTENTS		
Unit 1	Workplace Wellness	10 Hours
Workplace Wellness: Definition, Wellness in today's Global Economy, The Impact of Workplace Wellness Initiatives, Total Wellness and the 3 dimensions of Wellness management, HR professionals as drivers of wellness initiatives in the workplace.		
Unit 2	Stress and its Effects	08 Hours
Common stress issues in workplace – depression; anxiety; Bipolar affective disorder; Schizophrenia; Personality disorders; Substance abuse. Impact of stress on the organization - Burnout, absenteeism, employee turnover, Reduced productivity		
Unit 3	Stress and its impact on Health and work	15 Hours
Meaning and Definition; Types of stress – Eustress and Distress; The physiology of stress; Sources of stress – within the person—age; gender; personality; motivation; within the family—addition to the family, marital strain, divorce, illness, disability and death; Sources in the community and society—jobs and stress; environmental stressors, Theories of stress – Early Theory (Walter Cannon); stress as a stimulus (Holmes and Rahe), stress as a response – General Adaptation Syndrome (Hans Selye) and stress as an interaction (Lazarus)		
Unit 4	Strategies of Stress Management and Prevention	15 Hours
Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Occupational Stress & Care of the Self: Nutrition and Other Lifestyle Issues, Mentoring- Dimensions of mentoring, Forms of mentoring, Process of mentoring, Mentoring in Organizations, Managing emergencies at the workplace- Crisis interventions, Yoga, Meditation, Art based interventions, Gestalt therapy- empty chair technique.		

References

- Brian Luke Seaward (1996), Managing Stress: Principles and Strategies for Health and Wellbeing, 2nd edition, Jones and Bartlett Publishers, Inc
- Cary L. Cooper and James Campbell Quick (2017), The Handbook of Stress and Health: A Guide to Research and Practice, 1st edition, John Wiley & Sons Ltd.
- Hymie Anisman (2015), Stress and Your Health: From Vulnerability to Resilience, 1st edition, John Wiley & Sons, Ltd.

Stephen Palmer (2015), Psychological Stress, Resilience and Wellbeing, 1st edition, SAGE Publications Ltd.

Marketing and Supply Chain Management Specialization

Course Code: MBAD04C51	Course Title: MARKETING OF SERVICES	Credits: 4	Hours: 48
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Objectives

- To develop insights on emerging trends in the service sector of a developing economy.
- To deal with issues involved in management of services.

Learning Outcomes:

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

- design strategies related to the 7 P's of Services marketing
- assess Service failures in a service setup and formulate service recovery strategies
- design Service strategies to overcome GAPS in Service delivery

COURSE CONTENTS		
Unit 1	Introduction	10Hours
Services Marketing: Factors influencing Growth in services marketing; Characteristics of Services; Services Marketing Mix - importance; Lovelock's classification of Services, Emergence of Service Economy; Marketing Goods and Services; Marketing Challenges and Opportunities in the service business; Growth of Services in India & Abroad.		
Unit 2	Consumer Behaviour in Services	14 Hours
Consumer Behaviour in Services, Search, Experience, and Credence Attributes; Consumer Choice; Customer Expectation of Service; Customer Perceptions; Consumer Experience; Post Experience Evaluation; Customer Satisfaction; Building Customer Relationships in Services.		
Unit 3	Quality Assessment and Positioning of Services	10 Hours
Service Quality: Measurement of Customer Service Satisfaction-GAPS Model; SERVQUAL Dimensions; Services Delivery; Services Failure; Service Recovery; Positioning of Services; Positioning Dimensions; Importance of Positioning of Services; Positioning Maps.		
Unit 4	Strategies in Marketing of Services	14 Hours
Designing 7Ps and Strategies for the Marketing of Services; Hotel Services; Hospitality Services; Tourism Services; Healthcare and Hospitality Services; Financial Services; Transportation Services; Educational Services; IT and Telecommunication Services; Leisure Services; Marketing Non-profit Organizations.		

References

Jochen Wirtz and Christopher Lovelock(2016), *Services Marketing: People, Technology, Strategy*, 8th Edition, New Delhi: Pearson Education.

Nargundkar, R(2010), *Services Marketing*, 3rd Edition, Tata McGraw Hill Education, New Delhi

Zeithaml, V. A., Bitner, M. J., Gremler, D.D & Pandit A (2013), *Services Marketing*, 6th Edition, New York, McGraw Hill.

Course Code: MBAD04C52	Course Title: RETAIL OPERATIONS MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To know the concept, process, and management of retail operations.
- To be acquainted with retail operational strategies and overall retail planning processes.

Learning Outcomes

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

- compare and illustrate various retail formats based on their attributes
- evaluate and decide on the proper retail store operations strategies and synthesize effective store management techniques
- design appropriate store layout and adapt store management and operations techniques for the successful conduct of retail business

COURSE CONTENTS		
Unit 1	Introduction to Retailing	10 Hours
Retailing and Retailers; Functions; Evolution of Retail Formats, Economic and Social importance; Size of Retail Market; Theories of Retailing; Challenges and Opportunities in retailing, Store Site selection- Store Location Types-Steps		
Unit 2	Classification of Retail stores	14 Hours
Classification based on Ownership – Merchandise offering- Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In-home Retailing; Sponsored Cooperative Chain; Manufacturers' Sponsored Franchising System; Non-store retailing		
Unit 3	Store Planning, Design and Control	14 Hours
Store Planning Design - Store Layout and Space planning; Types of Layouts; Visual Merchandising Techniques; Store record and Accounting System; Retail pricing and merchandise performance; Demand forecasting and retail purchasing		
Unit 4	Store Operations and Maintenance	10 Hours
Personnel Management- Recruitment, Training and Compensation in Trail; Store Profit Planning; Energy management; Display Management; Space Management; Inventory Management; Supply Chain Management in Retailing; Store Security; Crisis Management; Renovation; Insurance.		

References

- Pradhan, Swapna. (2020). *Retailing Management Text & Cases, 6th edition*. New Delhi. MH Publications.
- David, Gilbert. (2003). *Retail Marketing Management*. (2nd edition). Pearson India.
- Robert F, Lusch., Patrick, Dunne., and Myron, Gable. (1994). *Retail Management*, (2nd edition). South-Western Pub. Co

Course Code: MBAD04C53	Course Title: DIGITAL MARKETING	Credits: 4	Hours: 48
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Objectives

- To obtain a solid understanding of digital marketing arena, and the requisite knowledge
- To acquaint the students to learn qualitatively and quantitatively evaluate marketing impact.

Learning Outcomes

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

- demonstrate cognitive skills required in social media marketing
- formulate digital marketing strategies
- assess the issues in digital marketing

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Digital marketing channels and classifications; Relationship to purchase funnel Fundamental Ideas Underlying Digital Marketing: Search costs; Web Business Models; Indian digital marketing scenario. Content Marketing and Influencer Marketing		
Unit 2	Display & Search Advertising	14 Hours
Programmatic and traditional buying; Ad targeting; Ad retargeting; User ad annoyance; Measuring impact; Sponsored search; Search engine optimization; “Poaching” on keyword; Measuring effectiveness; Spillovers from display to search; Google Ad.		
Unit 3	Social Media Marketing	14 Hours
Social Media Strategy; e-wom; Facebook Marketing; YouTube Marketing; LinkedIn Marketing; Twitter Marketing; Google Analytics, User engagement on social networks; Social advertising; Social, media analytics; Impact of online reputation; Social Technology and its marketing influence in India		
Unit 4	Digital customer service	10 Hours
Integrating Service Delivery with Customer Expectations; Customer Communications; Calculating E-service benefits: Online Support Activities; Fragmenting digital media; Steps towards ‘Being Wireless’: Broadcast, Narrowcast and Personal cast; Adding value by measuring and managing the return on investment in customers.		

References

Damian Ryan (2014). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. Kogan Page; 3 edition ISBN-10: 0749471026

Adam Clarke (2016). *SEO 2017 Learn Search Engine Optimization with smart internet marketing strategies*. ISBN-13: 978-0470529393

Avinash Kaushik (2015). *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*. 1st Edition ISBN-13: 978-0470529393

Puneet Singh Bhatia (2019). *Social Media & Mobile Marketing*. Wiley Publication ISBN: 933258737X

Course Code: MBAD04C54	Course Title: LOGISTICS AND DISTRIBUTION MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To make the students learn the process of Logistics and Distribution.
- To enable the students to understand the issues and challenges in Logistics Management

Learning Outcomes

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

- analyse the issues in logistics and distribution
- prepare logistics strategy with various considerations
- demonstrate the importance of packaging logistics in the supply chain

COURSE CONTENTS		
Unit 1	Introduction to Logistics Management	10Hours
Logistics Management Scope, Meaning, Importance, Key Issues and Challenges in Logistics, Planning framework for Logistics, Value added Roles of Logistics – Form utility, Place utility, Time utility, Quantity utility and Possession Utility; Importance of Logistics processes, key logistics processes – Transportation, Storage, Packaging, Materials handling, Inventory Control, Order Fulfilment, New Product Introduction, Product Returns, Service parts logistics and Information management; The Process Triangle, Logistics Approaches, Tools and Techniques.		
Unit 2	Logistics Network Planning and Customer Service	10 Hours
The role of Distribution Centres and Warehouses, Cost relationships, a planned approach to Logistics strategy. Logistics/Marketing Interface, Customer service and elements, Performance measures for customer service, expected cost of stockouts		
Unit 3	Distribution Channels	10 Hours
Concept of Marketing Channel –Nature and Importance; Marketing Channel and the Logistics Channels of Distribution, Customer fulfilment models, Recruitment of channel members, screening, criteria for selecting the channel members-Sales factors, Product factors, Experience factors, Administrative factors and Risk factors; Logistics Organization Structure, Role of a Logistics Manager, Payment Schemes, Selection of temporary staff and assets.		
Unit 4	Channel Integration	10 Hours
Importance; Marketing systems: Vertical - Types - Corporate VMS, Contractual VMS, Horizontal marketing systems, designing and managing Hybrid systems. Motivating the channel members; Modification and refinement of existing channels; Multi-channel marketing system; Managing channel relationship-cooperation, coordination, conflict and power. Value Networks. Omni Channel Strategy		
Unit 5	Packaging Logistics	08 Hours
Meaning, Levels and Systems approach in Packing Logistics, Key issues in evaluating supply chain performance of packaging, standardization, packaging postponement, managing packaging waste, Reusable packaging systems, Managing ICT features of Packaging. Managing packaging logistics in e-commerce channels.		

References

- John J. Coyle, Langley C. John, Novack A. Robert, and Gibson J. Brian. (2020) *Supply Chain Management A Logistics Perspective*. (10th edition). Cengage.
- Rushton. Alan, Croucher. Phil and Baker, Peter. (2010). *The Handbook of Logistics & Distribution Management*. (4th edition). Kogan Page. London.
- Palsson, Henrik. (2018). *Packaging Logistics*. Kogan Page. UK.
- Kumar, Dinesh. (2012). *Marketing Channels*. Oxford University Press.

Business Intelligence & Analytics Specialization

Course Code: MBAF04C51	Course Title: COMPUTATIONAL FINANCE	Credits: 4	Hours: 48
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Objective

- To appraise, interpret and discuss the financial metrics

Learning Outcomes

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

- compute financial metrics
- apply the statistical modeling in decision making
- examine the relationship between the financial metrics

COURSE CONTENTS

Unit 1	Money Management	10 Hours
Designing templates for Financial Application using software/ Spread sheet: Determining cash flows from Assets. Asset value estimation. Application of time value of money in Asset Value. Determining Amortization value of Assets.		
Unit 2	Financial Forecasting	10 Hours
Forecasting the cash-flows, Estimating the Working Capital trends; Profitability estimation, Using statistical modeling for estimating the net earnings, ROE, Determining CAGR and EVA		
Unit 3	Financial Planning Algorithms	10 Hours
KPI in Financial Planning: Estimating the Financial Leverage using graphical method. Creating template for Financial Break-even point. Building Optimization Models, Built-in Functionalities.		
Unit 4	Financial Dashboard Design	08 Hours
Intuitive interfaces, Real-time data insights, Comprehensive budget control centers, Quick-view summaries of Cost of Capital using Spread sheet.		
Unit 5	Developing the Financial Planning Software	10 Hours
Systematic, tracked client deliverables; automatic archiving for all client-specific changes, Interactive Financial Planning Software for Real-Time Client Collaboration Fintech based software; MoneyGuidePro, eMoney, Right Capital, MoneyTree, and Advicent/NaviPlan.		

References

- Hirsa, A. (2020). Computational methods in finance. CRC Press.
- Miranda, M. J., & Fackler, P. L. (2019). Applied computational economics and finance. MIT press.
- Seydel, R., & Seydel, R. (2020). Tools for computational finance (Vol. 3). Berlin: Springer.
- Tavella, D. (2020). Quantitative methods in derivatives pricing: an introduction to computational finance (Vol. 158). John Wiley & Sons.
- Ugur, O. (2019). An Introduction To Computational Finance (Vol. 1). World Scientific Publishing Company.

Course Code: MBAF04C52	Course Title: MARKETING ANALYTICS	Credits: 4	Hours: 48
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- To equip students with the domain expertise of marketing sciences along with analytical methods and procedures in taking various decisions pertaining to marketing programs and processes.
- To provide knowledge about the significance and merit of different analytical methods in marketing domain with software application methods.

Learning Outcomes

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

- apply analytics in Marketing and its dimensions
- analyse and Interpret customer data
- create optimized marketing campaign

COURSE CONTENTS

COURSE CONTENTS		
Unit 1	Product Analytics	10 Hours
A Resource-Allocation Perspective for Marketing Analytics: Cluster Analysis; Types, Method & Applications with Use Cases: User-Based Collaborative filtering; tem-based filtering; Decision Tree Construction; Planning for Expansion; Conjoint Analysis: The Anatomy of a Conjoint Analysis, The Experimental Design, Conjoint Analysis Applications. Case Study on Portland Trail Blazers.		
Unit 2	Price and Promotion Analytics	10 Hours
Multiple Regression in Price and Promotion; Reviewing Single-Variable Regressions for Marketing; Adding Variables to the Regression; Economic Significance: Acting on Regression Outputs. Design of Price and Advertising Elasticity Models: Price Elasticity of Demand, Advertising Elasticity of Demand, Building a Comprehensive Model.		
Unit 3	Customer Analytics	14 Hours
Estimate of Logistic Regression Model, Performing Logistic Regression with Count Data, Random Utility theory, Dynamic Discrete Choice, Independence of Irrelevant alternatives. Measuring Sensitivity Analysis with one-way and two-way tables, Markov Chain Model of Customer Value, Using Monte Carlo simulation to predict success of marketing initiative. Types of Customer Analytics, Segmenting Customers, Performing Cohort Analysis, Calculating Customer Life time Value, Cost of Customer acquisition and its cost, Analysing Customer Churn, Voice-of-the Customer Analytics, Receny, Frequency and Monetary Analysis, Share of Wallet, Scoring Customers, Clustering and Predicting Customers, Personalising Customer Experience; New Customer Acquisition; The Strategic Analytics Unit and Customer Retention; Booking a Cross-Sell. Principal Component Analysis and Perceptual maps		
Unit 4	Sentiment and Text Analytics	14 Hours
Sentiment and its measurement; Understanding sentiments, Scherer's typology of emotions,		

Sentiment polarity – data and classification, Supervised social media mining: lexicon-based sentiment, Naive Bayes classifiers, Unsupervised social media mining : Item Response Theory for text scaling. Text Analytics: Accessing and Comparing Word Frequency, Token Distribution Analysis, Correlation, Measure of Lexical Variety, Hapax Richness; Text Quality, Text Variety and Parsing XML; Macro analysis: Clustering, Classification, Topic Modeling.

References

- Moke Grigsby (2015). Marketing Analytics: A Practical guide to real marketing science. Marketing Science Series. Kogan Page Limited
- Rajkumar Venkatesan, Paul Farries and Ronald T. Wilcox (2015). Cutting-Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning. Pearson Education
- Christopher N, Chapman. and McDonnell, E Feit. (2015). R for Marketing Research and Analytics.
- Omer Artun and Dominique Levin (2015). Predictive Marketing. Wiley.
- Matthew L. Jockers (2014). Text Analysis with R for Students of Literature. Springer

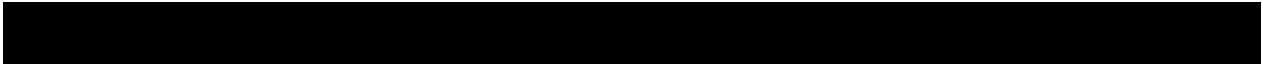
Course Code: MBAF04C53	Course Title: HUMAN RESOURCE METRICS	Credits: 4	Hours: 48
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- To develop knowledge and skills in carrying out human resource analytics processes in an in-depth manner
- To nurture the skills to use analytics in HR planning, sourcing, on-boarding and talent engagement

Learning Outcomes

- to design and effectively use HR dashboards
- to assess HR Capital Value & HCROI
- to analyse HR Data using Pivot tables and tableau for visualisation

COURSE CONTENTS		
Unit 1	Overview of HR Metrics & Analytics	06 Hours
Introduction to Analytics, Business Analytics , Aligning HR to Business through Analytics, HR Metrics & HR Analytics, Its relevance & need, External influence on HR Analytics - The influence of the Millennial, Globalization of the workforce economy, Data availability; Role of HR analytics, Benefits of HR Analytics, Application of HR and HR predictive Analytics		
Unit 2	Data driven HR:	06 Hours
Sources of Data, Data and its challenges, Data Quality, Cleaning and merging data, Difficulties in obtaining HR Data Common pitfalls of HR Data, Rise of employee behavioral data, Employee privacy issues, Automated Big data and role of big data, HRIS and HR decision making. Slicing and dicing of HR Data using Pivot tables		
Unit 3	Insights into HR Metrics	12 Hours
HR Metrics – Workforce metrics, Functional HR Metrics – Recruitment, Hiring, Training, Reward and compensation, Retention metrics, Performance metrics, Measuring HR interventions, ROI of HR activities, Direct & Indirect Costs of Absenteeism, calculation of HRCV, HCROI, TrainingROI, using solver and optimization for HR planning problems		
Unit 4	Analysis and visualization of HR data	16 Hours
Analysis of HR Data using Excel, Visualisation of data, Dashboards – creating and applying dashboards at workplace, Content analysis of HR data – Sentiment Analysis, Using Excel for optimisation of Human resources. Applications of Factor analysis and cluster analysis in HR Data, Classification and Regression trees, Use of Anova, Corelation and regression in HR Analytics		
Unit 5	A peek into HR Analytics	08 Hours
Seven Pillars or people Analytics; Levels of Analytics; Predictive Analytics Predictive Modelling; Workforce Planning Analytics - Importance of Strategic Workforce planning, Key workforce characteristics, Role of simulations in scenario planning, and Succession Planning		



Bhattacharyya, D. K. (2017). HR analytics: understanding theories and applications (1st ed.). Sage Publications India Private Limited.

HR Analytics: The What, Why and How, by Tracey Smith

Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data. Wiley publication.

Bannerjee, P., Pandey, J., & Gupta, M. (2019). Practical applications of HR Analytics. Sage Publications India Private limited

West, M., (2019). People Analytics for Dummies. Wiley India Pvt Ltd

Course Code:
MBAF04C54

Course Title: SAS for Data Science

Credits: 48

Hours: 48

Course Objectives:

- To understand and assimilate SAS programming techniques and illustrations.
- To aptly integrate with business decisions involving all analytics types and simulation.

Course Outcomes:

After successful completion of the course, the student will be able to:

- apply basic logical and statistical functions in SAS
- design SAS graphs and reports for data visualization
- perform statistical analysis on different types of data using SAS programming

Unit 1: Introduction to SAS

10 hrs

Introduction to SAS, the need for SAS, SAS Framework, SAS Components. SAS Windows. Introduction to SAS Programming, Steps in SAS program – Data step and proc step. Data types in SAS. Input Styles and types. SAS Libraries and inbuilt tables. Where Statement, If – Then Else Statement, Goto, Stop, Do Loops, Modifying and Combining Data Sets.

Unit 2: Base SAS Procedures

10 hrs

SAS Functions, Proc sort, Proc Print, Proc Means, ProcFreq, Proc Plot, Proc Chart, Proc Copy ProcAppend, Proc Datasets, Proc Compare, Proc Transpose. Macro Concepts, Macros And Macro Variables, Creating Macro Variables, Using Macro Variables, Creating Modular Code With Macros, Invoking A Macro, Adding Parameters To Macros.

Unit 3: SAS/STAT

12 hrs

ProcUnivariate, ProcCorr, ProcReg, ProcAnova, Obtaining Descriptive Statistics, obtaining inferential Statistics from Categorical Data, Analysis, Obtaining Inferential Statistics from Continuous Data. Multiple regression, logistics regression, Multivariate analysis – PCA, Factor analysis, Discriminant Analysis, Cluster Analysis

Unit 4: SAS Visual Analytics and Text Analytics

08 hrs

SAS Visual Analytics methodology, Descriptive graphs, Graphs for data analysis, Time plots and forecasting, Dashboarding, Introduction to Unstructured data and NLP. Text analytics process in SAS and steps, Practical usage of text analytics on a data set

Unit 5: Machine Learning in SAS

08 hrs

Machine Learning process flow, Applications of Machine learning, Analysis elements in model studio, Theory on machine learning algorithms, Practical usage of Machine learning algorithms in predicting and evaluating the model performance

Prescribed Text Book:

Alan C, Elliott. and Wayne A, Woodward. (2015). *SAS Essentials: Mastering SAS for Data Analytics*. Wiley Publishing

Reference Books:

Mervyn G, Marasinghe. and William J, Kennedy. (2014). *SAS for Data Analysis: Intermediate Statistical Methods (Statistics and Computing)*. Springer.

Sixth Trimester

Course Code: MBA204C61	Course Title: HIGH-STAKE LEADERSHIP	Credits: 4	Hours: 48
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Objective

- The course is focused on individual, group and organization factors associated with leadership.

Learning Outcomes

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

- assess potential leadership philosophy, traits, skills, behaviors, and develop a leadership portfolio.
- exercise an understanding of the fundamental ways leadership is practiced in on-going organizations.
- evaluate fundamental leadership practices relevant to contemporary organizations.

COURSE CONTENTS		
Unit 1	Leadership –Concept and components of leadership	12Hours
Trait approach in theories of leadership (development and the present situation). Personal characteristics that support effective leadership. Leader and values. The significance of self-knowledge for the role of leader (identity and integrity of leader).		
Unit 2	Competency and behavior approaches to leadership	12 Hours
Model of four competencies for leadership. The contingency theory of leadership; Situational leadership I and II. Transactional and transformational leadership. Models of well balanced and authentic leadership.		
Unit 3	Leader and his or her followers	12 Hours
Models of relation between leadership and followership. LMX theory. Leadership of workgroups and teams. Group structure and dynamics. Individual in a group. Formation of teams and team work. Group problem-solving. Team excellence. Participative leadership. Leadership in Turbulent times. Sense Making in Leadership		
Unit 4	Creative leadership	12 Hours
Influence on the creative potential of work groups and teams; formation of innovative climate in organizations. Leadership and power. Sources of power in organizations. Micropolitics, its strategy and tactics. Gender and leadership. Leadership and organization culture. Link between leadership and activities leading to the formation, assertion or changes in organization culture. Intercultural aspects of leadership.		

References

- Ciulla, J. B. (2020). The ethics of leadership. Wadsworth/Thomson Learning.
- Hosmer, L. T. (2019). The importance of strategic leadership. The Journal of Business Strategy, 3(2), 47.
- Lussier, R. N., & Achua, C. F. (2020). Leadership: Theory, application, & skill development. Nelson Education.
- Maak, T., & Pless, N. (Eds.). (2019). Responsible leadership. Routledge.

Mendenhall, M. E., Osland, J., Bird, A., Oddou, G. R., Stevens, M. J., Maznevski, M., & Stahl, G. K. (Eds.). (2020). *Global leadership: Research, practice, and development*. Routledge.

Northouse, P. G. (2019). *Introduction to Leadership: Concepts and Practice* (3rd ed.). Sage isbn: 978-1-4522-5966-6

Porter-O'Grady, T., & Malloch, K. (2020). *Quantum leadership: A textbook of new leadership*. Jones & Bartlett Learning.

Western, S. (2019). *Leadership: A critical text*. SAGE Publications Limited.

Course Code: MBA204C62	Course Title: GLOBAL BUSINESS	Credits: 4	Hours: 48
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Objectives

- To facilitate an understanding of International Business in a multi-polar, multi-cultural world
- To examine the critical factors for business successes in emerging markets.
- To familiarize export import procedures and documentation

Learning Outcomes

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

- demonstrate understanding on international factors affecting domestic concerns
- assess the regional economic integration and economic and political integration
- analyse the businesses expansion abroad and its implications

COURSE CONTENTS		
Unit 1	Introduction to Transnational Business	08Hours
Introduction, Introduction to Transnational Business, Elements of Transnational Business, Globalisation , Transnational Business Environment - Economic Environment, Political Environment, Demographic environment, Legal Environment		
Unit 2	Transnational Trade theories and their application	11 Hours
Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.		
Unit 3	Forms of Integration	10 Hours
Economic Institutions and Agreements-WTO ; IMF ; UNCTAD, World bank; Economic Integration - Free Trade Agreements, Regional Trade Agreements – BRICS, SAARC; SAPTA; NAFTA, MERCOSUR, Common Wealth Countries, Agreements on General Trade, GATT, Integration of developing Countries.		
Unit 4	Global Orientation	08Hours
EPRG framework; Global Market Entry Strategies, Direct Exporting, Licensing, Franchising, Partnering., Joint Ventures, Global acquisitions and Mergers, Turnkey projects. Foreign Direct Investments, Horizontal and Vertical FDI.		
Unit 5	India's Foreign Trade Policy	11 Hours
Export and Import procedures. Instruments of trade policy; Developments of world trading system. Role of Electronic Trading system in Global Trade, Challenges for Indian Businesses in abroad.		

References

Hill, C. W. L., & Jain, A. K. (2009). International business: competing in the global market place (6th ed.). Tata McGraw Hill Publishing Co ltd.

Sundaram, A. K., and Black, J. S. (2003). The international business environment: text and cases. India: Prentice Hall of India.

Cherunilam, F. (2010). International business: text and cases (4th ed. Revised). News Delhi, India: PHI Learning Private Limited.

Paul, J. Business environment text and cases (2006). New Delhi, India: Tata Mcgraw Hill Publishing Co ltd.

Cherunilam, F. (2011). International business. New Delhi, India: Prentice Hall Of India

Cherunilam, F. (2013). International business environment (6th ed.). HPH

Harrison. et al. (2001). International business. Oxford.

Kiran, R. U. (2010). Export - import and logistics management. PHI

Finance Specialization

Course Code: MBAA04C61	Course Title: CORPORATE TAX MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To acquaint the student with the assessment of companies.
- To acquaint the student with the calculation of Goods and Services Tax.

Learning Outcomes

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

- compute the Taxable Income and Tax Liability of companies
- categorise supplies as intra-state and inter- state supplies
- appraise the effect of Input Tax credit on GST liability

COURSE CONTENTS		
Unit 1	Assessment Of Companies – I	15 Hours
Meaning of Company - Types of Companies - Salient features of company taxation, scheme of taxing business income of companies, business allowances, disallowances and depreciation; Computation of total income of companies - Determination of Tax Liability (Problems); deductions under section 80 applicable to companies only.		
Unit 2	Assessment Of Companies – II	10 Hours
MAT - Carry Forward and set off of losses - Tax on Distributed Profits -Procedure for assessment, deduction of tax at source, advance payment of tax, refunds, appeals and revision.		
Unit 3	Introduction to GST	05 Hours
Meaning – Levy and Exemptions – Time of supply - Value of supply – Registration: GSTIN- Invoice – Bill of Supply – Vouchers - credit and debit notes.		
Unit 4	Input Tax Credit	08Hours
Valuation of Goods and Services – Input tax Credit –Transfer of Input tax credit – Apportionment, Reversal and Reclaim of ITC – Input service distributor.		
Unit 5	Calculation of GST and Payment of Tax	10Hours
Composition Scheme - Reverse Charge Mechanism – Computation of GST- Payment of tax, interest, penalty -Tax deduction at source - Refund of tax – Filing of Returns.		

References

Singhanian, V. K. Taxman's direct tax laws.
Prasad, B, Direct tax laws and practice.
Lal, B. B., and Vashisht, N. Income tax, wealth tax and tax planning.
Manmohan. Direct taxes with tax planning aspects.
Ahuja, G., and Dr. Gupta, R. Direct tax law and practice and tax planning.
Singhanian, V. K., & Singhanian, M. Corporate tax planning and business - tax procedure.
Taxmann Publication Pvt. Ltd.

Course Code: MBAA04C62	Course Title: INTERNATIONAL FINANCIAL MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To provide a framework for analysis and managerial decision making in a MNC context.
- To use derivatives as hedging tools
- To familiarize students with forex exposure and measures to manage it.

Learning Outcomes

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

- assess foreign exchange exposure
- prescribe practical methods to manage forex risk
- appraise international sources of finance

COURSE CONTENTS		
Unit 1	International Parity Relationships	12 Hours
Introduction to IFM; International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Comparison between PPP, IFE and IRP; Covered Interest Arbitrage (CIA).		
Unit 2	Currency Derivatives	10 Hours
Derivatives in the Forex Market; Foreign Currency Forwards; Currency Futures; Foreign Currency Options; Currency and Interest Rate Swaps.		
Unit 3	Foreign Exchange Exposure and Risk Management	18 Hours
Types of Exposure; Translation Exposure -Methods of Translation and Hedging; Transaction Exposure - Meaning and Hedging; Economic Exposure -Measurement, Determinants and Management; Country Risk Analysis.		
Unit 4	International Financial Institutions and Markets	08 Hours
International Banking and Money Market; International Bond Market; International Equity Markets; Eurocurrency Markets and Depository Receipts.		

References

- Apte, P.G. (2020). International financial management (8th ed.). New Delhi, India: Tata McGraw Hill Education Pvt. Ltd.
- Eieteman, D. K., Stonehill, A. I., Moffett, M. A., & Pandey, A. (2017). Multinational business finance (14th ed.). New Delhi, India: Pearson Education.
- Eun, C. S., and Resnick, B. G. (2021). International financial management (9th ed.). New Delhi, India: Tata McGraw Hill Education Pvt. Ltd.
- Jain. P.K., Peyrard, J., and Yadav, S. S. (2015). International financial management. New Delhi, India: Macmillan India Ltd.
- Madura, J. (2020). International financial management. New Delhi: Cengage Learning. (14th Ed.)
- Shapiro, A. C. (2014). International financial management. (11th ed.). New Delhi, India: Prentice Hall of India.

Vyuptakesh, S. (2006). International financial management. New Delhi, India: PHI.
Vij, M. (2010). International financial management (3rd ed.). New Delhi, India: Excel

Course Code:	Course Title: FINANCIAL ECONOMETRIC	Credits: 4	Hours: 48
MBAA04C63	MODELLING		

Objectives

- To familiarize students with the basic repertoire of models used by econometricians.
- To develop the students' ability to formulate, estimate and critically evaluate financial econometric models by software applications using Gretl.

Learning Outcomes

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

- estimate Simple and Multiple Linear regression models using gretl software
- compute trend and seasonal index values of a time series
- analyse a time series to estimate autoregressive models

COURSE CONTENTS		
Unit 1	Introduction	14 Hours
Econometrics and its Methodology; Basic definitions- sample, population, random variable; Data- cross-section, time series, panel data; Types of Variables; Descriptive Statistics-. Basics of Econometric Modeling, Bivariate Econometric Modeling, Trivariate Econometric Modeling, Multivariate Econometric Modeling.		
Unit 2	Classical Linear Regression Models	14 Hours
Population and sample regression functions; the nature of the error term; Assumptions of Classical Linear regression Model (CLRM), Heteroscedasticity, Multicollinearity and Auto-Correlation, Gauss-Markov theorem, Problems of specification error, Concepts of R^2 and adjusted R^2 ; Analysis of Variance approach. Practical application of Econometric modeling using Open Source software Gretl- DescriptiveStatistics, Correlation, Estimation of MLR using real data		
Unit 3	Time series Econometrics	10 Hours
Basics of Time series, Analysis of Trend (method of Least Squares) and Seasonality (Simpleaverages and Ratio to Trend method), Concepts of Co-Integration and Causality Practical application using Open Source software Gretl for Co-integration Test & Causality Test		
Unit 4	Forecasting Models	10Hours
Stationarity and Unit Root Test, Box - Jenkins Methods Autoregressive (AR) Process, Moving Average (MA) Process, Autoregressive Moving Average (ARMA) Box-Jenkins Methodology, Process and Autoregressive Integrated Moving Average (ARIMA) Process(Theory and basic problems). ARMA modelling and forecasting Practical application using Open Source software Gretl for Box - Jenkins Methods, Correlogram and estimation of ARIMA models		

References

Gujarati, Porter and Pal (2020), Basic Econometrics, Sixth Edition, MacGraw Hill
 Oliver Linto (2019), Financial Econometrics: Models and Methods, Cambridge University Press

Damodar Gujarati, (2017), *Econometrics by Example* (2nd Edition): Macmillan international

Jeffrey M Wooldridge, (2010), *Econometric Analysis of Cross Section and Panel Data* Second Edition, The MIT Press Cambridge

International Finance Specialization

Course Code: MBAA04C61	Course Title: CORPORATE TAX MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To acquaint the student with the assessment of companies.
- To acquaint the student with the calculation of Goods and Services Tax.

Learning Outcomes

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

- compute the Taxable Income and Tax Liability of companies
- categorise supplies as intra-state and inter- state supplies
- appraise the effect of Input Tax credit on GST liability

COURSE CONTENTS		
Unit 1	Assessment Of Companies - I	15 Hours
Meaning of Company - Types of Companies - Salient features of company taxation, scheme of taxing business income of companies, business allowances, disallowances and depreciation; Computation of total income of companies - Determination of Tax Liability (Problems); deductions under section 80 applicable to companies only.		
Unit 2	Assessment Of Companies - II	10 Hours
Companies: Computation of total income of companies - Determination of Tax Liability (Problems); deductions under section 80 applicable to companies only.		
Unit 3	Introduction to GST	05 Hours
Meaning – Levy and Exemptions – Time value of supply – Registration: GSTIN- Invoice – Bill of Supply – Vouchers - credit and debit notes.		
Unit 4	Input Tax Credit	08Hours
Valuation of Goods and Services – Input tax Credit –Transfer of Input tax credit – Apportionment, Reversal and Reclaim of ITC – Input service distributor.		
Unit 5	Calculation of GST and Payment of Tax	10Hours
Composition Scheme - Reverse Charge Mechanism – Computation of GST- Payment of tax, interest, penalty -Tax deduction at source - Refund of tax – Filing of Returns.		

References

Vinod K, Singhanian. *Taxman's Direct Tax Laws*
 Bhagawati, Prasad. *Direct Tax Laws and Practice*
 Lal, B.B. and Vashisht, N. *Income Tax, Wealth Tax and Tax Planning*
 Manmohan. *Direct Taxes with Tax Planning aspects*
 Ahuja, Girish. and Gupta, Ravi. *Direct Tax Law and Practice and Tax Planning.*
 Vinod K, Singhanian., and Singhanian, Monica. *Corporate Tax Planning and Business - Tax Procedure.* Taxmann Publication Pvt. Ltd.

Course Code: MBAA04C62	Course Title: INTERNATIONAL FINANCIAL MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To provide a framework for analysis and managerial decision making in a MNC context.
- To use derivatives as hedging tools
- To familiarize students with forex exposure and measures to manage it.

Learning Outcomes

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

- assess foreign exchange exposure
- prescribe practical methods to manage forex risk
- appraise international sources of finance

COURSE CONTENTS		
Unit 1	International Parity Relationships	12 Hours
Introduction to IFM; International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Comparison between PPP, IFE and IRP; Covered Interest Arbitrage (CIA).		
Unit 2	Currency Derivatives	09 Hours
Derivatives in the Forex Market; Foreign Currency Forwards; Currency Futures; Foreign Currency Options; Currency and Interest Rate Swaps.		
Unit 3	Foreign Exchange Exposure and Risk Management	18 Hours
Types of Exposure; Translation Exposure -Methods of Translation and Hedging; Transaction Exposure - Meaning and Hedging; Economic Exposure -Measurement, Determinants and Management; Country Risk Analysis.		
Unit 4	International Financial Institutions and Markets	09 Hours
International Banking and Money Market; International Bond Market; International Equity Markets; Eurocurrency Markets and Depository Receipts.		

References

- Apte, P.G. (2020). International financial management (8th ed.). New Delhi, India: Tata McGraw Hill Education Pvt. Ltd.
- Eieteman, D. K., Stonehill, A. I., Moffett, M. A., & Pandey, A. (2017). Multinational business finance (14th ed.). New Delhi, India: Pearson Education.
- Eun, C. S., and Resnick, B. G. (2021). International financial management (9th ed.). New Delhi, India: Tata McGraw Hill Education Pvt. Ltd.
- Jain. P.K., Peyrard, J., and Yadav, S. S. (2015). International financial management. New Delhi, India: Macmillan India Ltd.
- Madura, J. (2020). International financial management. New Delhi: Cengage Learning. (14th Ed.)
- Shapiro, A. C. (2014). International financial management. (11th ed.). New Delhi, India: Prentice Hall of India.

- Vyuptakesh, S. (2006). International financial management. New Delhi, India: PHI.
- Vij, M. (2010). International financial management (3rd ed.). New Delhi, India: Excel

Course Code: MBAB04B61	Course Title: ADVANCED PERFORMANCE MANAGEMENT	Credits: 4	Hours: 48
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- Demonstrate in-depth knowledge about strategic planning and control models to plan and monitor organisational performance
- Assess the impact of current developments in management accounting and performance management on measuring, evaluating and improving organisational performance

Learning Outcomes

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

- calculate contemporary measures of financial measures of performance
- design strategies to evaluate business performance
- evaluate the impact of business environment on business performance

COURSE CONTENTS		
Unit 1	Strategic planning, control and external influences on performance	06 Hours
Performance management and control of the organisation; Changes in business structure and management accounting; Effect of Information Technology (IT) on strategic management accounting; Other environmental and ethical issues; Changing business environment; Impact of external factors on strategy and performance.		
Unit 2	Performance measurement systems and design	12 Hours
Performance management information systems; Sources of management information; Recording and processing methods; Management reports.		
Unit 3	Strategic performance measurement	10 Hours
Performance hierarchy; Strategic performance measures in private sector; Divisional performance and transfer pricing issues; Strategic performance measures in not-for profit organisations; Non-financial performance indicators; Performance measurement and the reward systems, Other behavioural aspects of performance measurement		
Unit 4	Performance evaluation and corporate failure	15 Hours
Alternative views of performance measurement and management; Strategic performance issues in complex business structures; Predicting and preventing corporate failure		
Unit 5	Current developments	05 Hours
Current developments in management accounting technique; Current issues and trends in performance management		

Advanced performance management (2016). Becker Educational Development Corp.
Advanced performance management (2016). Kaplan Publishing.
Advanced performance management (2016). BPP Learning Media LTD.
Leonard, B. E. & Cardy, R. L. Performance management: Concepts, Skills, & Exercises.
Gary C. Performance Management. Integrating strategy execution, methodologies.

Human Resource Management and Corporate Psychology Specialisation

Course Code: mbac04c61	Course Title: LABOR LEGISLATIONS FOR MANAGERS	Credits: 4	Hours: 48
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Objectives

- To enable students to explain the prevailing labor legislation in Indian companies
- To evaluate the understanding of industrial relations and legal environment in Indian companies

Learning Outcomes

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

- illustrate the relevance and types of labour legislations that support the employees
- comment on the significance of latest amendments in labour legislation

COURSE CONTENTS		
Unit 1	Industrial Relations & Legal Environment	10 Hours
Industrial Relation: features and objectives, theories of industrial relations, changing profiles of major stakeholders of industrial relations in India – Trade unions, Labour Legislation in India, Impact of ILO & Labour Laws, Contemporary Issues in Industrial Relations,		
Unit 2	Labour Legislations on Working Conditions, Employment and Wages	14 Hours
Code on occupational safety, health and working conditions 2020, Industrial Relations Code Bill, 2019, Code on wages 2019, Strikes, Collective Bargaining and Negotiation Process, Industrial Conflict: Settlement Machinery and Preventive Measures. Grievance procedure and disciplinary procedure, models.		
Unit 3	Legislation on Social Security	14 Hours
Workmen's Compensation Act 1923, Employee State Insurance Act 1948, Employees Provident Fund and Miscellaneous provisions Act 1952 (with recent amendments), Maternity Benefit Act 1961, Payment of Gratuity Act 1972 and Misc. Act 1996 (with recent amendments).		
Unit 4	Labour Welfare	10 Hours
Concept, Scope, Need; Voluntary Welfare Measures, Statutory Welfare Measures; Labour Welfare Funds, Education and Training Schemes; Welfare of Special Categories of Labour - Child Labour, Female Labour, Contract Labour, Construction Labour, Agricultural Labour, Differently abled Labour, BPO & KPO Labour; Social Assistance, Social Security - implications.		

Singh, B. D. (2009). Labour laws for managers. New Delhi: Excel Books.
Sharma, A. M. (2011). Industrial jurisprudence and labor legislation (6th ed.). Himalaya Publishing House.
Singh, B. D. (2011). Industrial relations (1st ed.). Excel Books.
Blanpain, R. (2010). Comparative labour law and industrial relations (10th ed.). Kluwer Academic Publishers.

Course Code: MBAC04C62	Course Title: GLOBAL AND CROSS CULTURAL MANAGEMENT	Credits: 3	Hours: 48
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Objectives

- To study the concepts and model of International Human Resource Management.
- To understand the HRM practices in different countries with major emphasis on the International dimensions.

Learning Outcomes

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

- illustrate the various human resource functions in an International context
- demonstrate the challenges faced in different functions of HR like recruitment, selection, training, performance and compensation management plans effectively in an international scenario
- evaluate cross cultural dimensions and their impact on human resource functions of the organization

COURSE CONTENTS		
Unit 1	Introduction	12 Hours
International HRM – Meaning, Differences between Domestic and International Human Resource Management; Expanding role of HRM in International Firms; International HRM Approaches; Path to Global Status; Mode of Operation; HR and Expansion Strategies. Bartlett and Ghoshal Model of Internationalization, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. Challenges and Implications- Managing People in International Context Cross cultural management in protected deglobalized Environment		
Unit 2	Cross Cultural Management	12 Hours
Cross cultural context and international assignees, Paradigm, Fundamentals of Culture, National Culture, Cross- Cultural Perspectives, Cultural Paradox, Cultural Sensitivity. Cross Cultural Models - Hofstede's, Globe and Trompenaar's Models.		
Unit 3	International Staffing and Training	12 Hours
International Recruitment and Selection – Issues, International Recruitment function; head-hunters, cross-national advertising, e-recruitment, Factors moderating performance. Selection Criteria, Dual Career couples. Process of Expatriation, Career Anxiety. Coping with New Role Demands, Labour Relations. HR outsourcing. Training & Development; Issues and Strategies – Pre - departure training programmes, Training Methods and Models, Effectiveness. Developing staff through International Assignments, Process of Repatriation and reassignment.		
Unit 4	International Performance and Compensation	12 Hours
Multinational Performance Management – Performance Appraisal – Criteria, Methods. Performance Management of Expatriates. Trends in Performance Management International Compensation – Objectives – Components of an International Compensation, Approaches and trends		

References

Peter Dowling, Marion Festing, Allen D. Engle, (2017) International Human Resource Management, 7th Edition, Cengage Publication

Peter J, Dowling., et al. (2013). International Human Resource Management: Managing People in a Multinational Context. (6th edition). New Delhi. PHI.

Srinivas R. Kandula, (2018), International Human Resource Management, Sage Publications

K Ashwathappa, (2020) International Human Resource Management, 3rd Edition, McGraw Hill Publications

Rita McGee Ann Rennie , (2013) International Human Resource Management, CIPD Publication

Maryann H Albrecht, (2001) International HRM : managing diversity in the workplace, Blackwell Publishers, UK

Anne-Wil Harzing and Joris Van Ruysseveldt, International Human Resource Management, 2/E, (eds.), SAGE Publications Ltd., London

Course Code: MBAC04C63	Course Title: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS	Credits: 4	Hours: 48
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Objectives

- To create an in-depth understanding of concepts relating to emotional intelligence and interpersonal effectiveness.
- To highlight the need and scope of Emotional Intelligence for managerial effectiveness

Learning Outcomes

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

- understand the significance of emotional intelligence at workplace and learn how to deal with emotions
- illustrate managerial effectiveness at workplace

COURSE CONTENTS		
Unit 1	Emotions and emotional intelligence at work	12 Hours
Emotion, its role in success, emotion and intelligence, Emotional intelligence, History of emotional intelligence, emotional brain, emotional hijacking, components of emotional intelligence, Self and emotional intelligence, Social dimensions and Emotional intelligence		
Unit 2	Models of emotional intelligence at work place	12 Hours
Ability model & Mixed model, Goldman's model of emotional intelligence, Emotional intelligence and its relationship with personality, motivation, attitude. Facial emotions and emotional intelligence, Emotional intelligence in learning, Health and Well being		
Unit 3	Emotional intelligence and leadership	12 Hours
Identifying self and its emotions, developing high Self Awareness, managing your emotions, Identifying, and managing other's emotions, Measuring Emotional Quotient, EQ and IQ. Emotionally intelligent leaders – organisational impact.		
Unit 4	Managerial effectiveness	12 Hours
Effectiveness – a measure of manager's success, Culture of Effectiveness, Obsession with effectiveness, Individual effectiveness, productivity of employees, managing time, conducting effective meeting, and effective public speaking.		

References

Goleman, D., Boyatzis, R. E., & McKee, A. (2013). Primal leadership: Unleashing the power of emotional intelligence. Harvard Business Press.

Goleman, D. (1998). Working with emotional intelligence. Bantam.

Bariso, J. (2018). EQ Applied: The Real-world Guide to Emotional Intelligence: how to Make Emotions Work for You, Instead of Against You. Borough Hall.

Goleman, D. (2004). Destructive emotions: How can we overcome them?: A scientific dialogue with the dalai lama. Bantam.

Caruso, D. R., & Salovey, P. (2004). *The emotionally intelligent manager: How to develop and use the four key emotional skills of leadership*. John Wiley & Sons.

Goleman, D., McKee, A., George, B., & Ibarra, H. (2018). *HBR Emotional intelligence boxed set (6 Books)*(HBR emotional intelligence series). Harvard Business Press.

Marketing and Supply Chain Management Specialization

Course Code: MBAD04C61	Course Title: MULTINATIONAL MODERN TRADE	Credits: 4	Hours: 48
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Objectives

- To develop an understanding of the concepts, opportunities, and strategies in modern marketing from a Multinational perspective.

Learning Outcomes

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

- apply modern store management strategies and position the stores on a global level
- distinguish modern trade from traditional trade and formulate modern marketing strategies
- design strategies for effective management of key accounts

COURSE CONTENTS		
Unit 1	Introduction to Multinational Marketing	12 Hours
Multinational Marketing: Introduction, Drivers towards Multinational Marketing, Multinational Marketing objectives; Initial modes of entry; Process of International Marketing; Modern theories of International Trade; Opportunities and Challenges in Multinational Modern Trade; Brand Management in Modern Retailing and Internationalization of Retailing		
Unit 2	Mall Management and Franchising	12 Hours
Analyzing Market Demand for Shopping Centers; Developing and Investing in Local and Community Centers, Highway Retail Super-Retail Malls; Appraising Retail Properties; Facility management for Malls. Franchising in Retail: Introduction and Definition, Types of Franchisee, Franchisee operations, Success factors in Franchising.		
Unit 3	Store Layout and Visual Merchandising	12 Hours
Management of Modern retails –Store Layout, design: Types of Layouts; Definition and Importance of Visual Merchandising; Role of Visual Merchandising in Retailing role of Visual Merchandiser; Visual Merchandising Techniques; types of displays: Shop displays; In-store displays; Window displays; Impact of displays on buying; Best practices in Visual Merchandising.		
Unit 4	Key Account Management	12 Hours
Key Account Management: Meaning and importance in Modern Trade; Selecting and categorizing customers; Key account profitability; Key account Analysis; Managing High Volume outlets: Hypermarkets; Retail Chain and Wholesales; Pricing and Promotional Strategies for Key accounts; Emerging trends in Key account management.		

References

Malcolm McDonald and Diana Wood Burn(2006), *Key Account Management: The Definitive Guide*, (2nd edition), Butterworth –Heinemann.
Johnny K Johansson(2009), *Global Marketing: Foreign Entry, Local Marketing, and Global Management*, (5th edition,) New Delhi, Tata McGraw-Hill.
William J Stanton. (2006) *Fundamentals of Marketing*. (13th edition),New Delhi, Tata McGraw-Hill.

John Robert White, John R. White, Kevin D. Gray (1996), “ Shopping Centers And Other Retail Properties: Investment, Development, Financing, and Management“, John Wiley & Sons

Course Code: MBAD04C62	Course Title: STRATEGIC BRAND MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To acquaint with brand management strategies and brand equity.
- To throw light on brand repositioning strategies and brand limitations.

Learning Outcomes

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

- analyse the elements of brands and their importance
- appraise brand equity and brand performance through various methods
- classify a brand positioning strategy

COURSE CONTENTS		
Unit 1	Introduction	18 Hours
Brand – Definition, Evolution, Significance, Types and scope; Branding of Goods, Services, Retailers and Distributors, People, Organizations, Sports, Arts, and Entertainment, Geographic Locations; Branding Challenges and Opportunities; Definition and criteria for choosing brand elements; Options and Tactics for Brand names, URL's, Logos and Symbols, Characters, Slogans, Jingles, Packing; Brand Circle, Umbrella Brand, Single and Multi-Branding, Co-Branding; Measuring Brand equity – Definition, Cost Based Method, Price Based method, Customer based, Keller's and Aaker's model for Brand Equity		
Unit 2	Brand Positioning	10 Hours
Product positioning - Three C's of positioning- Competitive positioning; Brand Image-Meaning and Definition, Sources; Brand Personality - Meaning and Definition, Types, Elements; Brand Ambassadors- Celebrity Branding; FMCG and Retail Branding.		
Unit 3	Brand Repositioning	10 Hours
Brand Extension- Meaning, Types, Needs, Advantages and Disadvantages, Value from customer point, Evaluating Opportunities; Brand recalling and Brand Repositioning-Meaning, Types of repositioning strategies in Indian marketing –Rebranding.		
Unit 4	Brand Barriers	10 Hours
Brand Imitations- Meaning, Kinds, Factors; Imitation Vs. Later Market Entry; First Mover Advantages, Free Rider Effects, Benefits for Late Entrants, Imitation Strategies; Geographic Extension, Sources Of Opportunities for Global Brand, Single Name to Global Brand; Brand Barriers to Globalization, Employer Branding.		

References

Dutta, Kirti. (2018). *Brand Management Principles and Practices*. Oxford University Press.
 Verma V, Harsh. (2017). *Brand Management Text and Cases*. (4th edition) Excel Books Pvt. Ltd.
 Keller, Lane Kevin. (2015). *Strategic Brand Management*. (4th edition). Pearson Education.
 David A, Keller. (1996). *Building Strong Brands*. Simon & Schuster UK Ltd

Course Code: MBAD04C63	Course Title: INNOVATIONS IN SUPPLY CHAIN MANAGEMENT	Credits: 4	Hours: 48
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Objectives

- To guide students to understand the innovations in Supply Chain Management
- To explore the applications of innovative technologies and models in Supply Chain Management

Learning Outcomes

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

- evaluate and identify the appropriate information systems required for supporting different functions related to managing supply chains of companies.
- apply social network analysis to quantify and assess the descriptive network measures and interpret the implications of these measures in SCM.
- appraise the different outsourcing techniques and models of SCM.

COURSE CONTENTS		
Unit 1	Innovation in warehousing and Humanitarian SCM	12 Hours
Innovation in Warehousing: Conventional palletized systems; Automated palletized systems; Non-palletised storage and handling systems; Order picking; Receiving and dispatch; Warehousing information systems; Warehouse design; Warehousing in modern supply chains. Humanitarian supply chains- a five-phase approach: Prepare, Respond, Resolve, Restore, and Evaluate; The major challenge: Coordination among Governmental and non-Governmental organizations, private businesses, charities, military.		
Unit 2	Information systems and Performance Measurement for SCM	12 Hours
Information System for SCM: ERP Principles and systems; Data Quality and Security in Supply Chain; Blockchain technology in Supply Chain; Omnichannel; Technological Trends in Supply Chain. Performance measurement in SCM: The roles of performance measurement; The Balanced Scorecard and the Performance Prism; Conducting performance management reviews.		
Unit 3	Social Network Analysis in SCM	14 Hours
Social Network analysis: Concepts and principles; Social network analysis for internal supply chains: Intra-firm supply chain interaction networks: power and influence, creativity, project governance, and performance; Social network analysis for external supply chains: Supply networks structural properties and the operational and strategic performance implications.		
Unit 4	Outsourcing of logistics and Simulation Techniques	10 Hours
The development of Third Party Logistics; 3PL Contractor Selection Framework Tender Evaluation; Implementation and Contract Management; Contract Management and Dispute Resolution; New logistics outsourcing business models. Simulation techniques: Concepts of simulation techniques; The advantages and disadvantages of using simulation techniques compared to other analytical methods.		

References

John Wang(2009),” Innovations in Supply Chain Management for Information Systems: Novel Approaches”, IGI Global.

Zhe Liang, Wanpracha Art Chaovalitwongse, Leyuan Shi(2015), “Supply Chain Management and Logistics: Innovative Strategies and Practical Solutions”, CRC Press

Suman Sarkar(2017)” The Supply Chain Revolution: The Secret to Surviving in a Disruptive and Fiercely Competitive World”, AMACOM.

David B. Grant, Chee Yew Wong, Alexander Trauttrims(2017) “Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management”, Kogan Page

Business Intelligence & Analytics Specialisation

Course Code: MBAF04C61	Course Title: FINANCIAL MODELING	Credits: 4	Hours: 48
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- To build a financial model using basic financial metrics

Learning Outcomes

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

- calculate the Value at Risk
- apply the concepts of financial metrics to create finance templates
- design an optimum financial model

COURSE CONTENTS		
Unit 1	Build a Momentum-based Trading System using Software	08 Hours
Volatility Model for security pricing, Covariance Estimation, Trend Analysis, Estimation of Prices and Beta values.		
Unit 2	Building Portfolio Assets using Software	10 Hours
Beta value of portfolio, VAR, Constructing Optimum Portfolio using Solver options. Statistical Analysis of Efficient Portfolios		
Unit 3	Stochastic differential equations Stochastic integrals	10 Hours
Option pricing; Black–Scholes formula and PDE. Determining the Option values, Estimating the trends for different option pricing strategies. CVaR and VaR Simulations.		
Unit 4	Database creation for Finance	10 Hours
Modeling the suppliers and customers, Agile scheduling, Relational Database Model framework for Finance		
Unit 5	Application based Financial Modeling	10 Hours
Designing the Interest Rate Calculator, EMI calculator, insurance Premium Calculators, Pay-off values for Credit Rating		

References

- Benninga, S., & Czaczkes, B. (2020). Financial modeling. MIT press.
- Charnes, J. (2019). Financial Modeling with Crystal Ball and Excel,+ Website (Vol. 757). John Wiley & Sons.
- Fairhurst, D. S. (2017). Financial Modeling in Excel for Dummies. John Wiley & Sons.
- Focardi, S. M., & Fabozzi, F. J. (2020). The mathematics of financial modeling and investment management (Vol. 138). John Wiley & Sons.
- Pignataro, P. (2020). Financial modeling and valuation: a practical guide to investment banking and private equity (Vol. 876). John Wiley & Sons.

Course Code: MBAF04C62	Course Title: SUPPLY CHAIN ANALYTICS	Credits: 4	Hours: 48
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- To propose students with the domain expertise of Supply Chain Analytics.

Learning Outcomes

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

- create an optimised Supply Chain Network Design
- evaluate Supply Chain Modeling
- analyse and Interpret the Supply Chain Risk

COURSE CONTENTS		
Unit 1	Context of Supply Chains Analytics	08 Hours
Understanding and defining the supply chain analytics; Importance of supply chain, Analytics; Relating Operations Management with Supply chain concepts with SC Analytics; The importance of supply chain analytics in the flows involving material, money, information and ownership; Key issues in supply chain analytics; Concept of Descriptive Analytics in a Supply Chain; Discussion on a Few Supply Chains Analytics applications in India; Decision Domains in in supply chain analytics.		
Unit 2	Analytics for Supply chain Network Design	10 Hours
The value of Supply chain Network Design; Intuition Building with Center of Gravity Models; Locating Facilities Using a Distance-Based Approach; Alternative Service Levels and Sensitivity Analysis; Adding Costs to Two-Echelon Supply Chains: Adding Outbound Transportation to the Model, Introducing Facility Fixed and Variable Costs; Baselines and Optimal Baselines.		
Unit 3	Advanced Modeling and Expanding to Multiple Echelons	10 Hours
Three-Echelon Supply Chain Modeling; Adding Multiple Products and Multisite Production Sourcing; The Art of Modeling; Data Aggregation in Network Design; Creating a Group and Running a Project; Case Study: JPMS Chemicals Case Study.		
Unit 4	Supply Chain Risk Analytics	10 Hours
The Risk of Supply Chain Risk Analysis; Main Elements of Supply Chain Risk; The Value of Supply Chain Risk Analytics; Quantification Measures. Simulation for Supply Chain Analytics; Design, Meta modelling and Analysis of Simulation Experiments; Analysis: Regression Analysis, Method of Least Squares, ANOVA, Measures of Factor Effects, Full Factorial Experiments for the Analysis of Production Characteristics, Fractional Factorial Experiments for Analysis of Production Characteristics, Cautions with the Design of Experiments.		
Unit 5	Prescriptive Analytics for Supply Chain	10 Hours
Prescriptive Analytics in Network Planning in a Supply Chain: Approaches for Optimization and Simulation; Supply Chain Decisions: mathematical or interpretative modelling; Analytics of a Transportation problem in a Supply Chain; Network Planning in a Supply Chain; Importance of Network Planning; Design of Logistics Network using Heuristics or optimization; Concept of 3PL/4PL in a Supply Chain; Case Study: GATI; Managerial implication of results of analytics		



Michael Watson, Sara Lewis, Peter Cacioppi, and Jay Jayaraman (2013). *Supply Chain Network Design*:

Applying Optimization and Analytics to the Global Supply Chain. Pearson Education.

Iris Heckmann (2016). *Towards Supply Chain Risk Analytics: Fundamentals, Simulation, Optimization*. Springer Gabler.

Chopra, Meindl & Kalra (2007). *Supply Chain Management: Strategy & Analysis*. Pearson Education, Asia.

Course Code: MBAF04C63	Course Title: HUMAN RESOURCE ANALYTICS	Credits: 4	Hours: 48
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- To lay a foundation on the predictive skills in HR analytics
- To impart advanced analytics techniques and its application in performance management, retention and employee wellness

Learning Outcomes

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

- analyse HR data using predictive analytics
- assess HR Data using advanced statistical tools
- evaluate HR Data to discover relationships between variables

COURSE CONTENTS		
Unit 1	Talent Sourcing, Acquisition & Engagement Analytics	08 Hours
Challenges in Talent sourcing, need for Talent sourcing analytics, Talent sourcing in the era of big data, the mobile impact on talent sourcing, Talent acquisition analytics meaning, Different phases, Role of analytics in selection; On-boarding process & stages, OPEN analytical framework for effective on-boarding, Importance of employee engagement, role of analytics in employee engagement surveys, Analytics ascendancy Model, HR analytics maturity, Transform talent management data in graphs and plots, talent analytics, recruitment analytics, engagement analytics, predicting selection criteria		
Unit 2	Analytics in performance management	10 Hours
Need for Analytics in Performance Management, Linking individual objectives to organizational objectives, Performance measures, Incentives & promotions, Best practices, Role of Predictive analytics to optimize career pathways & employee promotions, performance management analytics, promotion analytics, career progression analytics		
Unit 3	Retention Analytics	12 Hours
Employee life time value and cost modelling, Retention Analytics - Meaning, Need, the Retention Analytics process, Deploying Retention Analytics, Implementing proactive talent retention models, Talent attrition predictive modelling, the segmentation strategy of Talent Retention Model		
Unit 4	Analytics in Employee Wellness, Health & Safety	8 Hours
Employee wellness, meaning, need, best practices, optimizing employee wellness, health & workplace safety with predictive analytics		
Unit 5	Advanced HR Analytics techniques	10 Hours
Mediation process, Moderation & Interaction analysis, Multi-level linear modelling, curvilinear relationships, Structural Equation Models, Growth Models, Latent Class Analysis, Response surface methodology & polynomial regression		

Dr. Edwards, M., & Kirsten. (2016). Predictive HR analytics: mastering the HR metric (1st ed.). Kogan Page Publication.

- Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data. Wiley publication.
- Bannerjee, P., Pandey, J., & Gupta, M. (2019). Practical applications of HR Analytics. Sage Publications India Private limited
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- Gene, P., Boyce, B., & Jac Fitz-Enz. (2015). Human capital analytics: how to harness the potential of your organization's greatest asset. Wiley Publication
- Fitz-Enz, J., & John Mattox, I. I. (2014). *Predictive analytics for human resources*. John Wiley & Sons..
- Pease, G., Byerly, B., & Fitz-enz, J. (2012). *Human capital analytics: How to harness the potential of your organization's greatest asset* (Vol. 64). John Wiley & Sons.
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- Jac, F. E. (2010). *The new HR analytics: predicting the economic value of your company's human capital investments*. Amacom.