Institute of Management

Syllabus
Master of Business Administration (MBA) (Trimester Scheme) 2019-21

CHRIST (Deemed to be University), Delhi NCR
India
www.ncr.christuniversity.in
Syllabus Master of Business Administration (MBA) (Trimester Scheme), prepared by the IMCU, Delhi NCR and approved by the Academic Council, CHRIST (Deemed to be University), Bengaluru, India.

May 30, 2019
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Master of Business Administration (MBA) (Trimester Scheme)

Departmental Overview
Institute of Management, CHRIST (Deemed to be University) offers professional, 2-year management programmes leading to MBA degree in the areas of Finance, Marketing, Human Resource and Business Analytics.

The institute has well qualified faculty with most having relevant industrial experience. One large libraries and two state-of-the-art laboratories provide for a varied and experiential learning environment. The institute also provides free and easy access to high quality teaching and learning resources such as case studies, journals, databases and simulation games through subscription to reputed publishers.

The Institute of Management offers placement facility to students with an excellent track record so far. Every year large number of reputed organizations visit our institute for hiring our students from all specializations.

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

Mission statement
To develop a community of socially responsible, creative and enterprising leaders to operate in a knowledge-based, globalized and dynamic world.

Introduction to the Programme
The MBA programme consists of six trimesters. Students move to specialization courses during the last four trimesters. Most of the courses are of 3 credits with coverage of 30 hours.

The course curriculum is designed for academic depth and employability in the industry. Variety of pedagogy are used in addition to the regular class room teaching, such as case sessions, simulations, management games, laboratories and research based assignments. Experiential, student centric learning is the highlight of the programme.

Co-curricular activities such as organizational study, mentoring and current affairs sessions, book reviews, paper presentation conferences augment the regular classes. Extracurricular activities hone up the organizing skills and teamwork among the students.

In addition to the regular MBA programme, Institute of Management also offers three post graduate programmes in collaboration with foreign universities. In collaboration with Virginia Commonwealth University (VCU), USA, a dual degree programme with MBA from CHRIST (Deemed to be University) and MS Finance/Global Marketing Management/ Information Systems / Decision Analytics is offered. In collaboration with University of Applied Sciences Würzburg-Schweinfurt (FHWS), MBA from FHWS and MB in Finance/Marketing from CHRIST (Deemed to be University) is offered. In collaboration with Western Michigan University, USA, a dual degree programme with MBA from CHRIST (Deemed to be University) and MBA from Western Michigan University, USA is offered.
Programme Objectives
The management training programme focuses on the development of the whole person equipped with the following skills and attitudes to meet the needs of the changing and challenging global business scenario.

<table>
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<tr>
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<th>Communication skills</th>
<th>General Awareness</th>
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<td>Problem definition</td>
<td>1 Negotiating Skills</td>
<td>1 Current affairs</td>
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<td>2 Problem Solving Skills</td>
<td>2 Writing business memos and reports</td>
<td>2 Analysis of events</td>
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<td>3 Evaluation of alternatives</td>
<td>3 Public speaking</td>
<td>3 Impact of National and International developments on business</td>
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<td>4 Being comfortable with uncertainty</td>
<td>4 Inter personal and group communication</td>
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<td>5 Dealing with complexity</td>
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<td>Managing risk</td>
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<td>Translating theory into practice</td>
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<table>
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<tr>
<th>Attitudes</th>
<th>Conceptual Skills</th>
<th>Computer usage skills</th>
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<tr>
<td>1 Willingness to learn, and change - adaptability</td>
<td>1 Integrated view of business and management problems</td>
<td>1 Application of software for decision making</td>
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<tr>
<td>2 Social and cultural sensitivity</td>
<td>2 Inter-relationship between functions</td>
<td></td>
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<tr>
<td>3 Commitment to excellence, customer satisfaction</td>
<td>3 Ideation and innovation</td>
<td></td>
</tr>
<tr>
<td>Espirit de corps, team work, mutual respect and hard work</td>
<td></td>
<td></td>
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<tr>
<td>Inter and Intra individual harmony</td>
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<td>Dedication</td>
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# Course Outline

## Master of Business Administration (MBA) - (Trimester Scheme) – Syllabus 2019-21

### Year- I

#### Trimester - I

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<td>30</td>
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<tr>
<td>MBA132</td>
<td>Managerial Economics</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>MBA133</td>
<td>Managing IT, Data and Business Systems</td>
<td>30</td>
<td>100</td>
<td>3</td>
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<tr>
<td>MBA134</td>
<td>Understanding Business</td>
<td>30</td>
<td>100</td>
<td>3</td>
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<td>MBA135</td>
<td>Statistics for Management</td>
<td>30</td>
<td>100</td>
<td>3</td>
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<td>MBA136</td>
<td>Foundations of Marketing Management</td>
<td>10</td>
<td>50</td>
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<td>MBA111</td>
<td>Mentoring and Current Affairs</td>
<td>30</td>
<td>100</td>
<td>3</td>
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<td>MBA181</td>
<td>Organization Structure Training</td>
<td>20</td>
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<td>MBA121</td>
<td>VAC- Business Communication</td>
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<td>MBA231</td>
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<td>30</td>
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<td>MBA232</td>
<td>Individual and Group Behaviour in Organizations</td>
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<td>100</td>
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<tr>
<td>MBA233</td>
<td>Management Science</td>
<td>30</td>
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<td>MBA234</td>
<td>Financial Management</td>
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<td>MBA235</td>
<td>Microsoft Excel</td>
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<td>MBA236</td>
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<td>Analysis of Financial Statements</td>
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<tr>
<td>MBA211</td>
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#### Trimester - III

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<td>MBA332</td>
<td>Research Methodology</td>
<td>30</td>
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<td>MBA333</td>
<td>Enterprise Resource Planning</td>
<td>30</td>
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<tr>
<td>MBA334</td>
<td>Integrated Basics of Sustainability</td>
<td>10</td>
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<td>MBA351</td>
<td>Cross Functional Decision Making</td>
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<td>MBA311</td>
<td>Mentoring and Current Affairs</td>
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### SPECIALISATION COURSES

#### Finance

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<td>MBA3041F</td>
<td>Security Analysis and Portfolio Management</td>
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<tr>
<td>MBA3042F</td>
<td>Management of Banks</td>
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#### Human Resource

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<tr>
<td>MBA3041H</td>
<td>Industrial Relations</td>
<td>30</td>
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<td>MBA3042H</td>
<td>Workforce Planning and Selection</td>
<td>30</td>
<td>100</td>
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<tr>
<td>MBA3043H</td>
<td>Performance Management and Employee Counseling</td>
<td>30</td>
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#### Marketing

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<td>MBA3041M</td>
<td>Sales Management and Negotiation Skills</td>
<td>30</td>
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<tr>
<td>MBA3042M</td>
<td>Marketing Research</td>
<td>30</td>
<td>100</td>
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<tr>
<td>MBA3043M</td>
<td>Fundamentals of Service Marketing</td>
<td>30</td>
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#### Business Analytics

<table>
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<td>Business Data Management</td>
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<td>MBA3042B</td>
<td>Artificial Intelligence and Machine Learning:</td>
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<td></td>
<td>Concepts and Applications</td>
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<tr>
<td>MBA3043B</td>
<td>Statistical Modeling using R</td>
<td>30</td>
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## Course Outline
### Year – II

#### Trimester – IV

**CORE SUBJECTS**

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<td>MBA431</td>
<td>Strategic Management</td>
<td>30</td>
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<td>MBA481</td>
<td>Summer Internship Project (SIP) (2 months)</td>
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<td>MBA411</td>
<td>Mentoring and Current Affairs</td>
<td>30</td>
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<td>MBA432D</td>
<td>Business Analytics</td>
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**FUNCTIONAL CORE COURSES**

- **Finance**
  - MBA4041F: International Financial Management
  - MBA4042F: Derivatives
  - MBA4043F: Management of Financial Services
  - MBA444BF: Business Valuation

- **Human Resource**
  - MBA4042H: Human Resource Metrics and Analytics
  - MBA4044H: Labour Law I
  - MBA4045H: Learning & Development

- **Marketing**
  - MBA4041M: Distribution and Supply Chain Management
  - MBA4042M: Consumer Behaviour
  - MBA4043M: Business to Business

- **Business Analytics**
  - MBA4041B: Programming with Python
  - MBA4042B: Predictive Analytics I
  - MBA4043B: Business Intelligence & Visualization

#### Trimester – V

**CROSS FUNCTIONAL ELECTIVES**

(Students to choose 1 subject)

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<td>MBA531A</td>
<td>Entrepreneurship and Startup</td>
<td>30</td>
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<tr>
<td>MBA532A</td>
<td>Project Management concepts and Application</td>
<td>30</td>
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<td>MBA531A</td>
<td>Social Concern Project</td>
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**FUNCTIONAL CORE COURSES**

- **Finance**
  - MBA5041F: Managerial Accounting
  - MBA543CF: Financial Planning & Wealth Management

- **Human Resource Management**
  - MBA5041H: Organizational Change & Development
  - MBA5042H: Labour Law II
  - MBA5043H: Compensation Management
  - MBA543AH: Human Relations Skills

- **Marketing**
  - MBA5041M: Marketing Metrics
  - MBA5042M: Strategic Marketing Management
  - MBA543AM: Advertising and Public Relations

- **Business Analytics**
MBA5041B  Big Data Analytics  30  100  3
MBA5042B  Predictive Analytics II  30  100  3
MBA5043B  Text and Social Media Analytics  30  100  3

**Master Thesis / Alternative Options (All specializations)**

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<td>MBA582</td>
<td>Master Thesis</td>
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<td>MBA545A</td>
<td>Customer Centricity (Except Marketing Students)</td>
<td>15</td>
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<tr>
<td>MBA545B</td>
<td>Personal Financial Planning (Except Finance Students)</td>
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<td>MBA545C</td>
<td>Sustainable Business Management</td>
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<td>MBA545D</td>
<td>Managing People at Work (Except HR Students)</td>
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<tr>
<td>MBA545E</td>
<td>Family Business Management (Open to all Specializations)</td>
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<td>MBA584</td>
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**Trimester – VI**

**CROSS FUNCTIONAL ELECTIVES (To choose 1 out of 4 subjects)**

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<td>Leadership and Business Ethics</td>
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**SPECIALISATION COURSES**

**Finance**

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<td>Strategic Financial Management</td>
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<td>Behavioral Finance</td>
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**Human Resource**

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<td>Latest Trends in HRM</td>
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**Marketing**

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<td>Digital Marketing</td>
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**Business Analytics**

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<tr>
<td>MBA6042B</td>
<td>Analytics Applications in Functional Areas</td>
<td>30</td>
<td>100</td>
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</table>

**Master Thesis / Alternative Options (All specializations)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hrs</th>
<th>Marks</th>
<th>Credit</th>
</tr>
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<tbody>
<tr>
<td>MBA682</td>
<td>Master Thesis</td>
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<tr>
<td>MBA645A</td>
<td>Customer Centricity (Except Marketing Students)</td>
<td>30</td>
<td>150</td>
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<tr>
<td>MBA645B</td>
<td>Personal Financial Planning (Except Finance Students)</td>
<td>30</td>
<td>150</td>
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<tr>
<td>MBA645C</td>
<td>Sustainable Business Management</td>
<td>30</td>
<td>150</td>
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<tr>
<td>MBA645D</td>
<td>Managing People at Work (Except HR Students)</td>
<td>30</td>
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<td>MBA645E</td>
<td>Family Business Management</td>
<td>30</td>
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<tr>
<td>MBA684</td>
<td>Industry Practicum (Only for Marketing Students)</td>
<td>30</td>
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<tr>
<td>MBA685</td>
<td>Industry Practicum (Only for HR Students)</td>
<td>30</td>
<td>150</td>
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<tr>
<td>MBA686</td>
<td>Capstone Project (Only for BA Students)</td>
<td>30</td>
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</table>
MBA131N Financial Accounting for Managers 3 Credits

Course Description
Accounting is at the heart of the information age. By studying this course, the student will learn about the concepts, rules and procedures, and analysis that are useful in everyday activity connected to finance. This course describes the concepts of accounting, its principles, users and uses of the accounting information, recording of transactions in journal, ledger and subsidiary books, bank reconciliation statement and trial balance. The course also discusses preparation of income statement and balance sheet and financial statement analysis.

Course Objective
This course attempts to familiarize the students the concepts, principles and the role of accounting in business so as to make them skilled enough to analyze and interpret the financial health of an organization and use the same for fact based decision making.

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

Knowledge
- Understand the fundamentals of financial accounting, the principles and concepts underlying them.
- Understand the language of business through financial accounting.
- Appreciate decision facilitating roles of accounting information.
- Read and understand contemporary developments in the area of accounting.

Skills
- Analyze and interpret the financial health of an organization through its financial statements and accounting information.
- Develop quantitative techniques to compare financial performance of different entities.

Attitude
- Develop an attitude of integrative thinking while analyzing and interpreting financial statements and accounting information.
- Appreciate the ethical dimensions in accounting and reporting and be able to adopt a socially responsible outlook while preparing accounting statements.
- Bring about an integrative understanding of the entire business while reading and / or preparing financial statements.
- Understand the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation to all the stakeholders.

Level of Knowledge: Basic and Working

Unit I Introduction to Accounting (2 Hrs)
Introduction to Accounting, Need for Accounting, Aim and influence of accounting in the information age.
Identification of forms of organization and their characteristics.
Identification and description of three major activities in organizations.
Identification of users and uses of accounting.
Explanation and interpretation of accounting equation

**Unit II Financial Accounting – Concept, Conceptions, IGAAP & IFRS**
(5 Hrs)
Accounting Standards - IGAAP & IFRS
Meaning of accounting principles - Concepts & Conventions
Accounting Process
Accounting equation – Asset account, Liability account & Equity account
Analyzing transactions – Transaction analysis
Debits and credits and explanation regarding their role in double-entry accounting.

**Unit III Steps in Processing Transaction**
(10 Hrs)

**UNIT IV Subsidiary Books**
(5 Hrs)
Meaning of subsidiary books
Types of subsidiary books
Preparation of Cash book – Two column & three column cash book
Bank reconciliation statement
Meaning & classification of accounting errors

**Unit V Preparation of Disclosure – Annual Report**
(8 Hrs)

[Total 30 Hours]

**Essential Reading**

**Recommended Reading**
MBA 132N Managerial Economics 3 Credits

Course Description
This course is offered as core paper in first trimester for 3 credit hours. The subject will equip the students with the art of managerial decision making at the firm level. The subject focuses on markets, pricing and managerial decision making. Essentially on concepts such as scarcity and efficiency, problems of economic society, demand analysis, elasticity, consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis, with a focus on strategic behavior of different kinds of market structures and pricing.

Course Objective
This course attempts to equip the students with the art of managerial decision-making, based on economic principles.

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

Knowledge (CL 01) (CL02)
- Look at economic principles as foundation to functional subjects
- Evaluate consumer behavior in the light of economic theory
- Analyze various product and factor markets to take better business decisions
- Critically examine market structures using economic logic and apply the same in taking strategic decisions.

Skills (CLO 13) (CLO 15)
- Use excel in analyzing economic information
- Estimate demand using excel
- Prepare of industry reports

Attitude (CL0 21) (CLO 23)
- Appreciate the interdependence of functional areas in business.
- Develop an approach that transcends functional fixation in business decision problems

Level of knowledge
- Understand basic concepts and practical application in relevance
- Learning the art of decision making and integrate with other inter-disciplinary subjects
- Useful in understanding the optimal combination and trade off with available alternatives

Unit I - Introduction (4 Hrs)
Introduction to Managerial Economics-Economic Systems-Principles of managerial economics, Integration with other managerial decision making process-tools and analysis of optimization-role of Government, private**, Competition Vs Cooperation. Relationship with other management subjects*.

Unit II - Demand and Supply Analyses (Application) (6 Hrs)
Definition of demand, Law of demand and its determinants and exceptions, movement along the demand curve and shift in demand curve. Demand and supply relationship*. Definition of supply, Law of supply, Movement along the supply curve and shift in supply
curve, Factors affecting supply, Market equilibrium and pricing, floor price and ceiling price. Application of demand and supply analyses: Concepts of elasticity, degree, determinants & types, practical implication, Relationship of Revenue and elasticity of demand, Demand forecasting and its use in demand. Qualitative and Quantitative interpretation of demand techniques-model specification using regression and OLS.

**Unit III  Consumer Behaviour (Application)** (6 Hrs)
Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer’s equilibrium using Indifference curve analysis and Consumer surplus, Application of Indifference curve analyses.

**Unit IV  Analyses of Production, Costs and Revenues** (5 Hrs)
Production functions, Law of Variable proportions, returns to scale and economies of scale. Producers surplus- Costs, Isoquants, Least cost combination types of costs, Short run costs and long run cost, Revenue Analysis –TR, AR and MR, and break even analysis, (case study)

**Unit V  Market structures and decision making** (9 Hrs)
Market types, characteristics, Perfect competition features, Price determination and equilibrium in the short run and the long run, Monopoly - features, equilibrium condition, Price discrimination. Monopolistic competition- features, Oligopoly - Cartels as one of the feature of Oligopoly, Game theory-types, static and dynamic Games-Pricing Strategy (Case study), Sustainability business model- Circles of Sustainability.

[Total 30 Hours]

**Essential Reading**

**Recommended Reading**
MBA133N Managing IT, Data and Business Systems 3 Credits

Course Description
This is a core paper offered in first trimester of MBA program. The course provides a comprehensive foundation for understanding the scope of information systems in a business environment. It covers the fundamental concepts of information and IT infrastructure including hardware, software, network, database and applications. Apart from this, the course also includes aspects related to strategy and innovation, Information system management, development and operations including security. Latest IS paradigms like Artificial Intelligence, Machine Learning, Cloud, IoT, Blockchain etc are given an important focus in the course. Sustainability aspects like Green IT as well as Ethical issues are addressed in the course. Additionally, use of IS and IT for societal good and nation building are also bought to students’ attention through the topics of Smart Cities, E-Govenance etc.

Course Objective
This course aims to provide students with the knowledge of the role of Information Technology, Information Systems, Information system design and development and security related aspects in managing the Business entity. It also strives to enable students to participate in design and review of MIS solutions for various business functions. Another key objective is to develop an attitude of use of technology in a sustainable, inclusive manner with due consideration to nation and society.

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

Knowledge
Realize the impact of technology on business enterprises and the deployment / utilization of information systems to gain competitive advantage
Develop awareness of management, development and operations of Information Systems, including lifecycles, project management and security
Learn the basics of IT infrastructure components
Understand the database-related aspects and its use and management
Get up-to-date with latest paradigms of AI, ML, Cloud, IoT, Block Chain etc

Skill
Plan, analyze and design information system solutions for various functionalities of an organization
Use basic SQL to analyze data for managerial decision-making

Attitude
Bring managerial perspective to development and use of Information Technology.
Approach Technology as a strategic asset for the growth of the organization in a globally competitive market.
Utilize Lean and Green principles as well as consider the society and nation at large while exploiting technology.

Pre-requisite
Basic understanding of the information system hardware and software is essential.

Employability
Information Systems are one of the major tools available to business managers for achieving operational excellence, developing new products and services, improving decision making, and achieving competitive advantage. When interviewing potential employees, business
firms often look for new hires who know how to use information systems and technologies for achieving bottom-line business results. Hence, this course contributes to increasing the employability of the student.

**Unit I Introduction and Overview** (3 Hrs)

DIKW hierarchy, Information as a Resource, Information in Organisational Functions, Types of Information Technology.

**Unit II Managing & Developing Information Systems, Innovation & Strategy (6 Hrs)**

Vendor Management, Role of CIO, IT Governance, Challenges for the Manager, IT Infrastructure Decisions.


Overview of IT Security, Basics of IT Operations and Lean IT.

**Unit III IT Infrastructure components** (3 Hrs)
Basics of Hardware, Software, Open Source.

Overview of Networks, Data Centre concepts.

**Unit IV Information Systems for Business** (3 Hrs)

Transaction Processing Systems, MIS, DSS, Analytics and Business Intelligence, Knowledge Management Systems.

**Unit V Managing Data Resources** (4.5 Hrs)
Challenges of Data Management, Database Concepts, Database Elements, E-R Diagrams, SQL.

Practice of SQL.

Data Warehouses, Data Mining, Big Data.

**Unit VI Disrupting Technologies** (6 Hrs)
Artificial Intelligence, Machine Learning, AI & ML - Implications for managers.

Cloud, Virtualization.

IoT.

Blockchain.

**Unit VII Sustainability, Ethics and Emerging Trends in Information Systems * (4.5 Hrs)**

Current developments and trends.

[Total 30 Hours]

$ Including 1.5 hours of practical on SQL

* Self Learning Topics/Module

Essential Reading

Recommended Reading
MBA134N Understanding Business  

Course Description  
This subject is offered as a core subject in first trimester with 3 credits score. Organisations are all around and they shape the businesses in many ways. Business organisations create a drive for innovation rather than a reliance on standard products and outmoded approaches to management and organization design. This course will provide a general introduction to management studies and a brief outline on history and development of management thought.

Course Objective  
Managers are evaluated in term of success in adapting themselves to changing business environment. This course describes the steps necessary to understand an organisation that are aligned with business objectives and provides an insight to address a range of challenges that every manager encounters. It aims to prepare students for an exciting challenging and rewarding managerial career through case studies on ‘Global Perspective’.

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

Knowledge: 
Learn to understand about the various functions of management  
Review the historical thought and relate to modern methods of management

Skill: 
Will have an in-depth knowledge on various management functions through analysis of case studies  
Exposure to contemporary management practices

Attitude:  
Ultimate gain of conceptual knowledge of understanding the business  
Interact as a professional with all the stakeholders of the business environment

Level of Knowledge: Understanding the process of any business activity in purview of the organizational structure. Sharpen organizational skills with the understanding of managerial concepts.

Unit I  
(6 Hrs)

A) Nature and purpose of Management (3 Hrs)  
Meaning; Scope; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management.

B) Evolution of Management Thought (3 Hrs)  
Evolution of Management: Teaching management through Indian Mythology (Videos of Devdutt Pattnaik, Self-learning mode)

Unit II Planning  
(6 Hrs)

Types of plans; Steps in Planning Process; Strategies, Policies and Planning premises (Planning approaches); Decision making, Forecasting & MBO.  
Planning: HBS Case and Projects of Events
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Unit III Organizing (3 Hrs)
Organizational structure and design; types of organizational structures; authority, delegation, decentralization and reengineering

Unit IV Staffing (3 Hrs)
Human resource planning, Recruitment, selection, training & development, performance appraisal, managing change, compensation and employee welfare.
Staffing: Stress Management & Career path, HBS Case

Unit V Leading (3 Hrs)
Leadership concept, leadership theories, motivation & communication.
Leading: Article on Styles of leadership by Daniel Goleman

Unit VI Controlling (3 Hrs)
Nature of organizational control; control process; Methods and techniques of control; Designing control systems.
Controlling: HBS Case and Projects of Events

Unit VII Social Responsibility, Ethics and Stress Management (6 Hrs)
Concept of social responsibility; corporate governance, managing ethical behaviour, Tools of Ethics and Management of Stress.
CSR & Corporate Governance: HBS Case of Enron/Kingfisher Airlines in Corporate Governance as it is not a separate subject going forward.

[Total 30 Hours]

Essential Reading

Recommended Reading
MBA135N Statistics for Management 3 Credits

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

Course Objective
This course attempts to enable the students to conceptualize business problems in statistical terms and to enhance their understanding and application of fact and evidence based decision making process.

Learning Outcomes
At the end of the course, the student should be able to acquire the following knowledge, skills and attitude

Knowledge

Know the practical application of selected statistical tools (CLO2)
Prepare data for statistical analysis leading to business decisions (CLO1)
Statistically analyse basic economic indicators (CLO1, CLO2)

Skills

Work efficiently with statistical functions in MS Excel (CLO11, CLO13)
Conduct basic statistical analysis using MS Excel (CLO11, CLO12)

Attitude

Appreciate the use of statistical thinking in taking effective business decisions. (CLO22)

Level of Knowledge: Conceptual and Working

Unit I Data Visualization (3 Hrs)
Frequency distributions, histograms, stem-and-leaf displays, cross-tabulation, bar charts, pie charts, and scatter plots.
Data Preparation: Editing, coding, data entry, cross-tabulation, and graphical displays using MS Excel

Unit II Introduction to Probability (4 Hrs)
Probability - Event algebra*. Conditions of statistical dependence and independence, Types of probability, probabilities under conditions of statistical independence, conditional probability under statistical dependence, Bayes’ theorem and its applications.

Unit III Probability Distributions (4 Hrs)
Unit IV Sampling Methods and Estimation (5 Hrs)
Sampling - Need, benefits and limitations. Probability and Non-probability sampling methods. Sampling distributions, Central Limit Theorem
Estimation: Point and Interval estimators of mean and proportion - Determining sample size using confidence interval approach.

Unit IV Testing of Statistical Hypothesis (5 Hrs)
Concepts basic to hypothesis, null and alternative hypothesis, testing procedure, level of significance, Types of errors. Measuring power of a hypothesis test. Testing of means and proportions for small and large samples, testing of difference between means and proportions for small and large samples.

Unit V Chi-square Test and Analysis of Variance (4 Hrs)
Chi-Square test of goodness of fit and test of independence. ANOVA, Multiple comparison procedures.
Inference about population variance. Overview of Analysis of CRD, RBD, LSD, and factorial designs.
t-Tests, Chi-square test for Goodness of Fit and independence of attributes, ANOVA using MS Excel.

Unit VI Correlation and Regression (5 Hrs)
Concept of Correlation - Measure of Correlation & Interpretation. Simple Linear Regression - Form, fitting, prediction, hypothesis testing in linear regression. Residual analysis for validation of assumptions* - normality, homoscedasticity, outliers and influential observations.
Correlation and Regression using MS Excel.

[Total 30 Hours]

Essential Reading

Recommended Reading
MBA136N Foundations of Marketing 1 Credit

Course description:
This course is designed to offer the fundamental aspects, ideas, concepts and examples of how marketing is understood and practiced to the students of MBA during the first trimester. The course will focus on establishing a strong understanding of the role played by the customer in the larger idea of business and how a marketer could spearhead business decisions by providing customer insights to the top management or decision makers. The course will discuss at length the philosophy behind marketing as a business orientation in comparison with other orientations such as production, product and sales.

In addition to the mentioned aspects, the course will dwell into offering practical understanding of why and how markets are segmented. What are the pre-requisites to be considered while choosing a target market? And what positioning strategies could be developed to create the required impact in the chosen market.

The course is offered using class discussions, micro-projects, case study analysis as pedagogic tools. This course has two components of continuous internal assessments, one mid-trimester examination and an end-trimester examination.

On completion of the course, the participant will be able to:

Knowledge
- Define marketing and provide his/her own understanding (meaning) of marketing.
- Have clarity on the philosophy of marketing and how it affects overall business environment
- Know how segmentation, targeting and positioning strategies are formulated and implemented.

Skills
- Work in teams on micro-projects
- Look for customer insights from various data sources presented to them
- Make presentations and communicate his/her perspective and ideas clearly and confidently to the audience.

Attitude:
- Effectively realize the importance of customer orientation in business decisions.

Syllabus:
Unit I Introduction to Basic Marketing Concepts (6 Hrs) Introduction to Marketing

Reference Text: Chapter 1, Marketing Management by Kotler, et.al.,
Importance and Scope of Marketing; Core marketing concepts; Company Orientations;
Marketing Realities; Integrated, Internal and Performance Marketing; Marketing Management Tasks
Value Philosophy in Marketing
Reference Text: Chapter 3, Marketing Management by Ramaswamy & Namakumari

Understanding the value philosophy, Meaning of value; Value Creation and Delivery; Value Delivery Process; Value Delivery and Upstream Marketing; Value Innovation; Co-creation of value
Analyzing the Marketing Environment
Reference Text: Chapters 4, 5 and 6, Marketing Management by Ramaswamy & Namakumari
Components of Environment; Macro Environment; Environment specific to the firm; Global Environment – global economy, global demographics, consumer environment, technology environment, competition environment.

Marketing environment of India and the Marketing Challenges

**Unit II Market Segmentation, Targeting, Differentiation & Positioning**  
(4 Hrs)
Reference Text: Chapters 8 & 11, Marketing Management by Kotler, et.al.,

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

[Total 10 Hours]

**References:**
OTHERS

MBA181N Organizational Structure Training (OST) 3 Credits

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

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

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

Course Delivery
Organization Structure Training (OST) should be undertaken for thirty days in a reputed manufacturing organization with a minimum turnover of Rs. 100 crores.

The organization should be sufficiently large with all departments such as human resources (HR), production, marketing and finance.

Students are required to be in touch with their mentor while choosing the organization and till the completion of the study. They need to apprise the faculty-mentor about the progress of the OST on a weekly basis.

Students will be provided with an introduction letter by Associate Dean to enable them to approach companies for undertaking the OST.

Students have to do a self-study on the types of business organizations clearly identifying the advantages and disadvantages of every type. Further they need to map and relate their organization of study to its type.

Students need to keep a soft copy of draft of the report. Some of the broad chapters of report can be as follows.

- Introduction to Organization
- Organization Structure
- Functional Departments
- SWOT Analysis
- Functional Highlights across Key Result Areas (financial performance, marketing performance etc., over the years)
- Findings, Recommendations and Conclusions

On joining the MBA program in June, the report has to be finalized as per the Academic Standards Handbook (to be made available to students on joining) in consultation with their respective faculty mentors.
Students will make OST presentation in their respective mentor group after the commencement of MBA program and the best presentation from each mentor group will be presented to all the candidates of first year MBA. Students are necessarily required to get OST completion certificates from the organizations supporting their OST, clearly mentioning the number of days of student visits for OST work.

**Course Work**

OST project work should cover the following topics.

- Organization’s history
- Profile of the product
- Mission, objectives and strategies of the organization
- Organization chart - Design & Structure
- Policies and procedures followed
- Functions of various departments and their managers
- SWOT analysis of the organization
- Key Result Areas (KRAs) of the organization
- Significant factors for success
- System of accounting followed
- Product promotional measures
- Career planning and promotion policy of employees
- Training measures
- System followed for purchase of materials
- HRD measures (including welfare measures)
- Manpower planning
- Performance appraisal system
- Financial highlights during the last three years
- Future plans for growth of the organization
- Views of managers at various levels and non-managerial staff by detailed interaction.
- Advantages and drawbacks of the organization structure
- Recommendations to overcome the drawbacks.
- Modifications, if any, to the organization structure.

**References for Information on Topics**


Meenakshi Gupta. *Principles of management*. PHI.


Interaction with company people

Website of organization
MBA 121N Business Communication 3 Credits
Number of Teaching Hours: 30

Course Overview
This course is offered in the first trimester and it emphasizes the importance of communication in the world of business. Today communication plays a vital role for effective and efficient functioning of organization. Future leaders and managers to be successful have to master the art of both verbal & non-verbal communications. This course teaches students to effectively build networks with the corporate world to kick start their career. The course equips the students to acquire core competencies & skill sets to be better communicators.

Course Learning Outcomes
At the end of the course the student should be able to

Knowledge
Learn how to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, minutes, reports and advertising, and maintaining one’s poise in private and in public.
Understand the essence of business etiquette as well as do’s and don’ts of professional writing.
By the end of the course the student will be much more confident about his/her communication skill.

Skill
Formulate and structure better formal and informal emails, reports, dialogues etc.
Be successful networkers and build corporate relations.

Attitude
Appreciate the essence of communication and its implication in his/her professional life.
Be confident about his/her communication ability.

Unit-1  Foundations to Business Communication  (4 Hrs)
Introduction and implication of communication in the modern business world – Barriers in communication and how to overcome them – types – key stages and seven steps to effective communication – Global communication patterns – Cross cultural understanding of communication – Planning Communication – Why? (Purpose) – Who? (Audience) – And How? (Content) – Argument Building

Unit-2  Writing skills  (7 Hrs)
The power of writing and various phases of writing – Rules of good writing – Importance of grammar and vocabulary – Business letters –routine letters – bad news and persuasion letters –job application letters etc. – Internal communication through memos – minutes – notices and reports

Unit-3  Business Networking  (6 Hrs)
Introductions – Business Card – Describing Your Job– Describing a Company – Emails – Email Guidelines – Appropriate Tone in Email – Effective Opening and Closing Sentences in Email – Meeting Arrangements on the Telephone – Meeting Arrangements (Email) – Text
Messages in Arranging to Meet Someone – Writing Invitation Emails – Writing Follow-up and Thank You Emails

Unit-4 Oral Communication (5 Hrs)


Unit-5 Employability Skills (5 Hrs)

An Introduction to soft skills – Basic skills required for employability – Types of competencies – Listening skills – Assertive skills – Self-evaluation skills – Style practices – voice – smiles and gazes – Communication through Presentations – Principles governing the use of audiovisual media – Principles of Effective Presentations.

Unit-6 Business Etiquettes - An Introduction (3 Hrs)


Essential Text Books:


Recommended Reading


Additional Information

The course will be delivered mostly in the form conducting discussion, lectures and activities. The course has been designed to train the students with regard to their professional grooming and language etiquettes. The students are expected to refer the course plan and keep track of all the daily and weekly assignments and readings for the sessions to avoid low scores at the end of course.
TRIMESTER-II

CORE SUBJECTS

MBA231 Marketing Management 3 Credits

Course Description
This course is aimed at providing exposure to students on concepts, tactical tools and implementation nuances of marketing decisions in business. The course provides detailed inputs on individual marketing mix elements and the linkages between each one of them.

This course provides conceptual and practicing knowledge of product/brand development; pricing mechanisms and various pricing options available for marketers; develop effective communication strategies and identify and evaluate distributing options for the designed customer value proposition.

The course is offered using class discussions, micro-projects, case study analysis as pedagogic tools. This course has two components of continuous internal assessments, one mid-trimester examination and an end-trimester examination.

Learning outcomes
On completion of the course, students will be able to;

Knowledge
- Appreciate concepts related to marketing and how it aids decision making in business
- Develop reasoned perspective on value creation to customers and how it related to value created for the organization

Skills
- Design a comprehensive marketing plan
- Evaluate marketing practices followed by companies on its strategic and operational relevance

Attitude
- Place marketing decisions on its significance in the broad context of strategic business decisions in organizations

Unit I Dealing With Competition
Reference Text: Chapter 9, Marketing Management by Kotler, et.al., (4.5 Hrs)

Competitive Forces; Identifying & Analyzing Competitors; Competitive Strategies for market leaders; Other competitive strategies; Balancing customer and competitor orientations

Building Competitive Advantage
Reference Text: Chapter 11, Marketing Management by Ramaswamy & Namakumari

Unit II Consumer & Business Markets (6 Hrs)

Competitive advantage – A requisite for delivering; Value and executing strategy; Nature & Significance of Competitive Advantage; Sources of Competitive advantage, diagnosing a firm’s competitive advantage; Building Competitive advantage; Concept of core competence
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Reference Text: Chapters 6 & 7, Marketing Management by Kotler, et.al.,

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

Unit III Product and Brand Strategy (4.5 Hrs)
Reference Text: Chapter 8, Marketing by Baines, et.al.,

Product Levels; Classifying products; Product Range, Line, Mix; Product Lifecycles; New Product Development, New Service Development; Stages of Product Development; Adoption Process; Branding

Unit IV Pricing to Capture Value (3 Hrs)
Reference Text: Chapter 14, Marketing Management by Kotler, et.al.,

Pricing Environment; Consumer Psychology & Pricing; Pricing Philosophy; Setting Price; Price Adaptations; Initiating Price Changes; Responding to Competitors’ Price Changes

Unit V Developing Effective Distribution, Logistics and Retailing (4.5 Hrs)
Reference Text: Chapters 15 & 16, Marketing Management by Kotler, et.al.,

Marketing channels and Value Networks; The role of Marketing channels; Channel Design Decisions; Channel Management Decisions; Channel Integration and Systems; Conflict; Cooperation and Competition; E-commerce, Retailing, Private Labels

Unit VI Promoting Value (4.5 Hrs)
Reference Text: Chapters 10& 11, Marketing by Baines, et.al.,

Marketing Communications; Communication Theory; Personal Influencers; Marketing Communications Mix; WOM, IMC, Cultural aspects of Marketing Communication; Advertising, Sales Promotion, Personal Selling, Direct Marketing; Public Relations; Account Management; Mix Selection; Media

Unit VII Sustainable Marketing, Ethics and influence of AI on Marketing (3 Hrs)
Reference Text: Chapter 20, Marketing by Baines, et.al.,

Corporate Social Responsibility & Sustainable Marketing; Ethics and Marketing; Ethical Decision Making Process; Ethics in Distribution Management, Promotion, Offering Products and Pricing; Universalism/Relativism in Marketing Ethics; Bribery; Influence of AI on Marketing activities

Reference Text: Chapter 22, Marketing Management by Kotler, et.al.,

Cause-related Marketing; Social Marketing.

[Total 30 Hours]

References:
MBA232 Individual and Group Behaviour in Organizations 3 Credits

Course Description
This core course aids students to understand, predict and influence individual and group behaviour. The course is designed to introduce the field of organizational behavior, giving special attention to the major challenges and the paradigm shift facing individuals and groups in today's organizations; it covers individual understanding of personality, perception, learning, attitudes and values and their influence in organizational context; it provides students with understanding of group processes and dynamics, motivation and job satisfaction; It will create opportunities to become aware of one’s own behaviour and understand others’ behaviour. The experiential learning method is adopted to understand self, others and groups.

Learning Outcomes
- To gain a basic knowledge of individual and group behaviour as a distinct field in management with an emphasis on practical application.
- To enhance the students’ understanding of one’s own behaviour and its impact on others.
- To develop a meaningful insight to diagnose and effectively deal with human behaviour at the workplace.
- To develop students skills for influencing and managing individuals and groups thus enhancing personal & interpersonal skills.
- To increase students understanding of how individuals and groups influence organizations in goal achievement.

Level of Knowledge: Basic Knowledge, Understanding and application

Unit I Introduction to Organizational Behaviour (4 Hrs)
Historical Development, Behavioural sciences and Organizational behaviour, Meaning, Importance, Basic concepts, methods and tools for understanding behaviour, Challenges and Opportunities, OB model, ethical issues in organizational Behaviour (Self learning modules) *

Unit II Individual Behaviour – Personality, Perception and Learning (7 Hrs)
**Personality:** Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers. (3 hrs)
**Perception:** Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations. (3 hrs)
**Learning:** Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool (3 hrs)

Unit III Attitudes, Values & Job Satisfaction (5 Hrs)
**Attitudes:** Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Effects of employee attitude, Job related attitudes (3 hrs)
Values: meaning, importance, source and types, and applications in organizations. (3 hrs)
**Job satisfaction:** Measuring Job Satisfaction, Causes of Job Satisfaction, impact of satisfied and dissatisfied employees on the workplace (3 hrs)
Unit IV  Motivation  
(5 Hrs)  

Unit V Groups & Teams  
(5 Hrs)  
Groups – Meaning, classification and nature of groups, Stages of group development, an alternative model for Temporary Groups with punctuated equilibrium model, Group properties: Roles, Norms, Status, Size and Cohesiveness, Group decision making (3 hrs)  
Teams -Meaning of teams, Types of teams, Creating Effective teams, what makes individuals into effective team players, Team development, Team decision making. (3 hrs)

Unit VI Contemporary Issues  
(4 Hrs)  
Organizational behaviour (OB) in global context, Boundary less organizations, cross-cultural management, managing multicultural teams, communicating across cultures, OB in the digital age (Self learning modules) *

[Total 30 Hours]

Skill Development
Case studies, group discussions, exercises, games, role-plays & psychological instruments will be adopted.
Term paper, small group interaction, group tasks and presentations will be made compulsory.
Self directed group learning and presentations/assignments on various contemporary developments in the corporate world and a study of important websites on ob.

*indicates self learning modules which will be evaluated through seminars, presentations based on research/ written assignments

Essential Reading

Recommended Reading
MBA233 Management Science 3 Credits

Course Description
This paper is offered as a core subject in the second trimester. It develops and nurtures an analytical attitude and prepares students for careers in all possible walks of life. It portrays and formulates optimization methods for different business situations. The course has two approaches – mathematical and probabilistic.

Course Objective
The objective of this course is to teach the application of various optimization methods in different business situations.

Learning Outcomes
At the end of the course, the student should be able to, acquire the following knowledge, skills and attitude

Knowledge (CLO 1, CLO2)
Create mathematical models and apply them in business
Solve a variety of mathematical models and make inferences from the solutions.

Skills (CLO 11, CLO13)
Advise functional decision makers using results from mathematical models
Use advanced options in Excel solver.
Apply algorithms used to derive the optimal solution for standard LPP, Transportation and Assignment, Project Scheduling, and Sequencing.

Attitude (CLO22)
Be open to the idea that complex business information can be converted into clear and parsimonious mathematical models, that when solved will help to optimize resources.

Level of Knowledge -Conceptual, analytical, problem solving

Unit I Introduction to Operations Research and LPP (6 Hrs)
Introduction: Evolution - importance - scope and impact on business - Models - by function; by structure; by environment - limitations of OR techniques
Introduction to LPP- formulation, Graphical method, Sensitivity analysis and Duality theory.

Overview of Simplex method.
Formulating and developing a spreadsheet model for LPP and use of Excel solver. Solution and Sensitivity Analysis using Excel.

Unit II Transportation Problems (6 Hrs)
Nature and scope - Optimal solution - North West Corner rule - Matrix minima method - VOGEL’s Approximation Method (VAM) - Test for optimality - Modified Distribution Method (MODI) - Unbalanced transportation problems
Spreadsheet models for Transportation problems.

Unit III Assignment Problems (3 Hrs)
Hungarian method - Unbalanced assignment - Maximization in assignment - Travelling salesman problem - Transhipment problem. Flight assignment problems. **Spreadsheet models for Assignment problems.**

**Unit V Game Theory (4 Hrs)**
Introduction to Game theory - Definition - Payoff - Types of games - 2-person zero sum game - maximin/minimax principle. Applications of Saddle point theorem.

**Unit VI Sequencing and Simulation (4 Hrs)**
Sequencing: Processing \( n \) jobs through 2 and 3 machines.
Simulation: Introduction - random number generation - Monte Carlo Technique - application.

**Unit VII Applications of Markov Chains (4 Hrs)** Applications of Transitions Matrices of Markov Chains - Brand Switching Analysis, Attrition Analysis, **Spreadsheet models.**

**Unit VII Queuing Theory (3 Hrs)**
Queuing Theory: Features of the Waiting Line system - Kendall’s Notation - Queuing models - Single Channel/Infinite capacity.

[Total 30 Hours]

**Essential Reading**

**Recommended Reading**
MBA234 Financial Management 3 Credits

Course Description
In this course, the focus shifts from recording and analyzing the financial books to using the accounting information efficiently for managerial effectiveness. While financial accounting provides information for external users, financial management forms a useful tool for internal users namely the managers. Students learn concepts of financial management such as time value of money, cost of capital, capital structure, dividend policy and sources of finance and further learn to use these concepts for decision making.

Course Objective
This course attempts to make students understand the important elements of business finance and the financial concepts governing them so as to make them well conversant with the role of a finance manager.

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

Knowledge
- Understand the important elements of business finance and the financial concepts governing them.
- Understand the difference between accounting function and finance function. Appreciate the decision facilitating roles of financial management.

Skill
- Develop the skill necessary to facilitate investment evaluation and decision-making. Acquire the required analytical ability for an effective role of a finance manager.
- Develop problem-solving skills with an application orientation to the problems of the real world.

Attitude
- Appreciate the ethical and social dimensions of managing finance and taking financial decisions in business.
- Understand the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation to all the stakeholders.

Level of Knowledge: Basic, Applied / Working

Unit I Overview of Corporate Finance (Self Learning Module)
Scope of finance, Finance functions, financial manager’s role, financial goal Profit maximization vs. wealth maximization, Organization of finance function.

Unit II Time Value of Money (4 Hrs)
Level of Knowledge: Working Knowledge
Time preference for money; Future value of a single cash flow & annuity, Present value of a single cash flow of a single cash flow and annuity, Simple interest & compound interest, Capital recovery & loan amortization, Stated vs. effective rate of interest
Unit III  Cost of Capital (4 Hrs)
Objectives: Concept of opportunity cost of capital, Method of calculating cost of capital- cost of debt, preference & equity capital, CAPM model, Determination of weighted average cost of capital (WACC), Weighted marginal cost of capital.

Unit IV  Investment Decision (7 Hrs)
Objectives: Nature of investment decision, Type of investment decision, Investment evaluation criteria, Compare & contrast NPV & IRR. Determining cash flows for investment analysis: Cash flows v/s profit Incremental cash flows, components of cash flows.

Unit V  Working Capital Management (4 Hrs)

Unit VI  Capital Structure and Dividend Policy (6 Hrs)
Introduction, planning the capital structure, capital structure theory (in brief), Factors in determining capital structure decisions. EPS / EBIT analysis and EPS/ ROE analysis. Dividend theories (Walter, Gordon, M&M), Dividend policies in practice, Bonus shares.

Unit VII  Sources of Finance (5 Hrs)
Sources of Long-term Finance: Shares, Debentures and term loans; Raising long-term finance- IPO, Right issue, Private placement etc. International sources of finance – ECB, FCCB, ADR, GDR etc (only the product and not the process of raising money).

[Total 30 Hours]

Essential Reading
   Pandey, I M(2010),financial management.(10e)Vikas publishing house pvt ltd.

Recommended Reading
MBA235 Microsoft Excel 1 Credit

Course Description
Microsoft Excel is a proprietary spreadsheet application developed by Microsoft. Its significant features include calculations, functions, graphing tools, pivot tables among others. Microsoft Excel has varied uses for managers in the business like planning, estimating, budgeting, forecasting, tracking, reporting, creating dashboards, analyzing varied business scenario and financial modeling. Spreadsheet programs are developed to automate tasks such as mathematical calculations, inferential statistics and data analysis among others. It is essential that every management student must acquire these skills as it enables a budding manager progress in his career.

Course Objective
This course attempts to build the skills of MBA students to effectively use Excel as a tool while handling data. Current MBA students are future young managers who would don multiple roles in the functional areas of Production, Planning, Personnel Management, Marketing, Payroll and Accounting.

Learning Outcomes

Knowledge
Be familiar with Advanced Excel features & functions that are frequently used to solve business problems.

Skills
Identify business problems through practice exercises
Acquire hands-on skills in Excel
Find solutions with appropriate features & functions using Microsoft Excel
Interpret the solution for a given problem situation

Attitude
Focus on the problem identification
Draw meaningful insights from a given scenario

Level of Knowledge: Working

Unit I Basics of Excel (1.5 Hrs)
Introduction to Rows, Columns and Cells, Insertion and deletion of rows and columns, Create, Edit, Copy, Move and Link worksheets, Absolute and Relative cell references, Data validation, Sorting & Filtering

Unit II Formatting sheets (1.5 Hrs)
Formatting of data, Formatting (Text, Number, Cell styles – Alignment), Borders and fill patterns, Adjusting column width and row height, Copying format (Paste & Paste special), Conditional Formatting (Highlight cells, Top/Bottom)

Unit III Working with Charts (1.5 Hrs)
Creating and formatting charts, Primary & Secondary data points, Building picture charts, Understanding various types of charts

Unit IV Introduction to Functions (3 Hrs)
Commands and Functions with reference to data manipulation, Logical functions - IF (), SUMIF (), COUNTIF (), AVERAGEIF (), Mathematical functions – SUM(), SUMPRODUCT(), COUNT(), SQRT(), POWER(), AVERAGE(), MAX(), MIN(), MEDIAN(), MODE(), STDEV() Financial functions – PV (), FV (), PMT (), NPV (), IRR ()
Unit V  Using lookup & reference functions, Data Analysis (1.5 Hrs)
CHOOSE(), LOOKUP(), VLOOKUP(), HLOOKUP(), MATCH(), Nested Ifs, What-if analysis-Goal Seek

Unit VI  Working with Reports (1.5 Hrs)
Creating pivot tables, formatting and customizing pivot tables, swapping rows and columns, grouping fields, Drill down, Calculations & Reporting, pivot charts

Unit VII  Specialization Specific Topics (4.5 Hrs)

Finance
Understanding the framework of a financial model
Good financial modeling practices, organizing the historical - (financial statements), building financial ratios for trend analysis & forecasting, Forecasting the P& L, Balance sheet forecasting and validating, Forecasting cash flow statement, Sales projections & merging of graphs

Handling Huge data
Data cleaning, Using macros to automate data cleansing and data analysis, SQL – handling huge data using SQL

Lean Operations & Systems
Data Analysis
Pivot tables, creating subtotals, multiple-level subtotals, consolidating data from multiple sheets and files using pivot tables, viewing subtotal under pivot, creating slicers
Macros
Relative & Absolute macros, Editing macros

Marketing
Power pivot
Understanding data pattern through aggregation using pivot and power pivot, sort of building relation among multiple tables
Introduction to macros
Automating the analytics process-procedures, methods, program and functions applications

Human Resources
Data Analysis
Pivot tables, creating subtotals, multiple-level subtotals, consolidating data from multiple sheets and files using pivot tables, viewing subtotal under pivot

References for e-content:
http://www.excel-easy.com/functions/cell-references.html
http://www.excel-easy.com/examples/pie-chart.html
http://www.excelfunctions.net/
http://www.compufield.com/advance_excel_content.html

[Total 15 Hours]
MBA236 Operations Management 3 Credits

Course Description
This paper is offered as a Core mandatory course in the third Trimester. It develops an insight into the Strategy, planning, manufacturing and control aspects of Operations. It prepares students for careers in the area of Operations Management encompassing both manufacturing and service organizations.

Course Objective
This course provide students, the insights related to the Strategy, Planning, Execution and control aspects of Operations related to both manufacturing and service sectors. Various concepts such as Supply Chain Management, Project Management, TQM, Product & Process design which are related to Operations for enhancing the effectiveness are dealt with.

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

Knowledge
Gain expertise on the concepts of Operations Management which include Inventory management, Project management, Supply Chain Management, Total Quality Management for effective utilization of resources and meeting the customer expectations.
Develop Operations strategies to ensure manufacturing companies and service companies are competitive globally.

Skills
Use Analytical skills in solving problems related to Inventory management, Project Management Supply chain Management and Total Quality management.
Use good reporting skills to make reports related to Operations Management.

Attitude
Developing understanding of other functional department goals and the overall goals of organization and align the operation department goals to suit organizational goals.

Level of Knowledge Conceptual and Basic understanding of the fundamentals of operations Management.

Unit I Introduction and Operations Strategy (5 Hrs)

Unit II Business Process Design (4 Hrs)

Unit III Inventory Measurement: (4 Hrs)
Inventory Management: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, ABC, EOQ, FSN, VED and VMI
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Unit IV  Supply Chain Management (4 Hrs)
Introduction to SCM, Bull whip effect, Push and Pull Systems Role of Technologies in SCM.

Unit V  Quality Management (5 Hrs)
Management of Quality – Introduction to QM tools such as TQM, SPC, 7 QC tools and Six Sigma

Unit VI Project Management (4 Hrs)

Unit VII  Current trends in Operations Management * (4 Hrs)
Ethical issues in OM. Lean concepts & Sustainable operations

[Total 30 Hours]

* Self learning module

Essential Reading

Recommended reading
MBA239 Analysis of Financial Statements  
1 Credit

Course Description
This course is a continuation of the course Financial Accounting For Managers which is offered in the first trimester. This course deals with analysing the financial statements of a company. As the students already know how to prepare financial statements, during this course, they will learn how to analyse them. The three financial statements analysed in this course are Profit and Loss account, Balance Sheet and Cash Flow Statement.

Course Objective
This course attempts to familiarize students to derive conclusions on profitability, liquidity and solvency of a firm from its financial statements. This course intends make students able to analyse and interpret the financial health of an organization and use the same for fact based decision making.

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

Knowledge
Appreciate decision facilitating roles of accounting information.
Read and understand contemporary developments in the area of accounting.

Skills
Understand and analyse information contained in Financial Statements.

Attitude
Appreciate the ethical dimensions in accounting and reporting and be able to adopt a socially responsible outlook while preparing accounting statements.
Bring about an integrative understanding of the entire business while reading and / or preparing financial statements.
Understand the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation to all the stake holders.

Level of Knowledge: Basic and Working

Unit I Analyzing financial statements:  
(8 Hrs)
Profit and Loss Account and Balance sheet
Ratio Analysis, Vertical Analysis, Horizontal Analysis

Unit II Cash Flow statement  
(7 Hrs)
Cash flow from operating, investing and financing activities
Interpreting cash flow statement
Free cash flow

[Total 15 Hours]

Essential Reading

Recommended Reading
TRIMESTER- III

CORE SUBJECTS

MBA331 Managing Human Resources 3 Credits

Course Description
This course is an introduction to the human resources function and related elements and activities. The course outlines the roles and functions of members of the human resources department, as well as educating others outside human resources, in how their roles include human resources-related activities. The student will learn about the evolution in human resources management as we know it today. Emphasis is placed on the modern day importance of HRM and the new “corporate view” of the function. Additionally, the student will be exposed to the view of HRM from the perspective of both management and subordinate employees. The importance of maintaining fair and equitable compensation and benefit programs will be discussed. The student will be exposed to practical situations and problem solving, regarding areas of employee counseling, discipline and termination. Other critical areas of training and development, staffing and strategy will also be explored.

Course Objective
This course attempts to integrate the understanding of the human resources management framework with the management best practices, tools and models.

Learning Outcomes
By the end of the course, the student should be able to

Knowledge
Integrate the understanding of the human resources management framework with the management best practices, tools and models.

Skills
Plan, keeping in mind the changing roles of HR Managers while developing strategies, initiatives and programs in their organizations.
Implement interventions which addresses the human capital as a critical role in firm's viability in the knowledge economy.
Develop the core human resources management skills and competencies in people which include HRM knowledge, planning, control, problem-solving and communication skills.

Attitude
Evolve into a “holistic” human resource professional.

Level of Knowledge: Basic knowledge, understanding and application

Part A: Acquisition of Human Resources

Unit I Human Resource Management (4 Hrs)
Concept: Meaning, Objectives, Scope, Functions, models of HRM, Corporate strategies & HRM.
Human Resource Management in changing environment
Human Resource Management in India and present day scenario. Strategic HRM, skills and competencies of HR professionals Overview of ethical choices in HRM and expected professional standards (Self Learning module)*.
Unit II  Human Resource Planning, Job Analysis and Design  (4 Hrs)
Definition, Objectives scope and importance, Methods of forecasting, Job analysis – objectives, process and methods, job description, job specification, job evaluation and job design.

Unit III  Recruitment, Selection, Socialization and Retention  (4 Hrs)
Meaning and objectives, sources and constraints of recruitment, Selection process, Methods of selection, reliability and validity of test, meaning and importance of socialization, methods of socialization and retention of employees Ethical dilemmas in recruitment and selections, promotions and transfers. Employee privacy and confidentiality in testing (Self Learning module).*

Part B: Development of Human Resources:

Unit IV  Human Resource Development  (4 Hrs)

Part C: Motivation of Human Resources:

Unit V  Performance Management & Appraisals  (4 Hrs)

Unit VI  Wage & Salary Administration  (4 Hrs)

Part D: Maintenance of Human Resources

UNIT VII  Industrial Relations- Basic Concepts  (6 Hrs)
Meaning and importance of industrial relations, Trade unions, Collective bargaining and Workers’ participation in management.

[Total 30 Hours]

Skill Development
1. Use of HRD instruments
2. Simulations

*indicates self learning modules which will be evaluated through seminars, presentations based on research/ written assignments/projects

Essential Reading

Recommended Reading
MBA332 Research Methodology 3 Credits

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

Course Objective
This course attempts to equip the students with the art of managerial decision-making, based on economic principles.

Learning Outcomes
At the end of the course, the student should be able to acquire the following knowledge, skills and attitude

Knowledge (CLO1, CLO2)
- Distinguish between various kinds of research questions and research designs
- Use qualitative, quantitative and mixed methods research, as well as relevant ethical considerations
- Design questionnaire, data collection techniques
- Conduct statistical analysis using univariate, bivariate and multivariate techniques

Skills (CLO12, CLO13, CLO18)
- Formulate research questions and develop a sufficiently coherent research design
- Assess the appropriateness of different kinds of research designs and methodology
- Write research reports and research briefs.
- Effectively interpret research results and make appropriate business decisions

Attitude (CLO21, CLO22)
- Develop independent thinking for critically analyzing research reports
- Promote research aptitude to bring out quality projects, internships and thesis, which require formal research approach.

Level of Knowledge
Participants are required to a basic understanding of topics covered in Managerial statistics course in the first trimester. Participants must review and understand data presentation, data summary, inferential statistical methods of estimation and hypothesis testing including test for mean, proportion, variance, ANOVA F test, Chi-Square tests and Simple linear regression.

Unit I Introducing Business Research (2 Hrs)
*Business Research: Concepts, Research skills, types of research, manager-researcher relationship, limitations of research. Research Problem Definition - Problem definition, hypothesis, variables and measurement.

Unit II Research Process and Proposal (3 Hrs)
Research process, designing a research study, Sampling design, Resource allocation and budgets, Scheduling of projects.
Research Proposal: Purpose, Proposal development, types, structuring the proposal and valuation.
Unit III Ethics in Business Research  
(2 Hrs)  

Unit IV Data Measurement, Sources and Collection  
(6 Hrs)  
Sources of Data: Primary versus Secondary data, Library research, Literature review, use of internet. Data collection design: Qualitative - Focus group discussion, Projective techniques, Depth interview, Observation and Surveys  
Measurement: Nature, data types, sources of measurement differences, characteristics of sound measurement, validity and reliability.  
Scaling Design: Definition, classification, response methods, rating and ranking scales, scale construction, arbitrary scale, graphic scale, Itemized rating scales.

Unit V Research Design  
(4 Hrs)  
Research design – and overview, the basic stages of research design, classification of research designs – Descriptive, causal, longitudinal, cross – sectional, Experimental and Exploratory.

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

Unit VII Analysis of Research Data  
(6 Hrs)  
Overview of hypothesis testing- t-test, F-test, Chi-square test, Correlation, Regression, Discriminant analysis, MANOVA, Factor analysis, Cluster analysis.

Unit VII Report Presentation  
(2 Hrs)  

[Total 30 Hours]

Essential Reading  

Recommended Reading  
MBA333 Enterprise Resource Planning  3 Credits

Course Description
The course develops an understanding of management of various functions in an organization and its integrated approach for dynamic business issues. It gives a good learning on the processes of ERP Vendor Management, Project management and the details of a successful Implementation. Practical exposure to modules of ERP through hands-on lab sessions on SAP software is also incorporated as part of the course curriculum.

Course Objective
This course attempts to help the students to develop a good understanding of cross functional business processes and how an integrated enterprise resource planning solution can be implemented as a project for various functions

Learning Outcomes
Learning outcomes expected from this course are given below

Knowledge
Understand the fundamental framework for Enterprise Resource Planning (ERP) in an organization.
Identify the various functional modules for vertical and horizontal workflow of business operations.
Understand how managers could take better decisions through integration of information.

Skills
Gain expertise in selection of ERP software and the associated issues and challenges in implementation.
Gain expertise in understanding of business processes that can be integrated in a seamless chain through hands-on lab sessions on SAP software.

Value the significance of data integration across functional modules by managers
Appreciate sharing of data across various functional departments for better decision making

Level of Knowledge
Students should have undergone basic courses preferably on operations management

Unit I  Introduction to ERP  (4 Hrs)
Overview of Enterprise, ERP concepts, Justifying ERP investments, Need for ERP, Risks & Benefits of ERP, ERP market, ERP solution providers/vendors,

Unit II  Enterprise Basics & Preparation for ERP implementation  (4 Hrs)
Understanding of Business, Function, Processes, Cross Functional Processes, Understanding various Functional departments in a Business, Traditional Information Model, Evolution of packaged software solutions, Operational motivations for ERP, Pre-implementation tasks, Requirements definition, Cost Benefit Analysis, ERP Transition Strategies,

Unit III ERP Implementation and Post Implementation. (6 Hrs) ERP Implementation Strategies, methodologies and challenges, ERP implementation lifecycle, Vendors and Consultants, Training & Education, Data Migration. Post 42
Implementation activities, Success & Failure factors of ERP implementation, Operation & Maintenance of an ERP system, Measurement of the performance of ERP system

**Unit IV  ERP Project Management**  
(3 Hrs)  
ERP Project teams, Project Scheduling, Key Factors for Success of ERP projects, Examples of Industry Project Planning Tools, Software,

**Unit V  SAP as a ERP Package: Theory & Lab**  
(6 Hrs)  
Business modules of ERP, Introduction to SAP, Modules of SAP, Understanding of SD module, Lab Practice sessions for SD Module of SAP

**Unit VI  ERP: Related Technologies & Security**  
(3 Hrs)  
Business Process Reengineering, Business Intelligence and Analytics, Product Life Cycle Mgmt(PLM), Geographic Information systems(GIS), ERP and SCM, CRM, OLAP, Security Systems for ERP,

**Unit VII  ERP- Present & Future market**  
(4 Hrs)  
Enterprise Application Integration, ERP and e-Business, ERP, Internet and WWW – ERP II, Open Source and Web-enabled ERP, Cloud computing, Cloud based models – CAPEX, OPEX, Virtualization, Mobility in ERP, Integrity in Data handling.

[Total 30 Hours]

*Self learning module

** Lab Sessions

** Essential Reading**

**Recommended Reading**
MBA 334 Integrated Basics of Sustainability  
1 Credit

Course Description
The course is offered as a core subject in the third trimester. The purpose of the course is to instill a sustainability-oriented mindset and aspiration among students, at the broad level, to inspire them to apply it further in their respective streams, career and lives, so as to contribute (to the society and the planet) as holistic, responsible individuals and leaders. The course builds up the basic theoretical aspects of sustainability so that students who are interested in taking further courses in sustainability offered by the different departments, can make informed choices.

Course Objective
The objective of this course is to provide a fundamental orientation to students on the context, the strategy case and the futuristic leadership outlook based on sustainability.

Learning Outcomes:
At the end of this largely perspective-building course, students will be able to develop:

Knowledge (CL01, CL02)
- Learn about sustainability as a strategy imperative
- Know different practices, frameworks and tools adopted by sustainable organizations

Skills (CLO01, CL013, CL015)
- Get an overview of frameworks and tools available to drive sustainability into the future.

Attitude (CLO22, CLO23, CLO24, CLO25)
- Understand need for sustainability at different levels and contexts- the planet, the business and the individual
- Develop sensitiveness towards and aspiration for sustainability across their career and life.
- Develop a future outlook on sustainability as a leadership domain, to grow as holistic, value-creating and responsible management professionals.

Level of Knowledge
Basic Level

SYLLABUS
Unit I The Context of Sustainability-(Global, Business, Individual) (1.5 Hrs) Reality of Climate Change, The imperative of resource conservation, The business case: Risks & opportunities for business, Need for individual social responsibility (ISR)

Unit II The response to the sustainability challenge (1.5 Hrs) Perspectives on Sustainable Development and definitions, Evolution of business responsibility, Sustainable Development Goals, Sustainable Development in India-gaps & opportunities

Unit III The Practice of Sustainable Business (1.5 Hrs) Key emerging trends in sustainability, Key concepts: Triple Bottom Line, Conscious Capitalism, Stakeholder Management, Sustainable Value Creation, Circular economy, Social entrepreneurship as a path to sustainability &ISR

Unit IV Sustainability strategy and integration (1.5 Hrs) Eco-advantage strategy, Learning from examples of sustainability strategy, Integration of sustainability
Unit V Sustainability leadership & Communication (1.5 Hrs) Features of a sustainable Company, learning from sustainable businesses and leaders, Communicating sustainability – Growth of reporting

Unit VI Overview of Frameworks, methods and tools (1.5 Hrs) ISO26000, Coalition for Environmentally Responsible Economies (CERES), Natural Step, UN Global Compact, National Voluntary Guidelines, Global Reporting Initiative

Unit VII Future outlook and way forward (1 Hr) Summary and conclusion for the course, Sustainability Auditing of Companies, Introduction to the sustainability course in the second year

[Total 10 Hours]

Required Reading
Weibrecht, Giselle (2010), The Sustainable MBA-The Manager’s Guide to Green Business, Reprint Wiley India

Recommended Reading
Beginners dictionary on sustainability, A Cognito Production (provided in the course pack)
Zadek S. (1999), Stalking sustainability, article in Greener Management International, Summer 99, Issue 26 (provided in the course pack)
Sisodia R., Sheth J. & Wolfe D. (2014), Firms of Endearment, Pearson Education (Provided in the course pack)
Ligteringen E. &Zadek S. Future of Corporate Responsibility Codes, Standards & Frameworks, an (online) Executive Briefing by The Global Reporting Initiative and Accountability (Provided in the course pack)
Esty, D. C. and Simmons, P. J., (2006) Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage (Copies from the library)
CROSS FUNCTIONAL ELECTIVES

MBA351 Cross Functional Decision Making 1 Credit

Course Description
This value added course is provided for the students in the form of simulation workshop in order to analyze the cross functional decision making of the students. The course is offered in a workshop mode to expose students in groups to the decision making situations in business scenario. It helps to understand the nuances of various functions and their integration in an organisation.

Learning Objectives
At the end of the course the students should,

Knowledge
Develop an in-depth knowledge of their functional area and have working knowledge of other functional areas.
Develop an understanding of the interfaces between the functional areas in an enterprise.

Skill
Develop an ability to take analyze uncertain, dynamic, global business situations and take optimal decisions.

Attitude
Appreciate the cross-functional nature of decision making.
Develop ability to work in cross-functional teams.

Course Delivery
Students would be given a reading assignment (which would require minimum 8 hours) to have a better understanding on the case and to prepare accordingly for the simulation exercise.
Students undergo a two day (18 hours) intensive simulation exercise that covers the areas of HR, Marketing, Finance, Operations and General Management.
Students must prepare a presentation on the consolidated learning from the simulation workshop (3.5 hours). Presentations must cover the business scenario, the problem, solutions and the learning.
Students have to present their learning in a mentoring session (1.5 hours) and the same would be evaluated by the respective mentor.

Simulations are carried out in groups of 4-5 students.
The simulation game is delivered in collaboration with M/s enParadigm, an organization that specializes in simulation games and imparts training for corporate executives.
Students are evaluated on their performance in contributing to the group, brainstorming with discussions and making a right decision during the conduct of the simulation.
Students will need to submit the draft of the report. Content of report is as follows.

Introduction to the business scenario Industry Profile
Functional Areas involved in decision making
Identification and evaluation of Opportunities
Best Alternative chosen
Decisions made with justification
Results and learning outcomes
Summary and Conclusion

Mentors would be evaluating the reports submitted by the students.

Course Work:
Students to take up the reading assignment (8 hours) and prepare accordingly before the workshop. They must participate in the workshop for two days (18 hours) and record their learning from the same.

Students individually have to prepare for the presentation of their experience gained from the simulation activity and learning outcomes from the same (3.5 hours). The same has to be presented to the mentor (1.5 hours).

Individual reports need to be prepared based on the format provided and submitted to the respective mentors.

Students would be assessed by the mentors based on the presentation and report.
TRIMESTER- III

FUNCTIONAL CORE COURSES

Finance

MBA3041F  Security Analysis and Portfolio Management  4 Credits

Course Description
This course is offered as a finance elective for the MBA programme. It develops an investment attitude and prepares students for careers in the areas of finance and investment. Students opting for finance specialization would find this course to be important as its applications can be seen while understanding financial markets.

Course Objective
This course attempts to develop a conceptual and analytical understanding of framework of evaluating financial instruments & markets and inculcates investment intelligence in students.

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

Knowledge
Understand the framework of securities market and its functioning.
Develop a conceptual and analytical understanding of the framework of evaluating a security, namely a bond or equity.
Develop an understanding of financial statements and their analysis for fundamental valuation of companies.
Develop a working knowledge of the understanding of different financial instruments, their risk and return performance and their appropriateness while constructing portfolios.
Understand portfolio construction theories, its management techniques and strategies.

Skill
Develop good analytical ability on the basis of macroeconomic factors, industry factors and company specific factors that influence the markets.
Apply different tools of fundamental analysis for analyzing financial statements.
Extract data from corporate databases for analyzing companies’ financial performance.
Develop a conceptual and analytical framework of evaluating a security.

Attitude
Develop an integrative thinking and an understanding of the nuances of the interconnectedness of the markets and the economies.
Understand importance of the role of participants’ emotional intelligence in financial markets.
Appreciate the ethical and social dimensions that are important while participating in financial markets.
Understand the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation to all the stake holders.
Understand the ethical and social dimensions of financial reporting and to identify window dressing, if any.

Level of Knowledge: Conceptual, Working and Applied
Unit I Introduction: The Investment Background (12 Hrs) Overview of the Investment Environment and Investment Process; Organization and Functioning of securities markets - types of markets, issues, orders and trading strategies; securities trading (trading cost, short sales, margin trading); Security market indices - Stock market indices; Bond market indices. The investment setting - What is an investment? The Asset Allocation decision - Individual investor life cycle; the need for a policy statement; Input to the policy statement; constructing the policy statement; the importance of asset allocation. Code of Ethics and Standards of Professional Conduct. (refer chapter 24.5 and Appendix B of the text book by Reilly and Brown on Analysis of Investments & Management of Portfolios); mutual funds- structure, types, risk and return.


Unit III Equity Valuation Models (8 Hrs) Valuation by comparable- Intrinsic Value versus Market price- Dividend discount models, Constant growth and multistage growth -Price Earnings Ratio and other comparative valuation ratios-Free Cash flow valuation approaches- Comparing valuation models- Analysis of growth companies; Valuation of alternative Investments. Technical analysis – Advantages of technical analysis; Technical trading rules and indicators

Unit IV Portfolio Theory and Practice (3 Hrs) An introduction to Portfolio Management - Some background assumptions; measures of risk, return and utility; Markowitz portfolio Theory; portfolio mathematics- covariance and correlation of returns; portfolio return; portfolio risk; capital allocation; optimal risky portfolios; index models


Unit VI Bond Analysis and Bond Portfolio Management (5 Hrs) The Analysis and Valuation of Bonds – The fundamentals of Bond Valuation; computing bond yields; term structure of interest rates; interest rates risk, duration and convexity; Bond Portfolio Management strategies– Passive Management Strategies; Active Management Strategies
Unit VII  Applied Portfolio Management  
(2 Hrs)
Equity portfolio management strategies – Passive Vs Active management; An overview of style analysis; asset allocation strategies; Evaluation of Portfolio performance – Composite Portfolio Performance measures; Application of Portfolio performance measures; Evaluation of bond portfolio performance.

[Total 45 Hours]

Essential Reading

Recommended Reading

Evaluation Pattern

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MBA342F Management of Banks

Course Description
This course is offered as a finance specialization mandatory course for the MBA program. It prepares students for careers in Banking and Finance industry. Students opting for this specialization understand the various aspects related to management of banks from a macro perspective mainly.

Course Objective
This course attempts to make students understand the broad functioning of a bank both at the macro and at micro levels and measure the performance of banks.

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

Knowledge
- Understand the broad functioning of a bank both at the macro and at micro levels.
- Gain foundation in the key issues confronting bank managers today.
- Recognize the trade-offs involved in making financial decisions and to develop the logical thought processes needed to reach reasonable conclusions in a banking business.

Skill
- Measure a bank performance using key metrics which are different from other entities business models.
- Develop a critical analytical thinking in credit proposal processing and disbursing loans.

Attitude
- Appreciate the ethical, social and governance dimensions concerning banking industry.
- Develop an integrative thinking of the functioning of the banking industry with the rest of the economy.
- Understand the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation to all the stake holders.

Level of Knowledge: Moderate and Applied

Unit I Functions of Banks and Financial Institutions (1.5 Hrs)
Role of commercial banks in the economy- Intermediation between savers and users of money in the economy. Payment and Custodial services as functions. Universal Banking License Vs Differentiated Banking License.

Unit II Overview of the Banking Industry & Regulation (2 Hrs)
Structure of banks in India. Perspectives of Indian banking sector. Banking policy environment. (Reference: RBI circulars)

Unit III Banking Products and Services (Self Study)
Deposit products: Deposit Accounts, Current Accounts and Savings Accounts - Credit products – Term loans, Working capital loans – Cash Credit and Overdraft Accounts. Payment services and Custodial services, as products.

Unit IV Evaluating Bank Performance (4 Hrs)

Unit V Managing Cost of Funds and Liquidity in banks (8 Hrs)
Overall liquidity analysis. Estimating marginal cost of funds for pricing assets and taking investment decisions. How do banks meet legal reserve requirements and manage cash assets? A model to estimate liquidity needs and plan for temporary cash deficiencies and longer-term liquidity needs.

**Unit VI Credit and NPA Management**  
(4 Hrs)
Basic credit analysis principles and the characteristics of different types of loans. Procedure for estimating a business borrower’s cash flow from operations. Basic credit scoring models applied to individual borrowers. Interpreting financial statements and generating cash flow estimates to determine repayment prospects. Customer profitability analysis the basic framework used to assess whether a bank is profiting from a customer’s total relationship. NPA regulations governing banks and NPA management.

**Unit VII Risks in Banking**  
(8 Hrs)
Trade-offs involved in balancing credit risk, liquidity risk, interest rate risk, market risk, operational risk etc. How do banks measure and manage interest rate risk? Pricing of securities, total return analysis to investors and the determinants of interest rates. GAP analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on net interest income. Regulatory capital requirements under Basel III norms.

**Unit VIII Contemporary Topics**  
(2.5 Hrs)
Relevance of socially responsible banking and financial inclusion. Technology in banking, off-the-shelf products versus in-house developed, in-sourcing versus outsourcing key technology functions. Recent trends in International banking, Fintech revolution in banking, role of technology in increasing efficiency of existing and emerging banking products and services

[Total 30 Hours]

**Essential Reading**
RBI circulars; Banks Annual reports, Business newspaper articles to follow the trends in banking.

**Recommended Reading**
MBA341H Industrial Relations  
3 Credits

Course Description
The course is offered as a human resource elective for students specializing in HRM in the first year (third trimester). The course helps the students to understand and apply the concept of industrial relations and the system in which it operates. The paper increases understanding about relations between different stakeholders and its linkage with organizational effectiveness. It provides hands-on experience for students in discipline and grievance handling. It helps students to enhance their knowledge about compliance activities.

Course Objective
This course attempts to help the students to understand and apply the concept of industrial relations and the system in which it operates.

Learning Outcomes
By the end of the course the student should be able to:

Knowledge:
- Analyse the present state of Industrial relations in India and gaps which are existing in the system.
- Implement the concepts and principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
- Integrate ER (employee relations) for a Manager practically to handle day-to-day ER issues.

Skill:
- Explore various options which are available for a HR manager in handling industrial grievances and disputes.

Attitude:
- Confidently occupy IR manager posts in various industries and pave the way in enhancing the quality of industrial relations of the country.

Level of Knowledge: Basic working knowledge, understanding and application

Unit I  Economy and the Labour Force in India  (2 Hrs)
Introduction, The Indian Economy, Labour force in India, Structure, Composition and Trends, Key Issues and critical challenges, meaning and scope of Industrial relations, the systems frame work, Theoretical perspectives (theories of industrial relations).

Unit II  Industrial relations in a comparative frame work  (Self-learning module) * (2 Hrs)

Unit III  Collective Bargaining and Tripartism and Social Dialogue  (3Hrs)
Introduction, The Concept of Collective bargaining, Nature and legal frame work of collective bargaining, levels of bargaining and agreements, collective bargaining and stake holders, negotiating techniques and skills, Types of and levels of tripartite agreements, assessment of the working of Tripartism, bipartite consultative machinery, strengthening tripartite social dialogue.
Unit IV  The Role of Government in Industrial Relations  (2 Hrs)
The means of state intervention, role of state in industrial relations at the state level, industrial conflict, reference of disputes to boards, courts or tribunals, voluntary reference of disputes to arbitration, strengthening conciliation, promoting alternative dispute resolution mechanisms.

Unit V  Workers participation  (5 Hrs)
Meaning of participation, Purpose of workers participation, Types and degree of participation, Government policy and participation, Structure of participative management, Nature and benefits of participative management, Quality circles, Composition of quality circles, Functioning of quality circles, Cases relating to quality circles with Indian Case studies.

Unit VI  The Industrial Disputes Act, 1947:  (8 Hrs)

Unit VII  The Industrial Employment (Standing Orders) Act, 1946:  (4 Hrs)
Objects, Definitions [ Employer, Industrial Establishment, Standing Orders], Scope of the Act, Establishments to which this act doesn’t apply, Procedure for submission of draft standing orders, Procedure for certification of standing orders, Conditions for certification of standing orders, Payment of subsistence allowance, Penalties.

Unit VIII Issues in Labour Policy and Labour reform  (Self Learning module)*  (4 Hrs)
Key concerns in labour policy, reviewing the link between parliament the judiciary, and the executive, managing employee grievance, nature and causes grievance, grievance procedure, managing discipline, managing good industrial relations, future of industrial relations. – Discussions on Labour issues with reference to Indian Scenario.

[*indicates self learning modules which will be evaluated through presentations/discussions and write ups in the class.]

[Total 30 Hours]

Essential Reading

Recommended Reading
Course Description
This paper is offered as a human resources elective in the third trimester. It develops understanding for the human resources planning and recruitment, selection and prepares students for careers in the areas of human resources. Students opting for this elective specialize in the various aspects of HR Planning, recruitment and selection - concepts of human resources and planning, considerations in various types of human resources planning, managing vacancies, selecting of right tools for selection process, Analysis of selection processes, various types of interviewing techniques, career planning and career movement within the organization.

Learning Outcomes
By end of the course, the student should be able to

Knowledge
Explore and understand the issues involved in manpower planning and selection methods in the industry
Understand and develop the techniques required for selection & retention of employees.

Skill
Identify and match organizational needs and individual potential for better HRM practices.

Attitude
Systematically approach Workforce planning and selection.

Level of Knowledge: Advanced knowledge, understanding and application oriented

Unit I Manpower Planning (6 Hrs)
Manpower Planning: Objectives (micro and macro levels), Benefits, advantages, limitations, problems - HR planning, linkage of HR planning with other HR functions, influencing factors in manpower planning keeping in mind strategic focus - Manpower planning: tools, methods and techniques: Job analysis, Skills analysis/ skill inventory, Performance appraisal, Manpower inventory - Use and applicability of statistical and mathematical models in manpower planning - Census analysis - Markov analysis

Unit II Selection (6 Hrs) Selection Criterion in Industry - Role of Scientific Selection in Personnel Management,
Manpower Planning and Organizational Structuring: Challenges of Selection in today’s world - Value of good employees - Selection Policy and Strategy - Source of Recruitment. Steps of Systematic Selection, Selection Tests - Intelligence Aptitude, Personality - Psychometric Testing (Quantitative issues such as scoring, and interpretations to be discussed) Exercise on Psychometric Testing - Group Selection Methods - Assessment Center.

Unit III Reliability and Validity of Selection Tool (4 Hrs)
Unit IV Interviewing Techniques for Selection (4 Hrs)
Meaning and importance of Interviews, Types of interviews, Biases and Errors in interviews and tests, Skills, tools and techniques of the selection interview.

Unit V Induction and Socialization (Self learning module) (3 Hrs)
Meaning and Importance of socialization. Induction – Meaning, Importance, types, processes and practices in organizations.

Unit VI Internal Mobility (3 Hrs)
Internal mobility: Promotion, Transfer, Demotion and Separation.

Unit VII Career Planning and Succession Planning (4 Hrs)
Meaning, importance of career planning and succession planning. Advantages of career planning and succession planning.

[Total 30 Hours]

Skill Development
- Thought paper on effect of industrial life cycle on HR planning
- Practical problems in reliability and validity
- Case studies
- Mock job fair to understand effectiveness of selection process

Self learning modules will be evaluated through presentations and Q/A sessions.

Essential Reading

Recommended Reading
MBA343H Performance Management & Employee Counselling 3 Credits

Course Description
It can be argued that the perceived defects of appraisal systems (that line managers regarded them as irrelevant, involving form-filling to keep the personnel department happy, and not as a normal process of management) led to the development of more rounded concepts of performance management. Performance management is a process, not an event. It operates as a continuous cycle. Corporate strategic goals provide the starting point for business and departmental goals, followed by agreement on performance and development, leading to the drawing up of plans between individuals and managers, with continuous monitoring and feedback supported by formal reviews. Performance management as a process contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. It establishes shared understanding about what is to be achieved and is an approach to leading and developing people. This course focuses on the performance management process and how it works and outlines the tools used in performance management and evaluation. The students will examine the development of Performance Management in organizations. This course will develop basic skills among students to independently handle a wide range of employee counseling and performance counseling issues.

Course Objective
This course attempts to develop basic skills among students to understand how performance management as a process contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance.

Learning Outcomes
By the end of the course, the student should be able to:

Knowledge
- Appreciate the concept, scope, process and significance of performance management systems.
- Plan the different approaches used to define performance.
- Gain insights into the different forms of performance management frameworks and performance dashboards.

Skills
- Link performance management and organizational strategy.
- Set and implement performance dashboards.
- Apply the appropriate performance management frameworks. Design, implement and evaluate PMS.
- Inculcate fairness and equity mindset in designing and administering PMS.
- Develop concerns regarding professional hazards involved in various jobs while prioritizing performance matrices and employee counseling.

Level of Knowledge: Advanced knowledge, understanding and application

Unit I Introduction: Performance Management (3 Hrs)
Concept and perspectives, definition, philosophy behind performance management, strategic focus, pre-requisites, imperatives, five factor model, Performance prism, Elements of effective management, Performance management as a business strategy
Unit II Performance management system (3 Hrs)
Functions, Prerequisites, Generic model of PMS - Objectives & strategy, Assessment of organizational needs, setting organizational performance expectations, and Competency based performance management system - setting up of a competency based performance management system. Designing of performance management systems, performance management system in Indian companies (Self learning modules *)

Unit III Establishing performance management process (4 Hrs)
Performance planning- Theories of goal setting, Goal setting theory, Expectancy theory , setting of performance criteria, process of setting performance criteria, methodologies of performance planning, process of performance planning, barriers to performance planning-organizational & individual, competency mapping & its linkage to performance planning. Performance managing & its process. Challenges ahead in performance management systems

Unit IV Performance Appraisal (8 Hrs)
Concept, need and objectives, principles, uses and process of performance appraisal, characteristics of effective appraisal system, approaches to PA- behavior based & results focused. Different methods of PA : traditional and modern,-straight ranking method, paired comparison method, critical incident method, bars, MBO, 360 degree or Multirater assessment & its debate, Balanced score card : Assessment centers, PA for managers , supervisors and workers. Common rating errors, common pitfalls in PA, improving quality of Performance ratings, Development of performance appraisal/review system. Performance review discussion, reliability and validity of appraisal, Training for evaluation, continuous feedback, potential appraisal, PA as a training needs assessment (Self Learning module).*

Unit V Performance Monitoring (4 Hrs)
Concept, DSMC/ATI model, Process of Performance monitoring, On-going Mentoring & protégé development, Mentoring benefits to managers.

Unit VI Emergence and Growth of Counseling Services (4 Hrs)
Approaches to counseling, Counseling process- beginning, Developing and terminating a counseling relationship and follow up. Counselor’s attitude and skills of counseling, Assessing Clients problems

Unit VII Selecting Counseling Strategies and Interview (4 Hrs)
Definitions changing behaviour through counseling special problems in counseling, Application of counseling to organizational situations with a focus on performance counseling.

[Total 30 Hours]

Skill Development
Lecture sessions, case studies, assignments, role plays and class presentations.
Live projects to be undertaken in various MNC’s
The class will be exposed through, group discussion, and several other analytical approaches to identify and influence effective and ineffective behaviors (to better manage employee populations on an ongoing basis).
Students will design & present performance management systems for various types of industries.

*indicates self learning modules which will be evaluated through seminars, presentations based on research/written assignments/projects

Essential Reading

Recommended Reading
Marketing

MBA 3041M Sales Management & Negotiation Skills  3 Credits

Course Description
This course differs from the rest of the curriculum in some important respects. The focus of the course is a set of interactive exercises and simulations topped up with lectures and templates driven pedagogy. Managerial success requires agreement and collaboration with other people. This is certainly true for transactions between organizations and customers, and between investors and start-up companies.

Course Objective
This course attempts to enable students to become more effective sales professional and a negotiator.

Learning Outcomes
After completion of this course students should be able to:

Knowledge (Domain Expertise CL01 and Knowledge Application CL02)
- Create value and execute sales deals with efficiency and effectiveness.
- Become effective sales professional and negotiators.
- Understand the strategic role, sales function plays as part of overall marketing strategy.
- Acquire strategic thought process and competencies related to sales.

Skills (Problem Solving CL011, Research Skill CL012, Analytical Skill CL013, Creative Thinking CL014, Practical Skill CL017, Presentation Skill CL017 and Verbal Skill CL018)
- Construct templates on permanent journey plan, annual operating plans and setting sales targets.
- Demonstrate higher levels of selling and negotiation skills.
- Sharpen decision making skills for being better sales manager.

Attitude (Team Work CL021, Scientific temperament CL022, Global perspective CL023, Social Sensitivity CL024 and Personal Integrity CL025)
- Ingrain the ability to work with sales personnel of diverse backgrounds and lead sales teams.
- Ingrain the capacity to reflect and learn from every sales experience.

Level of Knowledge: Conceptual and Basic.

Unit I Sales Management  (5 Hrs)
Nature and importance of sales management, Dimensions of sales management
Lateral relationships of a Sales manager.
Planning and organizing Sales Force
Estimating market potential and forecasting sales
Importance and definitions of Sales forecasting methods-quantitative and qualitative techniques.
Organizing the sales force --Nature and characteristics, Basic types of organization, Specialization within sales department.
Unit II Management of the Sales Force (5 Hrs)

**Sales Force Staffing Process:** The planning phase, The recruiting phase - The selection phase - Hiring and assimilation Phase.

**Directing the Sales force:** Time and territory management - Objectives and criteria for territory formation, Sales territories design, Time management, Routing and scheduling

**Sales quotas and compensation:** Purpose, Types of quotas, Administration of quotas, Objectives of a compensation plan, Developing the compensation plans - basic and combination, Trends in compensation plan.

Restructuring quotas due to changes in organization, product portfolio, and geographical coverage.

**Controlling and evaluating the sales force:** Analysis of sales, costs and profitability, Budgeting, Sales analysis - Marketing cost analysis - Increasing sales force productivity.

Unit III Personal Selling (10 Hrs)

The different approaches - Benefit selling, Relationship selling, Stimulus response selling, Formula approach, Need satisfaction selling, Problem-solving selling, Consultative selling

**Selling process:**
Preparation & Prospecting - Challenges of prospecting, qualifying leads, effective prospecting.

Sales Approach, Diagnosis and Solution generation.

Handling Objections: common customer objections, Reasons why prospects raise objections, Objection handling techniques and methods.

Closing call: Types of sales closures.

**Sales Communication Skills:**
Sales communication & collaborative process, Questioning, Active listening, Body language
Sales presentation: presentation planning & format, organized presentations, sales reports

**Persuasion/assertiveness:** Principles of persuasion and assertiveness - methods and techniques.

Consumer promiscuity, Importance of user experience as a necessity for sales.
Commoditization of brands, shorter product life cycle, Importance for the salesperson to create trust and credibility in a personal capacity, three types of trust, Trust by Reputation Trust Transferred and Trust earned, Paradigm Shift from a superior product to a user experience

Unit IV Negotiation Skills (10 Hrs)

**Understanding negotiation:** What is negotiation, Rules of negotiation, behaviors of successful negotiators, Negotiation styles.

**Negotiation tactics & counter measures:** Common negotiation tactics, dealing with tough negotiators. Building a Personal Brand. Inside Sales

Self-learning mode: Cross cultural negotiations & Negotiation ethics.

[Total 30 Hours]

**Essential reading**

**Recommended Reading**
Futrell, M. C. *Sales management teamwork, leadership and technology*. Thomson.
MBA342M Marketing Research  
3 Credits

Course Description
Marketing research is an applied management discipline that is critical to understanding markets and customers in order to make better marketing decisions. The key objective of this course is to provide a learning environment for acquiring the essential working knowledge of when and how to conduct marketing research and the most effective way to communicate marketing information to support marketing decisions.

This course gives on hands opportunity to conceive a research project study, design the study, execute it, and report on the findings in a professional manner. The course project will reinforce and integrate the concepts learned in marketing, research methodology and business statistics courses taken up in previous terms.

Organizations are using analytics strategically to make better decisions and improve customer and shareholder value. Core topics in marketing analytics like statistics, data analysis and information and decision support systems have been a part of business education for long. This course is also designed to present the emerging discipline of analytics in a unified fashion for potential application in problems related to marketing like forecasting, segmentation, classification using data analysis software applications using Predictive Analytics Software PASW (SPSS).

Course Objective
This course attempts to provide students the essential working knowledge of when and how to conduct marketing research and the most effective way to communicate marketing information to support marketing decisions.

This course also attempts to present the emerging discipline of analytics in a unified fashion for potential application in problems related to marketing using data analysis software (PASW-SPSS)

Learning Outcomes:
After completing this course, the students will be able to:

Knowledge
- Understand the needs of marketing managers for marketing and market information
- Understand Research Methods and analytics
- Learn methods of Predictive Analytics used in Marketing

Skills
- Determine the objectives of the marketing research project
- Identify the type of research that will best help achieve the objectives
- Learn how to write a good marketing research proposal
- Write reports that convey marketing information simply and effectively and encourage marketing action
- Present marketing information to garner and maintain the attention of marketing decision makers.
- Use of PASW (SPSS) application for data input, coding, preparation, cleaning and analysis for marketing related applications.
- Use descriptive, predictive and prescriptive analytics models for solution to marketing problems.
Attitude
Develop a curious and inquisitive mind.

Use of PASW (SPSS) application for data input, coding, preparation, cleaning and analysis for marketing related applications.

To develop a proactive orientation in decision making using predictive Analytics.

Unit I Introduction and the marketing research process (3 Hrs) Level of Knowledge: Conceptual
Applications of Marketing Research, Limitations of Marketing Research, Secondary and Primary Research, Ethical considerations in Marketing Research, Information need, defining the Research Objective, Designing the Research Methodology,

Unit II Research Methods and Questionnaire Design, Sampling Methods (6 Hrs)
Exploratory and Conclusive Research, Experiments, Designing Questionnaires for Market Research, Scales of Measurement, Structured and Unstructured Questionnaires, Types of Questions, Reliability and Validity of a Questionnaire Basic Terminology in Sampling, the Sample Size Calculation, Sampling Techniques.

Unit III Data Management using PASW (SPSS) and Hypothesis testing (9 Hrs)
Level of knowledge: Application
Introduction to PASW application’ Data input, coding, recoding and data reshaping in PASW. Split file, Descriptive Analysis using PASW, Visualization, exploration and extracting data summary statistics and their interpretation

Introduction to Hypothesis testing: General procedure for hypothesis testing, cross tabulations: two variables, three variables, general comments on cross tabulations, Statistics associated with cross-tabulation; Parametric tests: One sample, two independent samples, paired samples
Non-Parametric tests: One sample, two independent samples, paired samples; Understanding communalities using factor analysis.

Unit IV Analysis of variance and Predictive Analytics for Decision Making (9 Hrs)
One-way analyses of variance, identify the dependent and independent variables, test the significance, and interpret the results, assumptions of analysis of variance
Regression marketing mix models for analytics using PASW, Discriminant Analysis for classification into two or more groups, Cluster analysis for Segmentation, Euclidian Distance analysis.

Unit V Major Qualitative Research Techniques (3 Hrs)
Level of Knowledge: Conceptual and Application
Major Qualitative Research Techniques:
Primary data: qualitative versus quantitative research, rationale for using qualitative research, classification of qualitative research procedures, Focus Group Interviews: characteristics, planning and conducting focus groups, advantages, disadvantages and applications of focus groups, online focus group interviews, advantages, disadvantages and uses of online focus groups, Depth Interviews: characteristics, techniques, advantages, disadvantages and applications of depth interviews, Projective techniques: Association techniques, completion techniques, construction techniques, expressive techniques, advantages and disadvantages of projective techniques, applications of projective techniques, Analysis of qualitative data.
Pedagogy
This course is entirely based on project based learning pedagogy. Here the emphasis is “learning by doing”. The project will be planned, designed, executed and closed by teams of 3 students each with the anchor faculty of the course declaring the teams on the first day of the course. Anchor faculty of the course will coordinate all the monitoring and evaluation activities related to this course.

Each team will discover and define a marketing related research problem relevant to a client industry / general marketing concepts. Each team will go through a typical marketing research process as defined by the following steps.

Step 1 : Problem Definition
Step 2 : Development of an Approach to the Problem
Step 3 : Research Design Formulation
Step 4 : Fieldwork or Data Collection
Step 5 : Data Preparation and Analysis
Step 6 : Report Preparation and Presentation

[Total 30 Hours]

Recommended Reference Material:

Research Project Deliverables
Deliverable 1: Marketing Research Problem Statement
Deliverable 2: Marketing Research Proposal
Deliverable 3: Data Collection Instrument (Questionnaire)
Deliverable 4: Master Data Sheet
Deliverable 5: Final synopsis of the research project
Deliverable 6: Final Project Report

Evaluation
CIA 1: In Class presentation of project proposal (10 Marks)
CIA 2: In Class presentation of final synopsis of the project work (25 Marks)

Pre –Data Collection Phase: 50 Marks

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<td>2</td>
<td>Data Collection Instrument</td>
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<td>3</td>
<td>Research Design</td>
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Post –Data Collection Phase: 50 Marks

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<td>2</td>
<td>Final Synopsis of the project work / Generation of Marketing Insights</td>
<td>12.5 (25%)</td>
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<td>3</td>
<td>Project Report / Presentation</td>
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MBA 343M Fundamentals of Service Marketing  

Course Description
This paper is offered as a marketing elective in the third trimester and it emphasizes the importance of the service industry which is going through a period of revolutionary change. Service sector has become the most important space for business houses. The customer revolution, the business environment, global players have brought in tremendous changes to service industry. The course equips the students to acquire core competencies & skill sets to make a successful career in the service sector.

Course Objective
This course attempts to equip the students to acquire core competencies & skill sets to make a successful career in marketing domain in the service sector.

Learning Outcomes
After completion of this course students should be able to:

Knowledge:
- Understand service mix elements from Business to Business perspective
- Match demand and capacity for various business scenarios
- Be familiar with the issues of ethics and consumer concerns related to service pricing
- Know the principles of effective service utility and service recovery

Skill:
- Develop a blue print for service process with all the necessary elements
- Be familiar with key customer feedback collection tools
- Recognize the power of service guarantees

Attitude:
- Develop positive outlook towards service delivery

Level of Knowledge: Conceptual and Basic

Unit I  Understanding Service Markets, Products and Customers (5 Hrs)
Perspectives on Marketing in the Service Economy: Introduction to services, importance & role in new economy, distinguishing characteristics from physical products posing marketing challenges, expanded marketing mix.
Customer Behaviour in Service Encounters: Customer decision making: The 3 stage model of service consumption, understanding service encounters, defining moments of truth, Customer expectation and perception of services

Unit II  Building the Service Model (9 Hrs)
Developing Service Concepts: Defining the core and supplementary elements of a service, The flower of service, Planning and branding service products, Development of new services.
Distributing Services: Determining the type of contact: Options for service delivery, Place and time decisions, The role of intermediaries, Distributing services internationally.
Pricing and Revenue Management: Tripod strategy of pricing, Activity based costing, Demand elasticity based on pricing & customer segments, Yield management to maximize revenues.
Services marketing communication: Setting communication objectives, Challenges (intangibles) and opportunities in communicating services, marketing communications mix using internet.

Unit III  Managing the Customer Interface  (9 Hrs)
Designing and managing service processes: Blueprinting service operations to create valued experiences, Service process redesign, The customer as co-producer.
Balancing Demand & Productive Capacity: Patterns & Determinants of demand, managing demand levels, overcoming capacity constraint, Inventory demand through waiting lines & reservations.
Crafting the Service Environment: Understanding consumer responses to service environments, Dimensions of the service environment.

Unit IV  Implementing Profitable Service Strategies  (7 Hrs)
Managing relationships & building loyalty: Customer loyalty, The Wheel of loyalty, Creating loyalty bonds, Strategies for reducing customer defections, CRM.
Achieving Service Recovery: Customer complaining behaviour, Principles of effective service recovery systems, Service guarantees, discouraging abuse and opportunistic behavior, learning from customer feedback.
Improving Service Quality and Productivity: Integrating service quality and productivity strategies, what is service quality, The GAPS model- A conceptual tool to identify and correct service quality problems, Measuring and improving service quality, improving service productivity.

[Total 30 Hours]

Essential Reading

Recommended Reading
MBA3041B Business Data Management 3 Credits

Course Description
The course is offered to Business Analytics specialization students in the third trimester. It is an introductory course on Relational Database Management (RDBMS) concepts.

Data being a resource by itself, it becomes part of an organization’s asset management. Managing data while maintaining accuracy, integrity, quality and consistency is significant while taking relevant business decisions. The course includes aspects related to database architecture as part of storage, querying of data as part of retrieval and security of data as part of management.

Students who take up this course are expected to have a basic understanding of Information Systems and its applications in various industries. Various concepts of RDBMS will be driven through hands-on sessions.

Course Objective
This course will enable students to understand the way organizations set up and manage Database Systems for their business needs.

Learning Outcome
At the end of the course students should be able to:

Knowledge:
Differentiate between data and information and the value they carry
- Understand the concepts of database management systems such as its architecture, administration and utilization
- Understand the significance and application of relational database management systems in a business enterprise

Skills:
- Use software to carry out database tasks such as Create, Update and Retrieve data from a database environment
- Use software to create and carry out basic tasks related to RDBMS environment

Attitude:
- Appreciate the value of data by understanding and practicing ethics while handling data
- Understand the importance of security aspects while working in a RDBMS environment

Unit I Database Management Systems - Overview (3 Hrs)
Data vs Information, Traditional Processing Systems, Database approach, Types of databases – Personal, Workgroup, Department, Enterprise, Inter-organizational, Virtual Storage, Ethics while handling data
Functions & Components of DBMS, Risks & advantages of DBMS, Roles & Users of DBMS

Unit II Database Architecture, Models, and Structure (6 Hrs)
Database Architecture, Database schemas – Logical, Conceptual, and Physical, Designing databases – Database design strategies, Database Models – Hierarchical, Network, Relational, Object-oriented, Object-Relational - Comparison between different data models.
Database structures – Tables, Views, Indexes
Unit III Database Management – Administration (5 Hrs)
Roles & Responsibilities of Database Administrator, Database Integrity and ACID (Atomicity, Consistency, Isolation and Durability) properties, Transaction Management, Commit and Rollback of transactions, Concurrency control and Locking, Providing database access and assigning user privileges
Importance of security in a database management system - Security threats, System vulnerability and hazards, Computer Crimes, Disaster Recovery Planning, Risk management, Information Privacy, Database logs, Database audits - Audit trail

Unit IV Database Management – Design (3 Hrs)
Logical design vs Physical design, Cardinality, Types of Keys, Entity Relationship modeling, Normalization and de-normalization. Setting up an RDBMS environment.

Unit V Data Querying and Retrieval (5 Hrs)
Introduction to Data Definition Language (DDL), Data Manipulation Language (DML), Structured Query language – Create, Update, Retrieve, Functions & Computation

Unit VI Advanced Querying (5 Hrs)
Nested Queries, UNION, JOIN, Inner JOIN, Outer JOIN, Constraints, Integrity

Unit VII Emerging Trends (3 Hrs)
Data Centers, Distributed Data Storage, Big Data – Storage and Retrieval, Web, Cloud Databases, Influence of Data Management – Social Media, Business, E-Commerce, Retail, Banking etc.

[Total 30 Hours]

Essential Reading

Recommended Reading
MBA3042B Artificial Intelligence and Machine Learning: Concepts and Applications

3 Credits

Course Description
This is a three-credit course offered to the students of MBA in Business Analytics in their third trimester. The course covers the concepts and applications of Artificial Intelligence and Machine Learning (AI&ML).

Course Objective
The objective of this course is to enable students to understand and apply the concepts of AI & ML in a business environment.

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

Knowledge
Understand the basic tools of AI & ML, their use as a knowledge representation and reasoning mechanism within an intelligent system.
Connect the decision-making problems in the business environment with AI & ML concepts.

Skills
Lead a project for implementation of AI & ML in a business environment.

Attitude
Appreciate the idea of the use of AI & ML techniques in the complex business environment to make a smart decision.

Unit I Introduction to Artificial Intelligence (3 Hrs)
History of artificial intelligence (AI). AI problems. AI techniques. Turing test. AI models.

Unit II Intelligent agents (3 Hrs)

Unit III Problem-Solving by searching (6 Hrs)

Unit IV Adversarial search (3 Hrs)
Games. The optimal decision in games. Alpha-beta pruning.

Unit V Knowledge Representation (6 Hrs)

Unit VI Natural Language Processing (5 Hrs)
Introduction, Syntax processing, Semantic Analysis, Pragmatic and Discourse Analysis.

Unit VII Latest in Artificial Intelligence (4 Hrs)
Cases of application and use of AI in Business Scenario

[Total 30 Hours]
Essential Reading:

Additional recommended text/reference(s):

Web resources
http://Philosophy.uchicago.edu/faculty/haugeland.html
MBA3043B Statistical Modeling using R

Course Description:
This is a three-credit course offered to the students of MBA in Business Analytics in their third trimester. It covers (a) introduction to the R programming language, and (b) the application of R programming language for statistical modeling. The course enables the students to use the R programming language for performing basic data analysis including data preparation, data manipulation, data visualization, descriptive statistics and statistical modeling.

Course Objective:
The objectives of the course are to (a) impart R programming skill among the students, (b) develop the ability to conceptualize business problems in statistical terms, and,(c) enhance their understanding of statistical data analysis, so as to be able to use it for solving managerial problems.

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

Knowledge:
Carry out statistical analysis of business problems using R programming.
Implement R programming environment in organizations for data analysis.

Skills:
Effectively use R programming language for basic statistics, statistical modeling and data visualization.
Perform statistical modeling using R programming.

Attitude:
Appreciate the importance of statistical thinking in taking effective business decisions.

Level of Knowledge:
Students are required to have a good understanding of topics covered in the Statistics for Management course from the first trimester. They should have reviewed and have a fair understanding of all the units therein, particularly ANOVA, Correlation and Regression.

Unit I Introduction to R
(4 Hrs)

Unit II Data Preparation in R
(4 Hrs)
Exploring raw data, basic data visualization through graphs, cleaning data, preparing data for analysis – missing and special values, outliers and obvious values.

Unit III Data Manipulation in R
(4 Hrs)
The DPLYR package and the TBL class, Selecting and mutating data – joining data with DPLYR, filtering and arranging data, Filtering based on factors, Summarizing data and the pipe operator, Group by and working with databases.
Unit IV Data Visualization in R  
Frequency tables and Cross-tabulation.  
Introduction to base graphics in R, different plot types, adding details to plots, managing visual complexity, creating plot arrays.  
Advanced plot customization, other graphics systems in R.  
The ggplot2 package, Grammar of Graphics, aesthetics, geometries, the qplot() function, statistics in graphs.

Unit V Exploratory Data Analysis in R  
(4 Hrs)  
Exploring categorical data, exploring numerical data, Descriptive Statistics - measures of central tendency and variability.  
Exploratory Data Analysis using graphs.

Unit VI Statistical Analysis  
(4 Hrs)  
Testing of Hypothesis – t-test, Chi-Square test, ANOVA, Correlation.

Unit VII Statistical Modeling  
(4 Hrs)  
Simple Linear Regression, multiple regression – assumption checking, model estimation and validation.

[Total 30 Hours]

Essential Reading  

Recommended Reading  
YEAR II
TRIMESTER- IV
CORE SUBJECTS

MBA431 Strategic Management 3 Credits

Course Description
This paper is offered as a main course in the fourth trimester. The course gives participants a General Management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Objective
This course attempts to facilitate the understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels among the students.

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

Knowledge
- Appreciate the concept and meaning of strategy, its development and implementation.
- Gain a sense of strategy implementation and the control measures for effective decision-making.

Skills
- Develop an insight on strategy at different levels of an organization.
- Understand the strategic drive in multinational firms and their decisions in different markets.

Attitude
- Develop a “General Manager” perspective to problem solving in an organizational context where the student is able to transcend the limitations of their current functional role.

Level of knowledge Conceptual and Applied

Unit I Introduction and Overview of Strategic Management (6 Hrs)
Nature and Scope - Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities,

- Resource Based View of the Organization, core competency, distinctive competency,

Unit II Strategic Analysis - external and internal factors impacting the organization (6 Hrs)
SWOT, TOWS matrix, SPACE matrix

**Unit III Strategies - Corporate, Business Strategies (12 Hrs)**

Business Level Strategy-Part 1: Competitive positioning and the business model, Competitive positioning and business-level strategy, Competitive positioning; Generic business level strategies, Dynamics of competitive positioning: Strategic Groups included

Business Level Strategy-Part 3: Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification

Strategy in the Global Environment: Porter’s Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers & Acquisitions

Strategic Change and Turnaround Strategy: Change Management, Turnaround Strategy,

**Unit IV Strategic Implementation and Control (6 Hrs)**

Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level

Implementing strategy in companies operating in single industry, across industries and countries

Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card

[Total 30 Hours]

**Essential Reading**


**Recommended Reading**


OTHERS

MBA481 Summer Internship Programme (SIP) 6 Credits

Explanation

Summer internship project (SIP) is a key requirement to complete the MBA programme. The student will have to identify and get in touch with a reputed organisation keeping in mind their specialization, area of interest learning potential and possible career opportunities. The student is expected to gain hands on training in a specific work area/role in the organisation after understanding products, processes, design culture, and all other relevant aspects of the organisation. The specific role that the student will be playing in the organisation and the scope of their work in the department will have to be finalised in consultation with the corporate mentor and with the approval of the academic mentor. SIP is expected provide students with an opportunity to apply their classroom learning to a real life business situation. The students are required to submit a final report in the specific format detailing their learning in the organisation in addition to appraising their academic mentor of the weekly progress.
MBA432D - Business Analytics  

Course Description

Organizations are using analytics strategically to make better decisions and improve customer and shareholder value. The past decade has seen remarkable growth in analytics among business organizations. Core topics in business analytics like statistics, data analysis and information and decision support systems have been a part of business education for long but presented in separate and independent courses with little topical integration. This course is designed to present the emerging discipline of business analytics in a unified fashion consistent with the contemporary definition of the field.

Course Learning Outcomes

Upon completion of this course, students will be able to complete the following key tasks:

- Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- Gain an understanding of different mathematical and statistical models available for modelling of various business scenarios including customer value assessment, customer segmentation, discrimination, choice, preference models and decision analysis methods.
- Use Excel / SPSS for data preparation and analysis for association rules, correlation, regression (OLS / Logistic), clustering, discriminant analysis, decision tree analysis and forecasting applications.

Level of knowledge

The course essentially deals with data based descriptive and predictive models to aid decision making and will use excel and related addins extensively. Therefore, participants in this course are expected to have basic understanding of topics covered in PGDM141: Managerial statistics and PGDM334: Operations Research course and should have basic exposure to working with MS excel.

Unit I Introduction to Business Analytics  


Unit II Analytics on Spread sheets  

Unit III Descriptive Analytics (7 Hrs)


Unit IV Predictive Analytics Methods (8 Hrs)


Regression Analysis – fitting, model fit measures, hypothesis testing, prediction and validating model assumptions by residual analysis. Regression model building – Stepwise, forward selection, backward elimination and optimum sub set methods. Regression models with categorical predictor variables. Regression model with non-linear terms.


Unit V Simulation, Risk Analysis and Data Mining (6 Hrs)


Unit VI Decision Analysis (4 Hrs)

Essential Reading


Recommended Reading


Evaluation

CIA I: 20 marks
Case analysis based on topics covered Units I to IV requiring students to use excel and associated addins.

Mid trimester exam: 50 marks
Two hours lab exam with students required to solve case problems using excel / excel addins used in the course.

CIA III: 20 marks
Case analysis based on topics covered Units V to VI requiring students to use excel and associated addins.

End trimester exam: 100 marks
Three hours exam with students required to solve case problems using excel / excel addins used in the course.

Attendance: 10 marks
*self-learning
TRIMESTER- IV
FUNCTIONAL CORE COURSES

Finance

MBA4041F International Financial Management 3 Credits

Course Description
This course provides students with a conceptual framework of how financial decisions are undertaken in a multinational company and familiarizes students with unique economic factors that challenge a financial manager in the international context.

Course Objective
This course attempts to sensitize students the international interference and its impact on financial decisions particularly in multinational companies.

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

Knowledge
Understand the implications of companies operating in a multinational context particularly in the context of foreign currency exposures that companies take.
Understand the concepts that are used while dealing with foreign currency.
Understand the regulatory issues connected to foreign currency markets / foreign currency operations.
Understand the different types of credit facilities that the export / import traders are eligible for with financial institutions.
Understand the market conventions while quoting exchange rates.

Skill
Measure accounting and economic exposures to which companies that deal in international trades are exposed to.
Evaluate the alternatives while taking decisions on the forward covers to hedge foreign currency exposures and choosing the most appropriate one.

Attitude
Understand the importance of being ethical and socially responsible while dealing with all the participants of the foreign exchange markets.
Understand the importance of strictly adhering to the regulations laid down while undertaking foreign exchange operations.
Develop an integrative thinking while understanding the interplay of various factors that affect the currency markets.
Understand the importance of collaborative work in diverse teams across nations while conducting business across nations.

Level of Knowledge: Conceptual and Working

Unit I Introduction to International Financial Management (6 Hrs)
The environment – the nature of international risk exposure – International Monetary system - determination of exchange rates -- Balance of payments - Interest parity - international fisher effect

Unit II Foreign Exchange Market (6 Hrs)
Functions - Participants - currency derivatives - Forwards - Swaps - Currency futures and Options – Interest rate futures – speculation

Unit III  Foreign Exchange Risk Management  (6 Hrs)

Unit IV  Managing Multinational Operations  (4 Hrs)
Multinational taxation- inter-company fund flow - Multinational working capital Management- Foreign Trade - Short-term financing - Financing the global firm – global cost of capital and financial structure – Equity and debt financing through global markets.

Unit V  Foreign Investments  (4 Hrs)
Decision – corporate strategy – International portfolio diversification - foreign direct investment - multinational capital budgeting – international project appraisal - political risk and country risk analysis.

Unit VI  An Overview of Foreign Trade and Foreign Exchange  (4 Hrs)
Management of foreign exchange instruments - money market and capital market – Exchange rate arrangement in India- foreign trade contracts: terms and documentation-managing of foreign exchange reserves-an outline of FEMA and foreign exchange management in India.

[Total 30 Hours]

Essential Reading

Recommended Reading
1. Eietemanetal David K., Multinational Business Finance. Pearson Education
MBA4042F Derivatives 

Course Description
The course provides a comprehensive knowledge to the students about the functioning of the domestic derivatives markets with a practical approach. It also kindles sufficient interest in them to consider this area for their career growth, particularly in risk management.

Course Objective
This course attempts to provide a comprehensive knowledge to the students about the functioning of the domestic derivatives markets with a practical approach

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

Knowledge
Understand the conceptual and practical framework of the functioning of derivative markets.
Develop a working knowledge about hedging, arbitraging and trading in derivative markets and the use of derivative products in risk management.
Understand derivative markets as an asset class for investments.

Skill
Analyze practically the interconnectedness of the markets and follow the day-to-day developments in the derivatives markets.
Understand and use technical analysis in derivatives trading.

Attitude
Understand the importance of ethical behavior while operating in this market.

Level of Knowledge: Working and Applied

Unit I Derivatives- An Introduction (3 Hrs)

Unit II Forwards and Futures (8 Hrs)
Forwards And Futures

Benefits of Commodity Futures- Futures Contract on Commodities- Pricing Commodities Futures- Hedging with Commodities Futures- Perfect and Imperfect Hedge- Basis & Basis Risk, Optimal Hedge Ratio
Stock and Index Futures
Introduction- Index Futures- Futures Contract on Indices and Individual Stock- Features and Specifications of Stock or Index Futures- Pricing Stock and Index Futures- Application of Index Futures- Hedging through Index Futures
Interest Rate Forwards And Futures
Introduction- Forward rate agreement (FRAs)- FRA – The product- Hedging with FRA-
Speculation with FRA- Arbitrage with FRAs- Eurodolars/Futures.

**Unit III Swaps**  
(3 Hrs)  
Interest Rate and Currency Swap  
Interest Rates and currency swaps- Introduction- Interest Rate Swaps- Features of Swap-Need of Swap Intermediary- Applications of Swaps- Rationale for Swaps  
Comparative Advantage- Types of Interest Rate Swaps

**Unit IV Options-Basics**  
(3 Hrs)  
Introduction- Terminology of options- Call option- Put Option- Moneyness of Options- Types of options- Understanding Options Quotations- Trading and Settlement- Margins in Options- Differences between options and futures/ Forwards

**Unit V Options Pricing**  
(10 Hrs)  
OPTION PRICING - I  
Introduction- Intrinsic value and Time Value- Arbitrage based relationship of option Pricing- Put call parity

OPTION PRICING II  
Introduction- Binomial option pricing model- Applying Binomial model- Factors affecting the options price- Black Scholes option pricing model- Assumption of Black Scholes Model- Interpreting the Black Scholes model- Put pricing using the BSM- Measuring historical volatility- Implied volatility

OPTIONS – APPLICATION  
Hedging with Stock options- Hedging with Index options- Straddle – Long and Short- Strangle- Long and Short- Straps and Strips- Bull Spread- Bear Spread- Butterfly Spread- Factors affecting the Spread

**Unit VI Credit Derivatives**  
(3 Hrs)  
Introduction- Credit Derivatives- Types of Risk- Assessing Credit Risk: The Probability of Default- CDS – Credit Default Swaps

[Total 30 Hours]

**Essential Reading**
Rajiv Srivastava, Derivatives and Risk Management, Oxford University Press

**Recommended Reading**
MBA4043F Management of Financial Services 1 Credit

Course Description
This course familiarizes the students about the Indian financial System. Within the financial system, the focus of study would be the financial products, financial institutions, money market and capital markets.

Course Objective
This course attempts to familiarize the students about the Indian financial System and its impact on the constituents of the system.

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

Knowledge
Develop an understanding of the functioning of the financial system in India, its constituents namely, the institutions, markets, instruments, services and intermediaries.

Skills
Develop a critical, analytical and integrative thinking while understanding the functioning of Money and Capital Markets (Primary and Secondary included) and the role played by the regulators in the smooth functioning of the markets.

Attitude
Understand and develop ethically and socially responsible ways of conducting business while operating in a financial system.

Level of Knowledge: Moderate and Applied

Pedagogy:
The course would be delivered using seminars for different units delivered by practitioners in the area for a maximum of 6 hours. Students are required to mandatorily attend these seminars. No other contact class hours are envisaged for this course. Students would also have to do a project for 15 hours in the subtopics covered in the course.

Students also would be required to take end of the module quizzes.
Deliver project milestones, at regular intervals spanning across the length of the trimester, the project milestones will have

Evaluation: Total 50 marks
Criteria:
Quizzes: 25 marks
Project milestone 1 [10 marks]: – self-study of units and submission of 2000 word note on select topic by week 3 of the course
Project milestone 2 [10 marks]: Identify a project (group project of 3) with a firm on the areas covering financial markets and submit a report by week 8 of the course Project milestone 3 [5 marks]: Viva by week 10.

Course outline:
Unit 1 Overview of Indian Financial System and Services
Financial system – An overview, Indian financial system, Global financial system, Financial services – An overview
Unit II  Money Markets
Role and responsibilities of RBI with respect to money market, RBI monetary policy and its relevance to money market.
Money market, Call money market, Commercial paper market, Commercial bill market, Certificate of deposit (CD), Treasury bills, Govt. Securities market

Unit III  Capital Markets – Primary Market
Capital markets – An overview, Capital market instruments, Capital market reforms, New issues market – A Conceptual framework, New issues market – An evaluation, Prospectus, Global depository receipts

Unit IV  Capital Markets - Secondary

Unit V  Financial Institutions
Clearing Corporation of India Limited (CCIL), Credit Information Bureau of India Limited (CIBIL), Discount and Finance House of India Limited (DFHI), Over-the-Counter Exchange of India Limited (OTCEI), National Securities Depository Limited (NSDL), National Housing Bank (NHB), Export Import Bank of India (EXIM)

Unit VI  Financial Services
Credit rating, Hire purchase finance, Factoring and Forfaiting, Leasing- An overview, Lease evaluation, Mutual funds, Securitization, Venture capital and Private equity funds - Financial innovation, their importance and impact on the functioning of the institutions. Potential systemic impact of these innovations and their ethical dimension.

Recommended Reading
Prof Balaji Rao D. G. Financial markets and Investment Instruments (2nd ed.). Skyward Publishers
Dr Gurusamy, S. Financial markets and institutions (2nd ed.). Tata McGraw Hill.
Dr Gurusamy, S. Indian financial system. Tata McGraw Hill.
MBA4044BF Business Valuation

Course Description
This course is intended to enhance the skill level of the students in financial analytical and valuation skills. In this course, the students would be exposed to Industry analysis, business strategy analysis for performing the financial analysis leading to equity valuation. This course also involves developing a financial model to perform equity valuation of a real company through Discounted Cash flow method. It also emphasize on other techniques of valuation such as relative valuation, Residual Income and replacement value.

Course Objective
This course attempts to enhance the skill level of the students in financial analytics, valuation skills and valuation report writing

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

Knowledge
- Understand the macro economic factors that affect valuation
- Analyze Industries using different techniques.
- Understand and use various techniques for equity valuation.

Skill
- Do financial projections using data information from various sources
  - Build discounted cash flow models using a spreadsheet program to value any company.
  - Perform relative valuation and other techniques for valuation
  - Prepare comprehensive equity research reports incorporating Economic and Industry perspectives.

Attitude
- Understand the ethical and social dimensions of valuations.

Level of Knowledge: Advanced and Applied

Unit I Approaches to Valuation (3 Hrs)

Unit II Industry Analysis (4 Hrs)
Understanding the Industry for the purpose of valuation- Reading the industry specific parameters - Analysis of ratios of various sectors-Macro economic factors affecting the industry- Market structure- Use of Porters five force model to understand industry for the purpose of valuation- Industry concentration using Herfindahl-Hirschman Index- Understanding the value drivers of the industry- Understanding the key trends in the Industry

Unit III Building Financial Model for DCF valuation of a Company (9 Hrs)
Reading the Company Annual Report to get key inputs for valuation- Understanding the strategies and the competitors- Understanding the business model- Revenue and cost drivers- Building the financial model from the scratch- Forecasting financial statements
using Excel- Estimation of capital expenditure and working capital requirement-, Projection of Free Cash Flows, Calculation of Weighted Average Cost of Capital– Selecting a terminal growth rate- Arriving at the equity value of the company using FCFE and FCFF.

**Unit IV Refining the Valuation Model** *(3 Hrs)*
Performing sensitivity analysis of the model – Arriving at the range of equity value of the company – Calculating the market multiple

**Unit V Other Methods of Valuation** *(5 Hrs)*
Relative Valuation- Residual Income and Replacement Value methods of Valuation and its application in the real life

**Unit VI Report Writing** *(3 Hrs)*
Investment Note writing- principles of logic and structure of the report- Use of Info graphic and use of linking words in report writing

**Unit VII Special Cases in Valuation** *(3 Hrs)*
Valuation of young companies, privately held companies, distressed companies- the principles and the challenges

[Total 30 Hours]
Human Resource

MBA4042H  Human Resource Metrics and Analytics  3 Credits

Course description:
This introductory course introduces students to HRM metrics and analytics. This course intends to increase students’ awareness of the usefulness of HRM metrics and analytics and equip in using them at the workplace. Complexity in today’s workforce, new technology investments, economic pressures, talent as a competitive edge, aligning the people strategy with the business strategy and many other reasons are driving a change in HR to be analytics-dependent. In this era of ERP / HRMS based system, employee and HR database is either an integral part or remains strongly coupled with the main data warehouse. In such an environment, organizational goals and KPIs drive the HR performance measures/metrics. This has evolved in Scorecard based performance management systems - applied for individual employee as well for overall HR performance.

This course has three central themes:
- To expound HR measurement and data analytics concepts, and
- Framework for applying this concept in an end-to-end HR business process for the entire life-cycle of employees
- Hands on training

This course attempts to help students to expound HR measurement and data analytics concepts and introduces a framework for applying this concept in an end-to-end HR business process for the entire life-cycle of employees.

Learning Outcomes
By the end of the course the student should be able to:

Knowledge:
- Integrate issues related to creating value in human capital, social capital, by using HRM metrics in performance management, training & development, compensations management, human supply chain and the use of dash boards.
- Integrate knowledge of metrics and analytical models and their implications for human resource management and people operations.
- Apply their understanding of analytics and institutional context/differences to evaluate the challenges and opportunities of doing business in HR domain.
- Display an understanding of transformational HR operations in interactions with other strategic business concepts.

Skill:
- Predict/arrive at decisions based on analytics data.

Attitude:
- Be open to different and emerging viewpoints, techniques and methods of operations, measurability and analytical.

Syllabus

Unit I  Quantitative HRM  (6 Hrs)

Framework of HR measurement
How decision science influences HR measurements, connecting measures and organizational effectiveness, Today’s HR measurement and approaches. Evolution of HR Analytics; HR Metrics and HR Analytics; Analytical Pyramid- Descriptive and Predictive models; Intuition versus analytical thinking; Ethical issues in Analytics; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM: 21 Model.

HR measurement
Traditional vs. contemporary HR measures; Fundamental analytical concepts from statistics and research design; analytical concepts from economics and finance. Analytical Foundation of HR measurement
*(Self-learning module)*(3 Hrs)

**Unit II Using HR Metrics for maximum impact**  
(6 Hrs)
Measures of efficiency, effectiveness and impact in HR processes and optimizing HR decisions. Staffing Metrics; Performance and compensation metrics; Learning and developmental metrics. HR’s role in value chain. Developing Human Resources Balanced Score Card.

**Unit III Business understanding and forecasting for HR**  
(6 Hrs)
Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. Metrics and organizational Ethics. Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions.

**Unit IV Communicating HR data and processing**  
(6 Hrs)
Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. Developing HR Metrics Dashboards- using templates and spreadsheets *(Workshop Mode)*

**Unit V Modeling in HR**  
(6 Hrs)
Descriptive and indicative models for Employee retention and turnover; workforce productivity and performance; scenario planning.* *(Workshop Mode)*

**[Total 30 Hours]**

**Skill Development**
Students will have to develop metrics and interpret them based on simulation.  
Case studies, group discussions, exercises, games.  
Hands on Experience and practical, small group interaction, group tasks and presentations will be made compulsory.

*indicates self learning modules which will be evaluated through seminars, presentations based on research/ written assignments/projects

**Description of books and additional reading materials**

**Essential Reading - (To be identified)**

**Recommended Reading (To be identified)**
Valerie, P., &Andreasson R. *HR metrics : Bench marking human resources*
*HR Metrics standards & glossary published by the HR metrics service. Version 8.0/December 2012*  
*HR metrics service, HR metrics Interpretation guide published by BC HRMA version 3.4 / December 2012.*
Master of Business Administration (MBA) - (Trimester Scheme) – Syllabus 2019-21

Pedagogy
Lectures through audio-visual presentation, Practical exercises, Group discussion and Case studies.

MBA4044H Labor Law I 3 Credits

Course Description
The course is offered as a human resource elective in the second year. The paper helps the students to understand the legal aspect of the Human resources in the organization. The paper develops the awareness about the various acts and legal compliances required for smooth functioning of the organization which is essential for all HR managers. This course attempts to develop the awareness among students about the various acts and legal compliances required for smooth functioning of the organization which is essential for all HR managers.

Learning Outcomes
By the end of the course, the student should be able to:

Knowledge:
- Implement statutes and employers obligations under different acts.
- Integrate employers and employees rights and duties and their compliance.
- Integrate the powers of the appropriate government/authorities under the Act.

Skill:
- Gain expertise to become Compliance officers.

Attitude:
- Appreciate compliance procedures depending upon the sector in which the company is operating.

Syllabus

Unit I Factories Act, 1948  (Self Learning module)*  (4 Hrs)
Definitions, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures. [Practical case laws will be discussed in depth].

Unit II Shops and Establishments Act (4 Hrs) Karnataka Shops and Establishments Act 1961, Activities of Karnataka Labor Welfare Board, Documents to be filed by Shops and Owners in Karnataka, Documents to be filed for registration and its process, Plantation Act[ Employers obligations on Welfare, Leave and Safety

Unit III (Self Learning module)*  (6 Hrs)

B. Contract Labour (Regulation and Abolition Act), 1986 Definitions [Contract Labor, Contractor, and Principal Employer], and Procedure for Registration of Establishment, Licensing, Obligations of employers to provide certain amenities, payment of wages, Penalties if this act is violated.
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Unit IV (6 Hrs)
Payment of Wages Act, 1936 [Definitions: Industrial Establishment, Wages], Responsibility, Time and deductions for payment of wages, Recovery of Amount, Appeals, Conditions where attachment of property can be made, Penalties.
Payment of Bonus Act, 1966 [Definitions: Accounting year, Allocable surplus, available surplus, direct tax, employee, employer, Wage], Computation of gross profits, Computation of available surplus, Eligibility and disqualification for bonus, Minimum and Maximum Bonus, Set on Set Off of allocable surplus, Time limit for payment of bonus, Calculation, Forfeiture of Bonus and Bonus in case of New Establishments, Penalties.

Unit V (4 Hrs)

Unit VI (6 Hrs)
The Apprentices Act, 1969: Definitions [Scope of the act, Apprentice, Designated trade, Graduate or technician apprentice], Qualifications for being engaged as an apprentice, Contract of apprentice, minor as an apprentice, Number of apprentice, Period of training, Termination, Obligations of employer regarding hours of work, safety and health measures, Penalties. Employment Exchanges Act, 1959Definitions [Employment exchange, employee, employer], notification of vacancies, right of access to records or documents, exemptions under the act, Penalties.

[Total 30 Hours]

[*indicates self learning modules which will be evaluated through presentations, group discussions/ written assignments/micro projects on any industry in secondary sector]

Description of books and additional reading materials

Essential Reading

Recommended Reading
Course Description
The course is offered as a human resource elective in the third trimester. The course includes both the cognitive and the behavioral component. It will help develop both knowledge and skills in human resource development. Students will have an increased knowledge, understanding, and application about the training function, training processes, design considerations, alternative methods of instruction, implementation issues, and training evaluation. It is expected to develop and improve their skills at applying the training processes in any context.

Course Objective
This course attempts to impart knowledge, understanding, and application about the training function, training processes, design considerations, alternative methods of instruction, implementation issues, and training evaluation to the students.

Learning Outcomes
By the end of the course, the student should be able to:

Knowledge
- Understand training and development as a HRD strategic tool in the development of employees.
- Integrate the concepts, principles and issues connected with training and development in designing a training program.

Skill
Build capacity to develop, deliver and implement training programs in an organization.

Attitude
- Gain the perspective to identify, design, deliver and evaluate a feasible, meaningful and relevant training and development program.

Syllabus

Unit I  Training in Organizations and Business Strategy and HRD  (3 Hrs)
Overview of training, opportunities and challenges for training, important concepts and meaning. Strategic planning, OD, strategy, and training, developing an HRD strategy, focus on small business (Self learning module)*

Unit II  Learning, Motivation and Performance  (3 Hrs)
Understanding motivation and performance, understanding learning, social learning theory, aligning training design with learning process, motivation to learn, training that motivates adults to learn (Self learning module).*

Unit III  Need Analysis and Training Design  (6 Hrs)
Why conduct a TNA? When to conduct a TNA?, the TNA model, where to look for organizational gaps, the framework for conducting a TNA, output of TNA, approaches to TNA, TNA and design
Organizational constraints, developing objectives, why use training objectives? Facilitation of learning: focus on the trainee, Facilitation of learning: focus on training design, Facilitation of transfer: focus on training, Facilitation of transfer: focus on organizational intervention, design theory and outcomes of design
Unit IV  Training Methods: Traditional and Computer Based  
(MBA)  
(6 Hrs)
Matching outcomes with methods, lectures and demonstrations, games and simulations, on-the-job training, audiovisual enhancements to training
Overview of computer based training (CBT), computer-based training methods

Unit V Development and Implementation of Training and Evaluation of Training (6 Hrs)
Instructional strategy, materials and equipment, manuals, facilities, trainer, alternatives to development, Implementation ideas for training, Implementation ideas for trainer, dry run, pilot program, transfer of training Quantitative aspects such as Return On investment Rationale for evaluation, resistance to training evaluation, why must we evaluate, types of evaluation data collected – process data and outcome data, models of evaluation, evaluation beyond learning.

Unit VI Key Areas of organizational Training and Management Development (6 Hrs)
Overview, orientation training, diversity training, sexual harassment training, team training, other training programs and issues, the learning organization. Why focus on management development, approach to management development, General Management overview of the managerial job, General Management characteristics of managers, integration: strategies and management characteristics, management development implications, sources of knowledge/skill acquisition, training for executive level management.

[Total 30 Hours]

Essential Reading

Recommended Reading
Marketing

MBA 4041M Distribution & Supply Chain Management 3

Course Description
This course is designed to expose the students to the concepts, and principles of Distribution Management and to develop the necessary skills among the students regarding the Distribution Management

Course Objective
This course attempts to expose the students to the concepts, principles and skills of Distribution Management.

Learning Outcomes
After completing this course, the students should be able to:

Knowledge (Domain Expertise CL01 and Knowledge Application CL02)
Learn classification of the major participants in marketing channels.
- Understand that the marketing channel can be viewed as a social system as well as an economic system; understand the meaning of marketing channel strategy.
- Be aware of the importance of pricing issues in marketing channel management and recognize the importance of evaluating channel member performance.
- Understand what a supply chain is and how it works; be familiar with the concepts of warehousing and Logistics or Physical Distribution.

Skills (Problem Solving CL011, Research Skill CL012, Analytical Skill CL013, Creative Thinking CL014, Practical Skill CL017, Presentation Skill CL017 and Verbal Skill CL018)
Appoint right channel members who would meet organizational goals
Develop and orchestrate effective marketing mix for various channel types
Undertake channel member performance appraisal considering marketing objective

Attitude (Team Work CL021, Scientific temperament CL022, Global perspective CL023, Social Sensitivity CL024 and Personal Integrity CL025)
Facilitate seamless transactions in a distribution chain.

Level of Knowledge: Conceptual and Application

Unit I Marketing Channel Systems (5 Hrs)
The Channel Participants: An Overview of the Channel participants, Producers and Manufacturers, Intermediaries (Wholesale and Retail), Franchising, Facilitating Agencies. Agriculture Supply Chain, Distributor ROI. What are the different entities in distribution - CDC, RDC, DC, Wholesalers, Retailers (Organised and Unorganised). In Which Industries Reverse Logistics plays an important role e.g. Bakery.
2) Behavioral Processes in Marketing Channels: The Marketing Channels as a Social System, Conflict in the marketing Channel, Power in the Marketing Channel, Role in the marketing Channel, and Communication Processes in the Marketing Channel.
Unit II  Developing the Marketing Channel  (5 Hrs)
Strategy in Marketing Channels: Marketing Channel Strategy and the Role of Distribution in Corporate Objectives and Strategy, Marketing Channel Strategy and the Marketing Mix, Channel Strategy and Designing in Marketing Channels, Channel Strategy and the Selection of Channel Members, Channel Strategy and Managing the Marketing Channel.

Supply chain and Logistic Strategy.

Distributor Management system
Selecting the Channel Members: Channel member Selection and Channel Design, The Selection Process, Finding prospective channel members, Applying Selection criteria, securing the Channel members.

Unit III  Managing the Marketing Channel  (8 Hrs)
Motivating the Channel Members: Finding out the needs and Problems of Channel Members, Offering Support to Channel Members, Providing Leadership to Motivate Channel Members.
Promoting through the Marketing Channel: Promotional Strategies and Channel Member Cooperation, Basic Push Promotional Strategies in Marketing channels, Bait and Switch, Consignment Selling, “Kinder and Gentler” Push Promotion Strategies in Marketing, Breakeven Analysis for “Free Schemes” in Channel Promotions.
Evaluating Channel Member Performance: Factors Affecting scope and frequency of Evaluations, Performance Evaluation versus Day-to-Day Monitoring, Channel Member Performance Audit.

Unit IV  Additional Perspectives on Marketing Channels  (2 Hrs)
Self-learning module
Direct Selling Channel Systems: Structure and Trends in Direct Selling, Direct Agents, DSA and MLM formats in Direct Selling

Unit V  Supply Chain Management and Logistics  (10 Hrs)
Logistics and Channel Management: The Role of Logistics, Logistics Systems, Costs and Components, Four Key Areas of Interface between Logistics and Channel Management.

**Principles of S&OP, Forecasting, and How Marketing and Sales plays an important role in creating and driving demand.**

The impact of new technologies - IoT, Analytics, Blockchain and AI/ML

[Total 30 Hours]

**Essential Reading**

**Recommended Reading**
MBA4042M Consumer Behaviour 3 Credits

Course Description
This paper is offered as a marketing elective in the fourth trimester. It helps students understand the behavior of consumers before and after purchase. The paper helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions. It also gives an insight to the students about the decision-making process and the growing significance of the consumer behavior study in various other areas of marketing.

Course Objective
This course attempts to help students gain valuable conceptual knowledge of how the behavior of consumers change and influence their decisions.

Learning Outcomes
After completing this course, the students will be able to:

Knowledge
- Understand consumer insights with specific reference to marketing strategy
- Apply consumer behavior knowledge to new areas within marketing

Skills
- Analyze and deal critically with various sources of consumer information and use them to structure and formulate successful strategies
- Analyze existing theories, methods and interpretations in the consumer behavior field and work independently on practical and theoretical problems

Attitude
- Develop a meaningful insight to diagnose and effectively deal with consumer behavior as strategic marketing intent
- Understand how consumer behavior acts as a bridge between branding and advertising for developing successful marketing strategy

Level of Knowledge: Conceptual and Application

Unit I  What is Consumer Behaviour
Level of Knowledge: Conceptual and Basic
Role of Consumer Behaviour in Marketing - Development of Consumer Behaviour field, Consumer behavioral models - Howard-Sheth model of Buying Behaviour

Unit II  Consumer as an Individual
Level of Knowledge: Conceptual
Consumer Needs and Motivation, Meaning of Motivation; Needs and Goals Dynamic Nature of Motivation; Types & System of needs - Maslow’s Hierarchy of needs - McClelland’s Theory of need Achievement - Vroom’s Expectancy theory - Freud’s Psychoanalytical theory

Personality & Consumer Behaviour
Meaning and nature of Personality; Freudian & Trait theories of Personality; Self Concept - Self Images; Lifestyle and AIO inventories; Brand Personality
Consumer perception
Meaning and dynamics of Perception - Absolute and Differential threshold; Selective Perception; Consumer Imagery-Brand Image; Perception of Quality; Perception of risk; Perceptual Organization; Categorization, Inference.

Learning & Cognitive Process
Meaning of Learning; Behavioral Learning Theories-Classical and Operant Conditioning- Observational Learning; Cognitive Learning Theories; Memory, Schema, Brand Loyalty

Consumer Attitudes
Nature and function, Attitude formation; Structural Models of Attitude-Tricomponent and Multi-Attribute model-TORA, Attitude Change-Multiattribute and ELM and Cognitive Dissonance

Unit III Consumer in their Social and Cultural Setting (6 Hrs)
Level of Knowledge: Conceptual
Group dynamics & Reference groups, Meaning of reference groups; Influence of reference groups on consumer behaviour; Types of reference groups, Implications for Marketing

The Family
Concept and functions of family; Importance of family in Indian context, Family decision making; Role conflict and its resolution; Family Life Cycle, Consumer socialization, Role of children.

Social Class and Consumer Behaviour
Meaning and measurement of Social Class; Lifestyle profiles of social classes; Implications of social class on consumer behaviour.

Culture and Consumer Behaviour
Meaning and characteristics of culture; Measurement of culture, Values-Terminal and Instrumental values; Rokeach - Indian core values; Impact of value on consumer behaviour; ACV Laddering,

Unit IV Consumer Decision Making Process (8 Hrs)
Level of Knowledge: Working Knowledge
Personal influence & Opinion leadership Process - Meaning, dynamics and measurement of opinion leadership – A profile of the Opinion leader; Interpersonal flow of communication; Opinion leadership and firm’s promotional strategy - Diffusion of Innovations; Types of Innovations; The Diffusion process-consumer and industrial; The adoption process; Product characteristics and consumer resistance; Diffusion enhancement strategies; A profile of the consumer innovator.

Consumer Decision making
A model of consumer decision making; Problem recognition and Information Search; Evaluations-Compensatory and non-compensatory; Conjunctive; Disjunctive and Lexicographic choice rules; Purchase-Store choice; Post purchase Process – Dissonance; Satisfaction/dissatisfaction; Attribution theory; Disposal behaviour.

Unit V Other dimensions of Consumer Behaviour (2 Hrs)
Self learning module
Level of Knowledge: Conceptual
Ethics & Consumer behavior.
Consumerism and Public policy meaning, Rights of Consumers; Institutions and their role; Ethical, Safety and environmental issues; Consumer protection acts,

[Total 30 Hours]
Essential Reading

Recommended Reading
MBA4043M Business to Business 3 Credits

Course Description
This paper is offered as a marketing elective in the third trimester and it emphasizes the importance of the service industry which is going through a period of revolutionary change. Service sector has become the most important space for business houses. The customer revolution, the business environment, global players have brought in tremendous changes to service industry. The course equips the students to acquire core competencies & skill sets to make a successful career in the service sector.

Course Objective
This course attempts to equip the students to acquire core competencies & skill sets to make a successful career in marketing domain in the service sector.

Learning Outcomes
After completion of this course students should be able to:

Knowledge:
- Understand service mix elements from Business to Business perspective
- Match demand and capacity for various business scenarios
- Be familiar with the issues of ethics and consumer concerns related to service pricing
- Know the principles of effective service utility and service recovery

Skill:
- Develop a blueprint for service process with all the necessary elements
- Be familiar with key customer feedback collection tools
- Recognize the power of service guarantees

Attitude:
- Develop positive outlook towards service delivery

Level of Knowledge: Conceptual and Basic

Unit I Introduction to new generation Business-to-Business Marketing: (2 Hrs)
CL01, CL02
Leading organizations in B2B marketing in India and global markets
Business and Consumer marketing- A contrast, the value chain, Trends and changes in Business marketing.

Unit II Perspectives on the Organizational Buy (7 Hrs)
CL01, CL02, CLO15

Unit III Customer relationship management strategies for business markets: (3 Hrs)
CL01, CL02, CLO11
Unit IV Segmenting the Business Market and Demand Analysis:  
CL01, CL02, CLO25  

Unit V Managing Innovation and Marketing Mix:  
CL01, CLO2, CLO11, CLO13, CLO14, CLO15  

Unit VI Strategic Perspectives in Business Marketing Planning:  
CL01, CL02  
Managing service for Business Markets, Ethics as strategy in B2B selling. Use of technology and AI. Sustainable production as a strategic intervention for profit maximization.  
[Total 30 Hours]

Essential Reading  

Recommended Reading  
Business Analytics

MBA 4041B Programming with Python 3 Credits

Course Description
The course is offered to Business Analytics specialization students in the fourth trimester. Python is a general-purpose programming language which is simple and incredibly readable. It is used to learn the basics of programming language. The course discusses the fundamental principles of Object-Oriented Programming as well as in-depth data and information processing techniques. Course introduces core programming basics – including data types, control structures, algorithm development and program design with functions – through Python programming language.
During this course, students will solve problems, explore real-world software development challenges and create practical and contemporary applications.

Course Objective
This course will enable students to understand the fundamental principles of Object-Oriented Programming as well as in-depth data and information processing techniques.

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

Knowledge
- Acquire knowledge on concepts of Object Oriented Programming language
- Understand analysis through graphical interfaces and data-structures

Skill
- Write programs in Python
- Create programs and applications for data analysis through Python

Attitude
- Analyze and interpret data in order to solve business problems
- Appreciate the significance of coding to analyze data

Unit I Conceptual Introduction (3 Hrs)
Modern computer system, data representation in computers, software and operating system. The concept of data types; variables, assignments; numerical types; arithmetic operators and expressions; comments in the program; understanding error messages.

Unit II Introduction to Python (5 Hrs)
Installation and Working with Python, Understanding Python variables, Python basic operators, Understanding Python blocks
Conditions, boolean logic, logical operators; Control statements: if-else, loops (for, while)
Strings and text files; manipulating files and directories, text files: reading/writing text and numbers from/to a file; creating and reading a formatted file (csv or tab-separated). String manipulations: subscript operator, indexing, slicing a string; strings and number system: converting strings to numbers and vice versa.

Unit III Python - Object Oriented Programming – Oops (4 Hrs)
Concept of class, object and instances, real time use of class in live projects. Inheritance, overlapping and overloading operators, adding and retrieving dynamic attributes of classes.
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Classes and Oop: classes, objects, attributes and methods; defining classes; design with classes, data modeling; persistent storage of objects
Inheritance, polymorphism, abstract classes; exception handling. Programming using Oops support

Unit IV Data Structures (4 Hrs)
Lists, tuples and dictionaries; basic list operators, replacing, inserting, removing an element; searching and sorting lists; dictionary literals, adding and removing keys, accessing and replacing values; traversing dictionaries. Importing packages

Unit V Control Structures & Functions (5 Hrs)
Design with functions: hiding redundancy, complexity; arguments and return values; formal vs actual arguments, named arguments. Program structure and design. Recursive functions. If-Elif-Else, Loops, Comprehensions, Functions, Map, Filter & Reduce

Unit VI Data Analysis (5 Hrs)
Introduction to Numpy, Pandas - (Merging, Querying and Aggregation)

Unit VII Graphics (4 Hrs)
Simple Graphics and Image Processing; “turtle” module; simple 2d drawing - colours, shapes; digital images, image file formats, image processing. Simple image manipulations with 'image' module (convert to bw, greyscale, blur, etc).

[Total 30 Hours]

Essential Reading
MBA 4042B Predictive Analytics I

3 Credits

Course Description
The course is offered to the Business Analytics specialization students in the fourth trimester. This course and the Predictive Analytics II offered in the 5th trimester combine to provide the core knowledge and skills needed in the area of predictive analytics. Businesses today accumulate large amounts of data through their transaction processing systems and social networks. There is tremendous potential in such data to extract vital information for better business decision making. The course would enable the students to do exploratory data analysis and build models while learning various tools & techniques. Students must have undergone basic courses on Statistical modelling and adopted familiarity with ‘R’ interface.

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

Knowledge
- Appreciate the value of data by conducting exploratory analysis thus taking care of hygiene issues
- Acquire both theoretical and practical understanding of Prediction & Classification
- Gain a business decision-making context knowledge through data mining

Skills
- Choose right techniques to solve relevant business problems through R
- Use real business cases to analyze and interpret these solutions

Attitude
- Ensure quality and follow ethical practices in data collection and analysis
- Analyze and interpret data to add value to business problems enabling better business decisions

Unit I Introduction to Predictive Analytics (3Hrs)
Terminology, Evolution of Data Analytics, Role of Statistics, Database Systems & Machine Learning, Supervised and Unsupervised learning
Introduction to Prediction, Classification, Association, Clustering& Time Series

Unit II Solving Analytics Problems (2 Hrs)
CRISP-DM Framework – Business and Data Understanding, Data Preparation, Modelling and Deployment, Overview of SEMMA process

Unit III Exploratory Data Analysis (5 Hrs)
Organizing and sampling data*, Ethics in data collection process**, Data Cleaning – Missing values, Outlier treatment, Univariate Analysis, Bivariate Analysis, Derived metrics, Multi-Collinearity
Overfitting, Oversampling, Pre-processing and cleaning, Visualization, Correlation analysis, Lab session on pre-processing of data.

Unit III Prediction – Linear Regression (5 Hrs)
Introduction, Examples*. Classification vs Prediction, Strengths of Prediction, Issues in Prediction
Simple Linear Regression in R, Correlation & R², Multiple Linear Regression in R, Model building
Unit IV Classification – Decision Trees (4 Hrs)
Classification – concept, Introduction to Decision trees, Concept of Partitioning, Data pre-processing, Model training, Model building in R, Model comparison, Logistic Regression

Unit V Classification – SVM & Random Forest (5 Hrs)
Introduction, Hyper plane, Maximal Margin Classifier, Soft Margin Classifier, Kernels, Model building in R

Unit VI Classification – Neural networks (3 Hrs)

Unit VII Advanced Topics in Predictive Analytics (3 Hrs)
Time Series Analysis, Association, Clustering, Social network analysis, Big data analytics, Cognitive analytics, Deep Learning, Ethical issues in handling data handling and information sharing

[Total 30 Hours]

* Self learning topics.
** Predictive analytics through R is adopted

Essential Reading

Recommended Reading

MBA4043B Business Intelligence & Visualization 3 Credits

Course Description
The course is offered for Business Analytics specialization in the fourth trimester. Students learn about the various sources of data and the need to draw meaningful business insights from its explosive growth. The process of transforming transaction data into analytical data through ETL modelling is discussed. A message which cannot be conveyed through large set of texts can be presented through visual imagery. The course includes hands-on exposure to visualization tools. The course would help the students to quickly examine large amounts of data, visualize trends and issues efficiently and influence decision making. It is expected that the students who take up this course will have basic understanding about fundamentals of databases, RDBMS concepts and Entity Relationship modeling.

Course Objective
This course attempts to make students explore the capabilities and challenges of data driven business decision making and prepare them to take up managerial roles in analytics-driven organizations.

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

Knowledge:
Identify, evaluate and capture descriptive analytics opportunities that create value
Acquire knowledge related to concepts of building of data warehouse and data mining

Skill:
Use commonly available descriptive analytics tools such as Microsoft Excel and IBM Cognos to carry out Business Intelligence tasks
Generate OLAP cubes and retrieve queries, reports and analysis from the cube generated
Design effective dashboards and be able to convey a story from a given set of data

Attitude:
Imbibe the culture of data-driven decision making and lead similar cultural changes in organizations they work in
Appreciate the value of data and follow ethical practices while working with data

Unit I Introduction to Business Intelligence (5 Hrs)
Terminology, Evolution of BI, OLAP vs OLTP, OLAP basics, Data models for OLAP, ERP and BI, Popular BI tools, Use of Excel for BI (Pivot table)∗

Unit II Online Analytical Processing∗∗ (6 Hrs)
Dimensions, Cubes, Measures, MDX, Drill-down, Roll-up, Slice-and-dice, MOLAP, ROLAP, HOLAP, Building an OLAP cube∗
Application of BI, Users of BI, BI for advanced reporting

Unit III BI and Data Warehouse Concepts∗∗ (6 Hrs)
Data Warehouse Need, Definition and Characteristics, Types of data sources, ETL, Multidimensional data modelling, Entity Relationship & Multidimensional modelling, Star and Snowflake schemas
Data marts, Top-down and Bottom-up approaches to DW architecture, BI and DW implementation issues, Data quality, Data auditing
Unit IV Data Visualization - Concepts (3 Hrs)
Purpose of data visualization, Guiding principles - Good & Bad representation, Use of colour & scales, Types of charts, relevant use of charts for various scenarios

Unit V Data Visualization through Tableau (3 Hrs)
Creating a plot, Histograms, Line charts, Bar charts, Pie charts, Box plots, Scatter plots, ggplots

Unit VI Dashboards (3 Hrs)
Concepts, KPIs, Visual representation, Using BI for building dashboards, business metrics, scorecards, Interactive dashboards, Story-telling through dashboards

Unit VII Advanced Topics in Business Intelligence* (4 Hrs)
Cloud computing, SaaS model, Big Data & Hadoop Distributed File System, Mobile BI, Social media, Intelligence from Social networks, Latest trends in BI, Ethical aspects of Business Intelligence

[Total 30 Hours]

Self learning topics.
Lab sessions through Cognos in the Analytics lab

Essential Reading

Recommended Reading
TRIMESTER - V
CROSS FUNCTIONAL ELECTIVES

MBA531A  Entrepreneurship and Start up  3 Credits

Course Description
This Core Optional course will help students to learn about the Lean Start-up framework which will allow them to successfully initiate/improve business idea. Concepts like starting and operating a business, developing a feasibility plan, obtaining financing, marketing strategies will be covered in-depth. Different dimensions like effectuation, accelerators or incubators will be discussed to broaden the understanding of entrepreneurship. This course will also focus on the development of a business plan, designed to either start a new venture or take an existing venture into new markets. The course will develop required competencies needed to become an innovative, opportunity-driven, market-ready and entrepreneurial manager.

Course Objective
This course will cover key elements like customer and market assessments, analysis of customer development, and business model development. Through lectures, case studies, external inputs, videos, group presentations, students will be exposed to the skills and knowledge necessary to evaluate the commercial viability of new start-up.

Understand entrepreneurship as a method, and how expert entrepreneurs think about creating new value.
Learn to anticipate common early stage problems, and proactively manage risk.
Understand how opportunities and entrepreneurs fit together.
Connect the entrepreneurial principles for creating new value to non-profit and government organizations, not just for profit entities.
To advocate the importance of innovation and technology in entrepreneurship

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

Knowledge
Understand entrepreneurship as the iterative development of an innovative and value creating business model
Gain insights into the startup ecosystem in global context
Learn to identify sources of innovation and understand methods of appropriating value from innovation.

Skill
Leadership skills
Creativity
Flexibility in Decision Making
Strategic Thinking

Attitude
Improve risk taking ability while minimizing the risks in a start-up

Employability
Benefits students from all specializations/backgrounds because it teaches students to think outside the box and groom their unconventional talents and skills like;
Ability to generate executable Intrapreneurial business ideas
Able to prepare business plan covering different aspects of the lean startup
Ability to design strategies to sustain a start-up in a volatile business environment
Develop personal confidence in their ability to launch a venture.

Entrepreneurship
Helpful to students who seek to be pretty well-rounded in a competitive job market. This course will be useful for students who:-
Aspire to be Intrapreneurs
Aspire to work for start-ups
Aspire to start their own business
Aspire to develop entrepreneurial mind set which is mandatory for an MBA professional.

Level of Knowledge: Students should have familiarity with concepts of business studies, marketing and finance.

The bottom line of this course is to understand how to use commonly available resources to build viable, productive, enduring organizations that create real value at the same time enables you to achieve your most cherished aspirations – personal, professional, and societal.

Course Syllabus

Unit I Introduction to Lean Startup (3 Hrs)
Nature of Lean Startup, Changes created by Lean Startup, Limitations of the Lean Startup method, Customer Development Model Nature and importance of Entrepreneurs, Role of entrepreneurship in economic development.
Intrapreneurship - Corporate versus Intrapreneurial culture, Climate for Intrapreneurship, Establishment of Intrapreneurship in organizations

Unit II Entrepreneurial Thinking (3 Hrs)
Principles of effectuation, reasoning, effectuation process.
Opportunity Identification- Generating business idea, sources of new ideas, environmental scanning, competitor and industry analysis.

Unit III Accelerators to Startup (6 Hrs)
Accelerators, Incubation, Business Canvas Model, Feasibility study- market feasibility, technical/operational feasibility, financial feasibility. Legal requirements of the venture

Unit IV Growth and Exit of Venture (6 Hrs)
Preparing for the new venture launch, management decisions at early stage, managing early growth of the new venture. New venture expansion- strategies and issues. Private capital, Private equity and venture capital, Going public – attractions to going public. Exiting strategies- IPO and mergers and acquisition.

Unit V Challenges faced by entrepreneurs (3 Hrs)
Challenges faced from individuals, from family, from groups, from community, from society. Women Entrepreneurs*, Entrepreneurial ethical dilemmas

Unit VI Social Entrepreneurship and International Perspective (6 Hrs)
Social Entrepreneurship in the Developing World, Ideas, Opportunities, and Innovations in Social Entrepreneurship.
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International Entrepreneurship - International versus Domestic Entrepreneurship, Entrepreneurial entry into International Business, Barriers to enter international trade, Entrepreneurial partnering

Unit VII Sustainable Entrepreneurship & Indian Perspective (3 Hrs)
Linking business to society, Innovation and Entrepreneurship, Challenges for the Future. MSME, Startup India Action Plan, Eligibility & Scheme Details, Entrepreneurial development in India, Licensing systems, GST, etc.

[Total 30 Hours]

* Self Learning Topic

Essential Reading:

Recommended Reading:
Course Description
This paper is offered as a core choice-based course in the fifth trimester. It develops project management mindset in the students and prepares students for careers in the areas of project management. Students opting for this elective subject, specialize in the various aspects of project management; – defining, scoping, project estimation and costing, project quality management, project network management and risk management.

Course Objective
This course aims to provide knowledge to the students on the methodology and concepts related to Project Management and prepare students for careers in the area of project management.

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

Knowledge
Understand project management as a process
Understand and apply techniques of project planning and project control Understand and apply techniques of project risk management.
Understand project team dynamics.

Skills
Develop project scope statement and work break down structure Conduct stakeholder analysis
Use MS Project software usage

Attitude
Interact as a professional with all the stakeholders and team members of a project in a global setting

Unit I Project Management Framework (3 Hrs)
Definition of project, need for project management, Project life cycle, project stakeholders

Unit II Project Management Scope (4 Hrs)
Defining project scope, Establishing project priorities, Work break down structure, Process breakdown structure, Responsibility matrices.

Unit III Estimating Project Time, Cost and Selection (6 Hrs)
Factors influencing the quality of estimates, estimating guidelines for times, costs and resources, Macro and micro estimating, methods for estimating, level of detail, developing budgets, types of costs, refining estimates and contingency fund, selection of project.

Unit IV Project Teams * (4 Hrs)
Five stage team development model, situational factors affecting team, building high performance project teams, managing virtual project teams, Project Management Maturity Model (PMMO).

Unit V Project Expediting (4 Hrs)
GANTT CHART, Crashing of Projects, Cost Analysis for Project Crashing, Project Procurement.
Unit VI  Project Risk Management  (5 Hrs)
Risk concept, risk identification, risk assessment, risk response development, contingency planning, contingency funding and time buffers, risk response control, and change control management.

Unit VII  Project Control Process  (4 Hrs)
Project progress & performance measurement and evaluation-Structure of a project monitoring information system, project control process, monitoring time performance, need for an integrated information system, Progress monitoring indexes, Environment, Health and Safety(EHS) in Projects, Ethical issues in Project Management.

*Self learning module

Essential Reading

Recommended Reading
OTHERS

MBA581 Social Concern Project (SCP) MANDATORY 1 Credit

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

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

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

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

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

Course Duration and Timeline:
The course shall be offered as a one credit course (15 contact hours).
Course will be administered to students during 5th trimester from the batch of 3015-17.

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

MBA5041F Managerial Accounting 3 Credits

Course Description
In this course, the focus shifts to using the cost information of an enterprise for analysis and decision making. While the Financial accounting system provides information, this course helps in developing the analytical ability of the student by using various Managerial accounting methods and techniques. In addition, the student gets to learn about the various Management control aspects that would be required for a manager, in terms of designing, Using and planning control systems to achieve firm’s objectives.

Course Objective
This course attempts to provide the students with the knowledge of fundamentals of Cost analysis and Management Control systems required for all the managers.

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

Knowledge:
- Demonstrate a Strong fundamental knowledge of cost behavior, cost objects and cost classifications.
- Explain how cost allocations are used to ascertain the cost of cost object and its applicability in both Manufacturing and Services industry.
- Show clarity about how cost –volume profit relationship works and explain its uses in business.
- Show thorough understanding the usefulness of cost sheets, budgets and responsibility centers to business.
- Show good understanding of how Transfer pricing mechanism works.
- Understand how firms use Balance Score Card to manage their business.

Skill
- Apply and analyse cost information for decision making.
- Prepare budgets and monitor them in a multi-product or service business context.

Attitude
- Appreciate and practice the ethical and social dimensions relevant to cost management in business.
- Understand the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation to all the stakeholders.

Level of Knowledge: Intermediate, Applied / Working

Unit I Introduction to Cost concepts and classifications (2 Hrs)
Cost, Cost centers, Cost Unit, Method of costing, Techniques of costing, Classification of cost- fixed and variable, Allocation, Apportionment & Absorption, Apportionment of costs to service cost centers, Pre-determined overhead rates.

Unit II Job and Process Costing Methods (4 Hrs)
Job costing, Process Costing, WIP (Equivalent Production), Normal & abnormal losses, Internal process profits, Joints & by-product costing.
Unit III Cost Volume Profit Analysis & Variable Costing (8 Hrs)
Common cost behavior patterns- cost estimation method – Breakeven analysis- contribution margin and what if analysis- multi product analysis -Assumptions in CVP analysis- Variable costing and Full costing- benefits of variable costing for internal reporting purpose- Incremental analysis- make or buy decisions-dropping a product line- qualitative considerations in decision making including ethical dimensions. [8 hours here includes additional 3 hours to focus on additional numerical exercise]

Unit IV Cost Allocation and Activity Based Costing: (4 Hrs)
Process of cost allocation- traditional product costing systems - problems with cost allocation- activity based costing- Activity based management as a tool to improve efficiency.

Unit V Management Control systems (4 Hrs)
Performance evaluation- Revenue Centers, Cost centers, Profit center and investment center – Transfer Pricing.

Unit VI Budgetary Planning and Performance analysis (6 Hrs)
Uses of budgets in planning and control (Self Learning area) - developing the budget- The master budget- budgeted balance sheet- static and flexible budgets - standard costs and budgets- development of standard costs- variance analysis.

Unit VII Special Topics (2 Hrs)
Balanced score card and performance evaluation including Governance adherence - Target costing- Life cycle costing- Total cost of ownership.

[Total 30 Hours]

Pedagogy:
The course would be primarily driven through
Case studies from leading business schools
Harvard Simulations
Self-study modules

Text book

Reference Books
Managerial Accounting - James Jiambalvo 5th ed. Wiley
MBA542BF Financial Risk Management  

This course is offered to provide the students an understanding of the emerging areas of Risk Management. This course equips the students with the tools and techniques to manage the financial risk efficiently. It also enables them to learn corporate governance and risk strategies to control both financial and non financial risks.

Course Objective  
This course attempts to equip the students with the tools and techniques to manage the financial risk efficiently.

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

Knowledge  
Understand the importance of risk management to an organization.  
Understand the regulatory frame works, which mandate risk management.  
Understanding the best practices, accounting and legal issues relating to Enterprise Risk Management with specific focus on banking industry.

Skills  
Use basic risk measurement models prescribed in Basel accords. Measure risk using VaR.  
Relate concepts and practice of risk management through case studies from organizations that failed due to inadequate risk management practices and learn the relevant governance issues.

Attitude  
Develop an ethically and socially responsible outlook in the context of risk management in the financial sector space with specific reference to banking.  
Understand the importance of risk management in a world filled with uncertainty and ambiguity and take decisions under these situations using the tools taught during the classroom sessions.  
Understand the interplay of various factors that makes risk management process important and to develop a global and cross cultural awareness in this context.

Level of Knowledge: Working and Applied

Unit I  Introduction to Risks- I  
(2 Hrs)  

Unit II  Introduction to Risks- II  
(3 Hrs)  
Risk Vs Return dynamics, Identifying risk exposure, Recap of how to define returns and measure it, Recap of how to measure risks - Standard Deviation, Covariance and Probability, Enterprise risk management, Risk based supervision.  

Unit III Regulations, Basel II & III  
(3 Hrs)  
Overview of Basel norms -Basel Committee on Banking Supervision (BCBS), Basel norms - A move towards Enterprise Risk Management & Integrated supervision, Basel II norms -
Pillar approach, BCBS guidelines, Identifying the sources of Credit, Market & Operational risks and determining respective capital as part of Minimum required capital, Approaches to Capital measurement. Basel III - A perspective.

**Unit IV Detailed Study of Risks** (15 Hrs)

Principles of credit risk management (3 Hrs): Forms of credit risk – Settlement risk, Counter party risk & Sovereign risk, Common sources of credit risk management, measuring credit risk – Probability of default, Loss given default, Exposure at default, Expected & Unexpected loss, and use of derivatives to manage credit risk.

Liquidity risk & Interest rate risk (3 Hrs): Recap of how liquidity risk is managed in banks, Recap of how Interest rate risk is managed in banks, Recap of how ALM tool is used to manage liquidity and interest rate risk, Optimization of NIM, Use of derivatives for interest risk management.

Scenario analysis & Stress testing (2 hrs): Generating the scenarios, reverse stress testing and its uses. Principles of “Sound stress testing practices and supervision,” BCBS consultative document.

Operational Risk (4 hrs): Operational risks in banks, Measuring and managing operational risks

**Unit V Contemporary Topics** (7 Hrs)

Economic capital and RAROC (2 hrs): Understanding the concepts - RAROC, Economic capital, How to measure businesses using RAROC, Forecasting and RAROC, Introduction to simulation using Monte Carlo method.

Convergence: IFRS & Basel norms - Investments, Loan loss provisioning, derivatives.

Need for measuring risk correctly in order to fairly price products and services, protect stakeholders from unwarranted risk taking, sound corporate governance the key to risk debacles and frauds.

Risk Management - Mistakes to avoid: Learning from Case Studies- Bank Herstatt, Lehman Bros., Long Term Capital Management (LTCM), Barings Bank etc.

[Total 30 Hours]

**Essential Reading**

**Recommended Reading**
- RBI’s Master Circulars on Risk Management
- BCBS Consultative Document
- Risk Management materials from GAARP and FRM.
MBA543CF  Financial Planning & Wealth Management  3 Credits

Course Description
With financial planning emerging as a prospective career opportunity, 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.

Course Objective
This course attempts to introduce the students to the nuances of various investment avenues, life cycle of investors, their objectives and asset allocation.

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

Knowledge
- Develop a conceptual and analytical understanding of the framework of financial planning process.
- Understand different financial instruments that are available as savings instruments and the risk associated with each of those instruments.

Skill
- 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.
- Develop an attitude of integrative thinking with emotive intelligence that is required to develop a discipline that is needed for understanding investment strategies and managing risk.
- Understand the importance of spreading the knowledge of financial discipline in the context of investing.
- Develop an ethically and socially responsible outlook towards being an investor as well as being an investment advisor in the realm of financial planning.
- Understand the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation to all the stakeholders.

Level of Knowledge: Working and Applied

Unit I  Overview on Financial Planning and Wealth Management  (5 Hrs)

Unit II  Role of Insurance  (3 Hrs)
Why buy 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 III  Mutual Funds as an Asset Class  (4 Hrs)
What are 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.

Unit IV  Equities as an Asset Class  (6 Hrs)
Investing philosophies for Equities, Value Investing the long term strategy, Equity investing is not the same as Equity trading, How to identify industry or sector and a specific Equity for investment, Timing of investment, Alternate Equity based investment avenues like PMS, Margin Financing, IPO Financing and LAS.

Unit V  Alternate Asset Classes  (6 Hrs)
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, Private Equity, Venture Capital, Structured Notes, Quant Funds and Offshore Opportunities.

Unit VI  Asset Allocation and Strategies  (3 Hrs)

Unit VII  Evaluation and Investment Philosophies  (3 Hrs)
Holistic approach to wealth management advisory, Integrity and Ethics the bedrock of long term advisory roles, Inclusive Mass Affluent services Vs Niche HNI services, Thematics and SRI in Wealth Management, Ethical investment options and dos and donts from wealth industry stalwarts.


[Total 30 Hours]

**Essential Reading**

**Recommended Reading**
Ashiya Manish., *Wealth Management.* ICFAI Press.
Introduction to financial planning by Indian Institute of Banking & Finance. Taxmann Publications P Ltd.
Human Resource

MBA5041H Organizational Change and Development 3 Credits

Course Description
The course is offered as a human resource elective in the second year. This course introduces students to the social science techniques and change interventions used to improve organizational effectiveness and enhance the personal development of individuals. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with special focus on initiating and managing change. Introduces methods used to identify organizational problems, understand the underlying causes for these problems, and collect information and data about the causes or problems, and present diagnostic results.

Course Objective
This course attempts to introduce the students to the social science techniques and change interventions used to improve organizational effectiveness and enhance the personal development of individuals.

Learning Outcomes
By the end of the course, the student should be able to:

Knowledge:
Appreciate organizational change processes from multiple role perspectives.
Plan the steps involved to effectively manage organizational change in a variety of contexts and settings.
Identify the type and significance of various drivers of organizational change and identify the nature and significance of various impediments to organizational change.

Skills
Plan approaches and strategies for managing organizational change. Implement organizational diagnosis and OD interventions design. Evaluate the effectiveness of OD interventions.

Attitude:
Explore and clarify assumptions, beliefs, and values about organizations and the nature of the change process.

Level of Knowledge: Basic to moderate knowledge, understanding and application

Unit I Introduction to organizational change and development (4 Hrs)
Definition, history, and evolution of Organizational change and OD. Theories of planned change-Theory O and Theory E, types of planned change, critique of planned change, who is the OD practitioner? Professional OD, values and ethics, strategic focus
(Self Learning module)

Unit II Attitude towards change (3 Hrs)
Theory of psychological reactance, Overcoming resistance to change, Commitment to change –Creating readiness for organizational change
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Unit III Diagnostic techniques and feedback in OD (4 Hrs)
Diagnosing organizations, open-systems model, Force field analysis, Weisbord six box model, Congruence model, Grid OD, Tichy’s TPC framework, Stream analysis, Kilmann Model, Mckinsey 7s framework, Extended 7S framework, Burke-Litwin model, Appreciative inquiry, Survey feedback

Unit IV Human process interventions (6 Hrs)
Interpersonal and group process approaches – T-groups, process consultation, third party interventions and team building.
Organization process approaches – organization confrontation meeting, inter group relations interventions, large group interventions, and grid OD

Unit V Techno Structural Interventions (5 Hrs)
Restructuring organizations – structural design, group’s process structure, downsizing, and reengineering
Employee involvement – What is it? Employee involvement practices, parallel structures, high – involvement organizations, high involvement, and TQM

Work design – the engineering approach, the motivational approach, the socio technical approach and designing work for technical and personal needs

Unit VI Human Resources Management and Strategic Interventions (6 Hrs)
Developing and assisting members – career planning and development interventions, resources planning and strategy, workforce diversity interventions, and employee wellness interventions
Integrated strategic change, trans organizational development and mergers and acquisitions
Organizational transformation – characteristics of transformational change, culture change, self-designing organization organizational learning and knowledge management

Unit VII Evaluation and Future of OD intervention (2 Hrs)
Sustaining change after intervention evaluation – Ending an engagement
Global issues in OD, OD in International business, and future of OD

[Total 30 Hours]

Essential Reading

Recommended Reading
MBA5042H  Labor Law II  3 Credits

Course Description
The course is offered as a human resource elective in the second year. The paper helps the students to understand the legal aspect of the Human resources in the organization. The paper develops the awareness about the various acts and legal compliances required for smooth functioning of the organization.

Course Objective
This course attempts to help the students to understand the legal aspect of the Human resources in the organization.

Learning Outcomes
By the end of the course, the student should be able to:

Knowledge:
- Implement statutes and employers obligations under different acts.
- Integrate employers and employees rights and duties and their compliance.
  - Integrate the powers of the appropriate government/authorities under the Act and their analysis.

Skill:
- Gain expertise to become Compliance officers.

Attitude:
- Appreciate compliance procedures depending upon the sector in which the company is operating.

Level of Knowledge: Moderate to Advanced knowledge, understanding and application.

Unit I  (8 Hrs)
The Employees Provident Funds and Miscellaneous Provisions Act, 1953: Objectives, Definitions [Authorized officer, Basic Wages, Contribution, Controlled industry, Employer, Employee, Exempted Employee, Recovery officer], Employee Provident Fund Schemes, Contributions, Statutory rate of contribution, retaining allowance, calculation, Employee Pension Scheme: Establishment of Employees Pension Fund, Grant by central Government, Employees Deposit Linked Insurance Scheme, Framing and its functioning, circumstances under which employers contribution can be recovered, Attachment of properties, Penalties: Offences by companies.
(Self Learning module)*

The Employee State Insurance Act, 1948: Objectives, Definitions [Benefit period, confinement, Contribution period, dependant, employment injury, Employee, Exempted Employee, Immediate employment, Disablement (partial and permanent, wages, exclusion of wages], Applicability of the act, Contribution and Contribution calculation, Registration of establishments, Benefits, Restrictions, Protection, Penalties 
(Self Learning module)*

Unit II  (6 Hrs)
The Employees Compensation Act, 1933: Scope of the act, Definitions [Dependant, Employer, Disablement, Wages, Workman and Contract of Employment], Rules regarding employment [Personal injury by accident, Theory of notional extension], Occupational Diseases, Amount of compensation, Calculation of Compensation for [death, permanent 121
total disablement, permanent partial disablement, temporary disablement], Compensation when due, distribution of compensation.*

**The Payment of Gratuity Act, 1973:** Scope of the act, Applicability of the act, Definitions[ Completed years of service, Employee, Wages, Retirement, Controlling authority, employer, employee, Superannuation, Family], Payment of gratuity on termination, forfeiture of gratuity, compulsory insurance and payment of gratuity, nomination, determination and recovery of gratuity, Penalties.

**Unit III (8 Hrs) The Inter-State Migrant Workmen (Regulation of employment and conditions of Service) Act, 1979**

Definitions, Registration, Licensing of contractors, Revocation and suspension of licenses, Duties of contractors, Welfare activities, Responsibility of payment of wages, Duties of inspecting staff, Contraventions of provisions of the act and Penalties.  

**The Trade Unions Act, 1936:** Scope of the act, Definitions [ Trade Dispute, Trade Union], Agreements not affected by the act, Procedure for registration of Trade Unions, Cancellation of registration of trade union, Duties and Liabilities of a Trade Union, Amalgamation and Dissolution of a Trade Union, Penalties.*

**Unit IV (6 Hrs) The Building and Other Construction Workers (Regulation Of Employment And Conditions Of Service) Act, 1996**

Definitions, registration of establishments, Licensing of contractors, duties and obligations of contractors, Wages and welfare, Responsibility of inspecting staff, Penalties.  

**The Maternity Benefit Act, 1961:** Scope of the act, Definitions [Child, Delivery, Employer, Establishment, Miscarriage, Wages], Prohibition of Employment, Right to Maternity Benefit, Payment of maternity benefit in certain cases, Dismissal during absence of pregnancy, Leave and nursing breaks, Penalties. Domestic Enquiry: Definition, Preliminary investigation, Rules of natural justice, procedure]

**Unit V (2 Hrs) The Sexual harassment of women at work place (Prevention, Prohibition and Redressal) Act, 2013**

Definitions, Constitution of Internal Complaints Committee, Constitution of Local Complaints Committee, Complaint, Inquiry and complaint, Duties of Employer, Duties and powers of District Officer, Penalties and Provisions


[Total 30 Hours]

[*indicates self learning modules which will be evaluated through presentations, group discussions/ written assignments/micro projects on any industry in secondary sector]*

**Essential Reading**

**Recommended Reading**
MBA5043H Compensation Management 3 Credits

Course description:
The course is offered to second year MBA students specializing in HR.
Compensation Management is a specialization in the field of Human Resources that addresses how organizations use financial and other forms of pay to attract, retain and reward employees. In most organizations, compensation costs are the single largest line item expense on a balance sheet. As a result, HR practitioners responsible for managing wage, salary and benefit administration are required to have interdisciplinary training. Course content introduces important concepts from various fields including labor law and economics, individual, group and organizational psychology, financial management and actuarial science. The administrative systems used to manage compensation are surveyed in the context of underlying theory and major regulatory, competitive and ethical constraints on pay practices.

Rationale
Compensation and reward management is one of the most critical responsibilities in managing human resources. It is important that HR professionals understand and refine their knowledge of compensation techniques such as setting base pay that are internally aligned and externally competitive, design of incentive plans to reward for skills, merit and seniority. This course will help HR student understand how to create competitive advantage through compensation, and learn and link compensation plans to other HR functional areas viz. Recruitment, Selection, Performance Management and Training & Development.

Learning Outcomes:
The goal of this course is to provide students with an orientation to compensation practices – globally in general and with specific reference to India. Beginning with common organizational procedures such as job analysis and job evaluation, the administrative mechanics of pricing jobs for internal equity and external labor market competitiveness is described. Different models and approached to compensation management and pay administration is discussed in the context of the theories upon which they are based. Upon completion of the course, the student will be able to:

Use of compensation and benefits management as a strategic HR tool and techniques to leverage compensation to gain competitive advantage
Understand and critically assess the contextual influences on compensation as it relates to improving societal and organizational efficiency through improved productivity and social good.
Compensation models to that support decision choices about base pay, merit, skill and seniority pay and the link between compensation models and competitive strategy
Design of incentive pay including individual and group incentives
Creating internal consistent compensation plans thorough job analysis and evaluation techniques
Design market-competitive compensation systems through market definition and salary surveys and way to integrate internal job structures and external pay market rates
Understand, evaluate and implement legally required and discretionary benefit programs
Understand options and their use for employee reward and retention
Understand executive pay and the regulatory framework which applies when fixing executive pay
Knowledge
Appreciate the concept, scope, process and significance of Compensation and Benefits in an organizational context.
Understand the different approaches adopted in the concept.
Gain insights into the different forms and newer trends in C&B.
Link compensation and benefits programmes and organizational strategy.
Set and implement C&B Programmes in selected industry sectors.
Design, implement and evaluate a reward strategy.

Skills
Design a pay structure
- Match internal grades with market benchmark positions
- Conduct and participate in a salary survey
Determine competitive pay level based on pay policy
Design and Administer compensation program for organization

Attitude
Inculcate fairness and equity mind set in designing and administering C&B Programmes.
Develop concerns regarding professional hazards involved in various jobs while prioritizing C&B Programmes.

Competence
Implementing compensation systems (including use of technology and tools) Linking compensation systems with organizational plans and goals
Technical aspects associated with assessment of compensation systems and processes
Design of compensation programs

Syllabus

Unit I
Introduction to Compensation Management
(3 Hrs)

Unit II
Compensation Strategy
(6 Hrs)
Compensation strategies – contextual similarities and differences; Strategic choices in compensation that support business Strategy and HR strategy; Developing a total compensation strategy; Test for competitive advantage through compensation; Best Practice vs Best Fit; Virtuous and Vicious Circles

Unit III
Alignment; Job Analysis and Job Evaluation
(3 Hrs)
Internal Alignment – Internal and External factors that shapes Internal structure; Strategic choices in designing internal structures, Theories that guide internal structures – Equity Theory, Tournament Theory, Institutional Model; Consequences of internal structures. Job analysis methods; Describing jobs through a Job Description; Judging job analysis; Job 124
Evaluation Methods – Ranking; Classification, Point Method (with specific focus on Hay Point Method).

Unit IV  
Competitiveness  
(4 Hrs)  
Defining competitiveness; Factors that shape external competitiveness – Labor market factors, Product market factors and organizational factors, Labour demand and supply – Marginal product, marginal revenue, marginal cost; Theories that explain modification of labour demand and supply - Compensating Differential, Efficiency Wage, Signaling, Reservation Wage, Human Capital Theory; Defining relevant markets; globalization and relevant markets, off shoring and outsourcing; Competitive Pay Policy Alternatives – Lead, Lag, Match; Different policies for different employee groups; Consequences of pay decisions, pay levels and pay mix; Defining a competitive pay policy; Purpose of salary survey; Selecting relevant market competitors; Design of salary survey; Interpreting results of salary survey and constructing a market line; Combine Internal Structure and External Market; The Pay-Policy Line; Salary grades and ranges; Broad Banding; Balancing Internal and External Pressures; Adjusting the Pay Structure.

Unit V  
Employee Contributions; Employee Benefits  
(5 Hrs)  
Pay for performance plans; Short term and Long term performance pay plans; Options: Employee Stock Ownership Plans (ESOPs), Broad-Based Option Plans (BBOPs), Stock Grant; Gain sharing and profit sharing plans. The Value of Employee Benefits; Key Issues in Benefit Planning, Design, and Administration; Administering the Benefit Program; Legally Required Benefits; Retirement and Savings Plans; Life Insurance; Medical and Medically Related Payments; Miscellaneous Benefits; Benefits for Contingent Workers.

Unit VI (3 Hrs) Compensation for special groups and; Unions and Salary and Wages Administration  
Special Groups – Supervisors, Corporate Directors, Scientists and Engineers in High-Technology Industries, Sales Forces. The Impact of Unions in Wage Determination; Government and legal issues in compensation; Wages – Minimum wage, Living wage, Fair wage.

Unit VII (3 Hrs) Development of the pay structure and payroll administration in Indian Context; Overview of compensation related US laws  

Unit VIII  
Making it all work  
(3 Hrs)  
Managing, Controlling, Reducing Labor Costs; Structuring the Compensation Function – Centralization vs Decentralization; Reengineering and Outsourcing. Ethics in Compensation Decisions, Wage Discrimination, Equal Pay

[Total 30 Hours]

Description of books and additional reading materials
Prescribed text and reading material
Essential Reading

Recommended Reading

Additional Readings (Articles, handouts, videos, tools):
Implementing Total Rewards Strategies
Employee Benefits in a Total Rewards Framework
Compensation Professional Development Framework
Videos:
Job Analysis
Job Evaluation
Pay Policy
Market Analysis
Base Pay Structure
Pay for performance
Rewards communication plan
Income Tax for salaried employees (handout)
Income tax return tool (downloadable xml tool)
Tax treatment of salary (Theory & practical) - handout
Stock Options: SEBI Act – Share Based Employee Benefits Regulations, 2014
Compensation & The Board: Appointment and Remuneration of Key Personnel, Companies Act 2013

Case Studies:
XTRONICS Compensation Strategy
Mercer salary survey

Practical / Lab Experiment / Simulation:
Tax on salary: Calculation of income tax using IT Dept xml tool (practical) Preparation of Compensation Offer (practical)
MBA544AH Human Relations Skills  

3 Credits

Course Description
The course is offered as a human resource elective in the second year. The course offers 19 skill areas under five major domains – intrapersonal effectiveness, interpersonal effectiveness, understanding and working in teams, and leading individuals and groups. It offers students a balance between theory and application. It provides tips and techniques as well as conceptual grounding to motivate participants to learn and apply a particular skill. This course is important because organizations are looking for employees with outstanding interpersonal skills to help them remain flexible and viable in today’s competitive workforce.

Course Objective
This course attempts to inculcate among students the skill sets under five major domains to help them remain flexible and viable in today’s competitive workforce.

Learning Outcomes
By the end of the course, the student should be able to:

Knowledge
Appreciate the key issues that people work with, and how to communicate effectively with them.

Skills
Explore their own skills and to develop others as an effective manager.
Apply HR skills in tasks related to HR development and management.
Influence & manage individuals and groups, thereby enhancing human relations skills for improved performance at the workplace.
Assess level of effectiveness and enhance one’s own capability in each of the skills.

Attitude
Engage in receiving feedback from others and encourage self-feedback for each skill.

Level of Knowledge: Advanced, Understanding and Application

<table>
<thead>
<tr>
<th>UNIT No.</th>
<th>TOPICS / ASSIGNMENTS</th>
<th>PEDAGOGY</th>
<th>Hrs</th>
<th>Reference</th>
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</thead>
<tbody>
<tr>
<td>Unit 1</td>
<td>Self Awareness, Self disclosure and trust – Personal &amp; Interpersonal skills</td>
<td>Lecture Experiential</td>
<td>4</td>
<td>B1 – Chaps 1 and 3</td>
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<tr>
<td>UNIT 2</td>
<td>Goal Setting and self management</td>
<td>Lecture Experiential / Self Learning Quiz 1 (10 Marks)</td>
<td>3</td>
<td>B1 – Chap 3</td>
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<td>UNIT 3</td>
<td>Understand and working with diverse others and listening</td>
<td>Lecture Experiential</td>
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<td>B1 – Chap 5, 6</td>
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<tr>
<td>UNIT 4</td>
<td>Conveying and persuading others</td>
<td>Lecture Experiential</td>
<td>3</td>
<td>B1 – Chap 7, 8</td>
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<tr>
<td>Unit 5</td>
<td>Negotiation and managing conflicts</td>
<td>Lecture Experiential Quiz 3 (15 Marks)</td>
<td>3</td>
<td>B1 – Chaps 9, 11</td>
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<tr>
<td>UNIT 6</td>
<td>Building teams, work groups and facilitating team success</td>
<td>Lecture Experiential</td>
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<td>B1 – Chap 10, 13</td>
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<table>
<thead>
<tr>
<th>UNIT 7</th>
<th>Effective meetings, making decisions and solving problems</th>
<th>Lecture / Experiential / Self Learning Quiz 3 (10 Marks)</th>
<th>2</th>
<th>B1 – Chap 13 (*Self Learning)</th>
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<tr>
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[Total 30 Hours]

**Skill Development**

Set of questions that relate to the learning objectives for each skill tested through Multiple choice Questions
Case study that helps participants understand how the skill (or lack thereof) applies in a real world situations
Strategies for learning and using the skills
Exercises are reflective and experiential
Role plays
Interactive lectures and individual and group tasks

**Practical Record:** Each student will maintain a practical record book duly signed by the facilitator after the completion of each skill. The record will contain the name of the skill, the conceptual frame work of the skill, at least two objectives to be achieved, at least two methods adopted for achieving the objectives, the results, the interpretation and discussion the results, the learning’s from the skill and at least two action plan with follow up details.

The course has no end term exam, and evaluation is based on continuous testing using multiple components on conceptual knowledge, understanding and application of skills.

indicates self learning modules which will be evaluated through seminars, presentations based on research/written assignments/projects

**Essential Reading**


**Recommended Reading**

Marketing
MBA5041M Marketing Metrics 3 Credits

Course description
Marketing Metrics is a marketing specialization course designed to develop students to use numbers in assessing marketing strategy. The course reviews the different measures used by marketers and other decision makers in corporations. It covers metrics for understanding value of brands, customer loyalty, profitability of customers and to measure the performance of marketing activities.
This course examines the importance of managing marketing data in effective marketing decision making. It presents the role of marketing metrics within the organisation and establishes how an understanding of a range of measurement techniques can enable organisations to achieve marketing objectives through strategic decision making.

Learning Outcomes
On completion of the course, participants will be able to:

Knowledge:
- Understand the role of marketing metrics
- Understand the significance of different measurement techniques across a range of market contexts

Skills:
- Apply marketing metrics to establish the effectiveness of marketing activities
- Utilise various analytics tools and techniques for marketing insight and strategic decision making

Attitude:
- Develop expertise in using numerical information to justify and evaluate marketing strategies
- Be able to correctly select, calculate, and interpret specific marketing metrics for marketing decisions and articulate returns on marketing investment
- Understand the connections across various marketing metrics

Unit I INTRODUCTION (3 Hrs)
The alignment of business objectives, strategies and metrics; the potential gap between metrics and business outcomes, people, planet and profit, the importance of marketing metrics, measuring market effectiveness.

Unit II SHARE METRICS (5 Hrs)
Market share, relative market share, market concentration, market penetration, penetration share, share of requirements, heavy usage index, market share decomposition, brand development index and category development index.

Unit III MARGINS and PROFITS (6 Hrs)
Variable and fixed costs, margins, markups, average price per unit, contribution per unit, contribution margin, breakeven sales level, target profit, rate of return on sales and breakeven on incremental investment.

Unit IV PRICING, PRODUCT and PORTFOLIO MANAGEMENT (8 Hrs)
Price premium, maximum reserve price and maximum willingness to buy, price elasticity, optimal price, percentage breakeven price change, price discrimination, competitor reaction elasticity and cross and residual price elasticity. Trial volume and trial rate, repeat volume
and repeat rate, adjusted trial rate, cannibalization rate, weighted contribution margin and breakeven with cannibalization.

Unit V SALES FORCE MANAGEMENT and PROMOTION PROFITABILITY  (8 Hrs)
Sales funnel, sales pipeline, lead, closure rate, sales forecasting, workload, sales force effectiveness. Baseline sales, incremental sales, promotional lift, return on marketing investment, coupon redemption, pass-through, gross rating points, impression, cost per thousand impressions, reach, frequency, share of voice, page views, visitors, click-through rates, cost per click, cost per order, cost per customer acquired, bounce rate, abandonment rate. Customer lifetime value, retention rate, attrition rate & churn rate.

[Total 30 Hours]

Recommended books:
MBA5042M Strategic Marketing Management 3 Credits

Course Description
The course is designed to provide students, knowledge about market-driven and market driving strategies for the success of a firm. The focus is on understanding the role of strategic decision making in marketing across different areas from segmenting, product decisions, pricing, distribution, ethical practices to name a few of them. Students would have the opportunity to practice creative problem solving and decision-making through case studies finally leading to design and development of market-driving strategies.

Course Objective
This course attempts to provide students, knowledge about market-driven and market driving strategies for the success of a firm.

Learning Outcomes
At the completion of the course, students will be able to:

Knowledge
Appreciate marketing as an idea that has strategic relevance and not just as an operational function.
Identify pressing issues in the area of marketing and be able to get to the source of the problem and offer logical and relevant recommendations.
Have insightful perspective on customer centric value creation, value capturing and delivery.

Skills
Identify, appreciate, apply, critique and evaluate strategic marketing initiatives prevalent in businesses.
Create strategic marketing plan/blue print that can be readily implemented in the given context.
Design business ready solutions for contemporary marketing issues.

Attitude
Operate from a problem solving mindset
Perceive cross functional relevance of strategizing marketing activity

Unit I  Foundations of Strategic Marketing Management (6 Hrs)
Defining the organization’s business, mission, and goals; Identifying organizational growth opportunities; Formulating product-market strategies; Budgeting marketing, financial and production resources; Developing reformulation and recovery strategy

Unit II  Strategic segmentation and opportunity analysis (6 Hrs)
Opportunity analysis – Opportunity identification; Opportunity-organization matching; Opportunity evaluation; Strategic segmentation and variables; Market sales potential and profitability

Unit III  Product and service Strategy and Strategic Branding (6 Hrs)
Offering portfolio; Modifying offering mix and rationalization; Life cycle concept; Brand equity and strategic brand management process; Analyzing competitive landscape
Unit IV  Channel strategy and Management (6 Hrs)
Channel selection decision; Capitalizing on internet driven growing distribution channels; Dual distribution and multi-channel marketing; Satisfying intermediary requirement and trade relations; Qualitative and quantitative assessment of modifying channel decisions

Unit V  Pricing strategy and Management (6 Hrs)
Pricing considerations; Product line pricing; New offering pricing strategy; Pricing and competitive interaction

Evaluation
Students are evaluated based on class room discussion and participation for case studies. Each unit is driven through an appropriately identified case study on which students are expected to make analysis and submit reports. At the end of the course, students are required to design an info-graphic on the existing and future strategic marketing complexities and make recommendations to address the same.

[Total 30 Hours]

Recommended Text book

Additional Reading
HBR's 10 Must Reads on ‘Strategic Marketing’, HBSP
MBA543AM Advertising and Public Relations 3 Credits

Course Description
This paper is offered as a marketing elective in the fifth trimester. It gives an insight into advertising and prepares students for decisions in advertising and media in their respective roles in marketing. Students opting for this elective gain an insight on the role and significance of public relations for brand building and crisis management.

Course Objective
This course attempts to prepare the students for analytical and decision making roles in advertising and media in their respective roles in marketing.

Learning Outcomes
After completing the course, the students will be able to:

Knowledge
- Understand theoretical and practical aspects of advertising and public relations
- Understand the relevance and scope of various media in communicating value
- Understand the significance of the synergy of integrated media in communication

Skills
- Design and validate advertising campaigns using relevant tools

Attitude
- Appreciate the positive role of advertising and public relations in the society at large

Level of Knowledge: Conceptual and Application

Unit I Introduction to Advertising & Ethics and Regulation (6 Hrs)
Advertising, Advertising campaigns, IMC; Roles and functions Advertising, Types of advertising, Key Players in the Advertising Process, Brief History of Indian Advertising, Trends affecting advertising-Digital Age & Challenge of Sustainability; Artificial intelligence in advertising

Advertising Regulation- Social Role of Advertising; Advertising to Vulnerable sections of Society; Self-Regulation (ASCI) & Legal Regulation; Ethics in Advertising

Unit II Research and Planning in Advertising (6 Hrs)
Customer Insight and use of Research; Strategic Planning and Planning Process; Brand Communication Plan; Target Audiences; Ad Objectives-Advertising as a Communication Model; Ad Exposure Model; Setting Advertising Objectives; Account Planning; Creative Brief.

Understanding Segmentation, Positioning, Consumers and Branding for better advertising insights – Self-learning (CCD Video)

Unit III Creating Effective Advertising (7 Hrs)
Creative Advertising and the Process; Informational and Transformational Appeals; Copywriting; Ad Copy Testing; Ad Production

Unit IV Effective Advertising Media (4 Hrs)
Media planning, Media Terms; Media Plan & Media Buying; Effectiveness of Media and ROI.
Trends in Media & Media Choices – Self-learning (CCD Video)
Sales promotion, Point of Purchase, Support media, Event Sponsorship, Product Placements, Branded Entertainment, Direct marketing, Personal Selling – Self-learning

Unit V Public Relations (7 Hrs)
Purpose of PR; Stakeholders for PR – Employees, Investors, Community, Customers, Media;
Public Issue Campaigns, Debates and Crisis Management; PR Ethics, Standards and Values

[Total 30 Hours]

Essential Reading

Recommended Reading
Business Analytics

MBA 5041B Big Data Analytics 3 Credits

Course Description
This is a course offered to the Business Analytics students in their 5th trimester. The course encompasses fundamentals of Big Data, Big Data architecture and Big Data ecosystem. By the end of the course, students will be able to independently work on Big Data platforms spanning different domains.

Course Objective
The objective of this course is to equip students with the fundamentals of Big Data and Big Data analytics with specific focus on Big Data ecosystem comprising of Hadoop Distributed File System (HDFS), Hive and Spark.

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

Knowledge
- Understand theoretical concepts behind Big Data and Big Data analytics
- Decide on Big Data models relevant to business needs
- Understand and Appreciate algorithms behind predictive models used in Big Data Analytics

Skills
- Develop, test and deploy Big Data models
- Interpret the results of Big Data analytics and present through well-structured reports.

Attitude
- Appreciate the importance of various predictive and classification models and the underlying assumptions governing them

Unit I Introduction to Big Data (3 Hrs)
Introduction to Big Data, different types of data, introduction to cloud computing, cloud computing concepts, cloud computing applications, cloud systems and infrastructure, Big Data applications in cloud, cloud networking

Unit II Understanding the Big Data Ecosystem (4 Hrs)

Unit III Working with HDFS and Hive (4 Hrs)
HDFS overview, installation, API. Hive architecture and installation. Comparison with traditional databases. HiveQL – querying data, sorting and aggregating

Unit IV Working with Map Reduce and HBase (4 Hrs)
Introduction to Map Reduce. Map Reduce scripts, joins and sub queries. HBase concepts, schema design, indexing. Pig. Zookeeper.
Unit V Data Analysis with Spark (4 Hrs)

Unit VI Working with NoSQL (3 Hrs)
Introduction to NoSQL. Types of NoSQL databases. Advantages and uses. SQL vs NoSQL. Using NoSQL to develop reports.

Unit VII Big Data Project and Case Studies (8 Hrs)

[Total 30 Hours]

Essential Reading
MBA 5042B Predictive Analytics II 3 Credits

Course Description:
This is course is offered to the students of Business Analytics specialization in their 5th trimester and is a continuation of the Predictive Analytics I in the 4th trimester. The course encompasses fundamental concepts behind clustering and association mining techniques predominantly segmentation and profiling models. By the end of the course, the students would be able to independently work on these models to address varied business problems.

Course Objective:
The objective of this course is to equip students with various clustering and association mining techniques so that they become well conversant with the models and use them in solving real business problems and decision making.

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

Knowledge:
- Understand underlying concepts and algorithms governing clustering and association mining techniques models
- Decide on models relevant to business needs

Skills:
- Understand and Appreciate algorithms behind clustering and association mining
- Develop, test and deploy models
- Model tweaking skills to achieve desired business requirements

Attitude:
- Appreciate the importance of various clustering and association mining techniques

Level of Knowledge:
Students are required to have basic understanding of exploratory data analysis and basic statistical concepts.

Unit I Introduction to Clustering (4 Hrs)
Introduction to cluster analysis, cluster analysis process- attributes selection, data scaling, outlier detection, distance calculation, selecting clustering algorithm, determining number of clusters, identifying final number of clusters, visualizing cluster results, cluster interpretation, validation of cluster results, different types of distances and calculations, distance calculation for continuous data, distance calculations in mixed data types.

Unit II Types of Clustering – Hierarchical methods (4 Hrs)
Introduction to hierarchical and partitioning clustering, process of hierarchical and partitioning clustering, different types of hierarchical clustering methods-single linkage, complete linkage, average linkage, centroid and Ward, interpretation of dendrogram.

Unit III Types of Clustering – Non-hierarchical methods (4 Hrs)
Partitioning methods in cluster analysis- K-means clustering and its process, partitioning around medoids, interpretation of scree plot and cluster plot, dealing with R -packages to perform hierarchical and partitioning cluster analysis, case study
Unit IV Association mining techniques (3 Hrs)
Introduction to association mining techniques, product recommendation in retail market, introduction to Market Basket Analysis (MBA), creating and exploring dataset, Item frequency plot, support, lift and confidence measures and their interpretations.

Unit V Association mining – Business insights (3 Hrs)
Extracting association rules, extracting top five rules, inspecting rules, implementing product recommendations, visualization of product association, dealing with R-packages to perform market basket analysis, case study.

Unit VI Time-series Analysis (6 Hrs)
Stationarity, Noise, Autocorrelation function, AR model, MA model, ARMA model, Modelling in R.

Unit VII Latest trends and Cases from Industry (6 Hrs)
Students to present latest trends and cases from the industry.

[Total 30 Hours]

Essential Reading

Recommended Reading
- Applied Multivariate Statistical Analysis by Richard A. Johnson, Dean W. Wichern, PHI Learning
- Data analysis and graphics with R by Robert Kabacoff
- Practical Data Science with R by Nina Zumel and John Mount
- Multivariate Data Analysis by Hair | Black | Babin | Anderson | Tatham, Pearson publication
MBA5043B Text and Social Media Analytics  

3 Credits

Course Description:
This is a two-credit course mandatory course offered to the students of MBA in Business Analytics. The course introduces the students to the basic and intermediate levels of text and social media analytics. The coverage includes (a) basics of language processing, use of machine learning to analyze text and social media data, sentiment analysis, and, (b) the use of common software tools to carryout text, social media, and social network analysis.

Learning Outcomes: At the end of the course the students should be able to do the following:

Knowledge
Understand the sources and limitations of text and social media data.
Develop a text/social media analytics research project to obtain managerial insights.
Able to understand the structural, syntactical, semantic elements of textual data.
Able to understand the structural and social aspects of social media networks.
Become familiar with core practice communities, publications, and organizations focusing on text and social media analytics and the research questions they are engaged in.

Skill
Be able to use common text mining and social media analytics tools to gather managerial insights.
Be able to develop and present network visualization for social media data.

Attitude
Understand the nature and importance of ethical concerns that pertain to text and social media analytics.

Level of Knowledge:
Ability to use R and Python is essential.

Unit I Natural Language Basics (3 Hrs)

Unit II Understanding Text and Processing (4 Hrs)

Unit III Text Similarity and Clustering (6 Hrs)

Unit IV Introduction to Sentiment Analysis (4 Hrs)

Unit V Introduction to Social Media Analytics (3 Hrs)
Unit VI Social Media Data Analysis and Visualization (6 Hrs)

Unit VII Case Studies (4 Hrs)
Text analytics case study – analyzing corporate financial reports. Social media network analysis using Facebook data.
Sentiment analysis case study of Twitter data with a specific reference to the ethics of using social media data.

[Total 30 Hours]

Essential Reading

Recommended Reading
CROSS FUNCTIONAL ELECTIVES

MBA631A Leadership and Business Ethics 3 Credits

Course Description
This course aims at exploring different concepts of ethics and leadership in different contexts and organizational structure. The course emphasizes critical thinking to address value conflicts and imparts understanding on moral reasoning as a practical professional skill. Through this course, students will understand how leaders set the ethical tone for their organizations, how values and ethics are established in individuals and organizations and what are some helpful approaches to diffuse tensions between ethics and leadership.

Objectives
To learn different theories and models of leadership and the role of ethics in these models and theories
To develop the capacity to think about individual responsibilities and actions in relation to one’s values and ethical principles
To help students to develop leadership skills
To sensitize to the nature of ethical issues and ethical dilemmas in corporate world
To develop a capacity for ethical reasoning and to apply them in organizational contexts

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

Knowledge
Understand the evolution of Leadership and Ethics and their application and relevance in the business environment today
Understand the core concepts of Leadership & Ethics and its impact on individuals, teams and organizations
Understand how leaders can help create ethical climates in small groups, organizations and society.

Skill
Develop an understanding of different leadership styles, application and how to change leadership styles for best results
Develop a capacity for ethical reasoning and application of it in the current organizational and business context

Attitude
Appreciate the need for building necessary capacity to be an ethical employee and/or a leader at their workplace

Appreciate the overarching role of business ethics in the management of Organizations.

Unit I Introduction to Leadership and Ethics (3 Hrs)

Unit II Power Influence and Ethical Decision Making (3 Hrs)
Concepts of Power and Authority, Influence processes, Power types and sources, Power acquisition via social exchange theory and consequences of Power. Ethical Dilemmas, Ethical Decision Making in Business
Unit III An essence of Leadership Theories, Team Leadership and Creating Ethical Leadership (3Hrs) Early contingency theories of effective leadership, different leadership styles, self-leadership. Team leadership, procedures for facilitating team learning, guidelines for team building, ethical leadership, gender and leadership, leadership in different cultures, managing diversity.

Unit IV Business Ethics, Values, and Code of Ethics (6 Hrs) Nature of business ethics and values, Sources of ethical and philosophical systems, cultural experience and legal system. Factors influencing business ethics – leadership strategy and performance, environment, corporate culture, corporate governance, corporate social responsibility. Managing codes of ethics, ethics committees, hotlines, ethics training programs and laws enforcing ethical conduct.


Unit VI Ethics in Business Discipline (6 Hrs) Ethics in global business – ethical principles governing global business, ethics relation to adapting host countries culture and norms. Issues relating to negotiations and providing access to less developed countries, avoiding sanctions, protection of intellectual properties. Pressures for ethical convergence. Ethics in Indian Context [Total 30 Hours]

Essential Reading

Recommended Reading
   Tata: Leadership with Trust. HBS (Richard Ivey School of Business, The University of Western Ontario), 2010.
   ITC Limited: India First. HBR (IIMB), 2012.
   A Tale of Two Turnarounds at EDS. HBR (Kellogg School of Management), 2010.
   Mind Tree: A Community of Communities. HBR, 2011.
   Toyota: The Accelerator Crisis. HBR (Thunderbird School of Global Management), 2010.
FUNCTIONAL CORE COURSES

Finance

MBA641F  Strategic Financial Management  3 Credits

Course Description
This course develops insights into the strategic aspects to investments. It goes beyond the conventional valuation metrics and focuses on value creation from investors’ perspective. The importance of managerial compensation, agency problems and ethics are learnt in this course.

Course Objective
This course attempts to develop insights into the strategic aspects of financial decision making.

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

Knowledge
- Understand the conceptual and analytical framework of strategic financial management.
- Build further on the concepts, which were, learnt through traditional valuation techniques.
- Understand the organizational value levers and financial drivers of creating value.
  - Understand the strategic issues related to revenue, asset, liabilities and bankruptcy management.
  - Appreciate and manage the complex nature of business environment and conflicting requirement of different stakeholders.

Skills
- Develop quantitative skills to measure ‘value creation’ by companies through various value metrics.
- Analyze critically the business value of strategic decisions. Nurture creativity in financial decision making.

Attitude
- Appreciate the ethical, social and governance dimensions in the realm of strategic financial management.
- Develop an integrative thinking of ‘creating value’ by companies.
  - Understand the importance of collaborative functioning in diverse teams to achieve the common organizational goal of value creation to all the stakeholders.

Level of Knowledge: Working and Applied

Unit I  Corporate Objective  (3 Hrs)
Logic of Shareholder Wealth Maximization; Stakeholder Theory; Enlightened Value Maximization; Creation of Shared Value; Triple Bottom Line Approach of Reporting- Sustainability Reporting framework of Global Reporting Initiative (GRI)- Clause 55 of Listing Agreement of SEBI, Business Responsibility Reporting- Green Accounting

Unit II  Strategic Asset Management  (6 Hrs)
Capital Allocation: Strengthening the Links Between Strategy and Capital Budgeting; Bridging the Gulf Between Strategic Planning and Financial Analysis; Investment in Capabilities; Real Options; Investment Timing Strategy; Management of Capital Projects;
Disciplining the Capital Budgeting Process for Small Ticket Items; The Post-Audit. Strategic Revenue Management.
Concept of Strategy; Corporate Strategy; Diversification and Value Creation; Business Level Strategies; Business Model; Innovative Strategies and Business Models.

**Unit III Strategic Liabilities Management (6 Hrs)** Capital Structure and Value in a Perfect World; Imperfections and Capital Structure; Signalling Theory; Tools for Developing an Effective Capital Structure; Guidelines for Capital Structure Planning; Dividend Policy and Firm Value; Implications of Real World Imperfections; Dividend Policy Formulation; Rationale and Objectives to Share Buybacks; Share Buybacks and Valuation. Liquidity Crises Identification: Altman Z Score Model, Managing liquidity crisis and navigating the downturn.

**Unit IV Value Based Management (8 Hrs)**
Methods and Key Premises of VBM; Marakon Approach; Alcar Approach; Mckinsey Approach; Stern Stewart Approach; BCG Approach. Traditional measures of EPS, ROI, EBIT, EBITDA, ROCE, RONA etc. New metrics of Market to Book Ratio (MBR), Total shareholder Return (TSR), Total Business Return (TBR), Market Value Added (MVA), Economic Value Added (EVA), Future Growth Value (FGV), Cash Value Added (CVA), Cash Flow Return on Investment (CFROI) and the Balanced Score Cord (BSC).
Lessons from the Experiences of VBM Adopters.

**Unit V Strategic Cost Management (4 Hrs)**
The Guiding Principles of Strategic Cost Management; Strategic Cost Management - Key concepts; Cost Drivers – Strategic Views; Value Chain Analysis; Instruments of Strategic Cost Management – Activity Based Costing and Management; Target Costing; Life Cycle Costing; Bench Marking.

**Unit VI Corporate Governance and Ethics in strategic financial management (3 Hrs)**
Divergence of Interest; Types of Corporate Governance Mechanisms; Key Principles of Good Corporate Governance; Corporate Governance Around the World; Board of Directors; Auditing; Investor Communication; Incentive Compensation.
Corporate governance & ethics; Ethical Brand Equity & Long term results, Functional ethics in financial management.

**Text Book**

**Reference Book**
MBA642DF Behavioural Finance

Course Description
This course seeks to provide comprehensive knowledge to the students about irrational investor behavior and how to create individual investor portfolios that account for their irrational behaviour. This course will also help students become more introspective about their own behaviour and enable them to create a portfolio that works best for themselves.

Course Objective
This course seeks to provide comprehensive knowledge to the students about irrational investor behavior and how to create individual investor portfolios that account for their irrational behaviour.

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

Knowledge
Understand different behavioural biases exhibited by investors.
Develop client portfolios that take into account these behavioural biases.
- Understand why clients make the decisions that they do and whether their behaviour needs to be modified or adapted.
- Review work done by some of the key people who have shaped the current body of behavioural finance thinking.

Skill
Be able to design portfolios for different clients after taking their behavioural biases into account.

Attitude
Understand the importance of taking behavioural biases into account while designing portfolios for different clients.

Level of Knowledge: Working and Applied

Unit I  Introduction to Behavioural Finance  (3 Hrs)

Unit II  Belief Perseverance Biases  (6 Hrs)
Cognitive Dissonance Bias, Conservatism Bias, Confirmation Bias, Representativeness Bias, Illusion of Control Bias, Hindsight Bias - Description, Practical Application, Research Review, Diagnostic Testing and Advice.

Unit III  Information Processing Biases  (7 Hrs)
Mental Accounting Bias, Anchoring and Adjustment Bias, Framing Bias, Availability Bias, Self-Attribution Bias, Outcome Bias, Recency Bias - Description, Practical Application,
Research Review, Diagnostic Testing and Advice.

**Unit IV Emotional Biases (7 Hrs)** Loss Aversion Bias, Overconfidence Bias, Self-Control Bias, Status Quo Bias, Endowment Bias, Regret Aversion Bias, Affinity Bias - Description, Practical Application, Research Review, Diagnostic Testing and Advice.


[Total 30 Hours]

**Essential Reading**

**Recommended Reading**
Hersh Shefrin, *Beyond Greed and Fear*, Oxford University Press.
Human Resource

MBA6041H International Human Resource Management 3 Credits

Course Description
The course is offered as a human resource elective in the second year. The globalization of business is having a significant impact on human resource management. It is more imperative than ever for organizations to engage in human resource management on an International scale. Today's managers and business leaders confront decision problems in various functional areas of HRM while working in different national and cultural environment. Also, managers working in the corporate headquarters of MNEs have to deal with human resource issues relating to PCNs, HCNs, and TCNs. This course will cover the management issues which have implications on international HRM decisions including; cross-cultural negotiations, international dimensions of leadership, motivation, team work, and communicating with people of different cultural environment. The major focus of the course will be on international human resource management & development issues of recruitment and selection, compensation and reward systems, training and development, performance appraisal, expatriation, repatriation and career development.

Course Objective
This course attempts to enable students to appreciate the various concepts and issues relating to management of human resources in international businesses.

Learning Outcomes
By the end of the course, the student should be able to:

Knowledge
Appreciate the various concepts and issues relating to management of human resources in international businesses.
Understand and analyze human resource issues for making effective decisions in the contemporary international business environment.
Integrate the theories, models and concepts developed in the areas of international management, international organizational behavior, cross-cultural management, and other emerging disciplines, and study their implications on international HRM practices.

Skill
Manage people issues in an international context effectively.

Attitude
Develop a global mindset in dealing with human resources.

Level of Knowledge – Moderate knowledge, understanding and application

Unit I Introduction (4 Hrs)
International Human Resource Management (IHRM) – approaches to HRM – strategic focus differences between domestic HRM and IHRM. (Self Learning module)*

Unit II HRP & Training & Development (8 Hrs)
Human resource planning in IHRM – recruitment and selection – issues in staff selection – selection of expatriates.
Training and development – expatriate training – developing international staff and multinational teams. Training on inclusiveness and Diversity
Unit III Performance Management & Compensation (8 Hrs)
Performance management - factors associated with individual performance and appraisal -
Criteria used for performance appraisal of international employees - appraisal of host
country nationals.
Compensation - objectives of international compensation - approaches of international compensation.

Unit IV Expatriation & Repatriation (3 Hrs)
Expat failure - causes for failure. Repatriation - repatriation process. International
Assignments for local people

Unit V Forging cross-border mergers and acquisitions (3 Hrs)
Examine the varying degrees of success international corporations experience when
completing global mergers and acquisitions. The human and cultural factors, Reasons for
failure. The due diligence and planning for successful M&A’s, the importance of the
retention of key talent, and how different aspects of the change process need to be managed
for a smooth integration. Mergers and acquisitions a source of competitive advantage in the
global economy.

Unit VI International Labour Relations (2 Hrs)
Labour relations - Key issues in international relations - strategic choices before firms -
strategic choices before unions - union tactics.

Unit VII The International Context (2 Hrs)
Managing people in an international context - Japan - Europe - US, Ethical Dimensions in
IHRM.

(Self Learning modules)*

[Total 30 Hours – Contact hours]

Skill Development
Lecture sessions, case studies, assignments, role plays and class
presentations. Live projects to be undertaken in various MNCs Interaction
with expats in various organizations

indicates self learning modules which will be evaluated through seminars,
presentations based on research/written assignments/projects

Essential Reading
Western: Thomas Learning Publication.

Recommended Reading
Publishing
Kogan page.
Management. South-Western College Publishing.
MBA6042H Latest Trends in Human Resource Management 3 Credits

Course Description
This course is designed to help the students to understand the latest HR practices and trends in the industry, giving special attention to the major challenges and the paradigm shift facing today’s HR management.

The experiential learning method is adopted through discussions/presentations based on Research articles/case studies on issues relating to emerging HR trends and practices. Groups and individual presentations will be made by the students.

Learning Outcomes
The course is offered as a human resource elective in the second year.

To develop awareness towards the latest trends and prepare students for careers in the areas of human resources.

To develop skills required for handling the current trends in HR practices and understand the requirements of the industry.

To discuss issues relating to emerging HR trends and practices.

Level of knowledge: Moderate to Advanced knowledge, understanding and application

Unit I Learning Organization (6 Hrs)

Unit II Knowledge management and managing Knowledge Workers (6 Hrs)
Knowledge management meaning, challenges and recent trends, Human Resource Information system

Unit III Psychological Contract (4 Hrs)
Psychological contract. Meaning, Importance, Types and managing the psychological contract.

Unit IV Digital HR (4 Hrs)
SMAC- Social media recruitment, Mobile recruitment Gamification, MOOCs, . E - Learning: Challenges and issues Enterprise social network, Digital leadership

Unit V HR accounting and Strategic HRM (3 Hrs)
Human Resource Accounting and Audit: Meaning, process and importance, Green HRM, Acquihiring

Unit VI Organizational design and culture (4 Hrs)
Hybrid organizations, Holocracy, Teal organizations, Network of teams, relationship between design and employee engagement
Unit VII  Workforce Diversity

Managing work force diversity – Challenges and issues- Gender, Age/generation, Skills, LGBT

[Total 30 Hours]

Skill Development
- Group presentations on current trends in HR
- Practical problems in implanting the new techniques
- Case studies

*indicates self-learning modules which will be evaluated through seminars, presentations based on research/ written assignments/projects

Essential Reading
Summaries based on latest trends in industry will be developed by the institute on a yearly basis.

Recommended Reading


*HR practices.* ICFAI University Publication.
Marketing

MBA6041M Brand Management 3 Credits

Course Description
This paper is offered as a marketing elective in the sixth trimester. This course aims to develop conceptual knowledge of branding as part of marketing decision making and to familiarize concepts of developing a brand, manage brand portfolios, brand lifecycles, brand extensions & rebranding decisions.

Course Objective
This course attempts to develop conceptual knowledge of branding as part of marketing decision making and to familiarize varied concepts related to branding.

Learning Outcomes
After completion of the course the students will be able to:

Knowledge
Develop a deep understanding of brand management tools and concepts and be prepared for careers in the areas of strategic brand management.
Acquire an understanding of real time brand development and re-structuring, focusing on every aspect of branding (identity, objectives, positioning etc).

Skills
Practically diagnose strategic brand management issues for a firm and evaluate a series of potential branding solutions to those issues, arriving at a preferred branding solution that takes account of the solution’s wider implications for marketing and strategy within the firm.
Synthesise the elements of the chosen brand management solution into a professional, focused and persuasive pitch presentation, that is effectively communicated and delivered.

Attitude
Appreciate and understand the big picture of branding and its connect to marketing, organization and society.

Level of Knowledge: Conceptual and Application

Unit I Brand Definition and Success (4 Hrs)
Level of Knowledge: Conceptual and Basic
Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, Brand success

Unit II Brand Equity (6 Hrs)
Level of Knowledge: Conceptual and Application
Cost based methods, Price based methods, Customer based brand equity, Brand asset management strategy

Unit III Brand Identity (8 Hrs)
Level of Knowledge: Conceptual and Application
Brand Identity, The Identity structure, Developing Brand Identity system
Clarifying & elaborating Brand identity system

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A strategic process for Building Integrated brands, Brand Vision, Brand Objectives
Choosing brand Elements, Designing & Implementing Branding Strategies
Leveraging Secondary brand knowledge

**Unit IV Brand extension & Brand Portfolio strategy**  (8 Hrs)
*Level of Knowledge: Conceptual and Application*
Types of brand extension, Need for brand extension Pros & Cons of brand extension
Category of related extensions & unrelated extensions
Brand portfolio strategy. Creating relevance, differentiation, leverage & clarity

**Unit V Brand Personality & Brand Repositioning**  (4 Hrs)
*Self learning Module*
*Level of Knowledge: Conceptual and Application*
Importance of Brand Personality Emotion centered definitions  Brand image
Brand Image and country of origin, celebrity, user status,
Positioning and repositioning Relevance to consumers Search for a viable position
Making the brand serious, contemporary Brand as a differentiator

[Total 30 Hours]

**Essential Reading**

**Recommended Reading**
MBA642AM Digital Marketing  3 Credits

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

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

Learning Outcomes
After completion of the course the students will be able to:

Knowledge
Understand the growing importance of consumption and communication of value on digital platforms
Learn digital and social media marketing goals, plan campaigns/ projects, assign resources, implement and measure effectiveness/ROI

Skills
Effectively design and manage digital campaigns
Use Google Adwords, Facebook ads, Blog and other platforms

Attitude
Appreciate the significance of digital media in marketing strategy

Level of Knowledge: Conceptual and Skill-based

Unit I Marketing in the Digital Era (5 Hrs)
The virtual world and the changing marketing landscape; Web and the new corporation, Online Marketing Domains, The Behavioural Internet and Behavioural Targeting; Digital marketing optimization.

Ethical Challenges: Frauds on the Web, Data and Identity Theft, Issue of Privacy

Unit II The Online Marketing Mix and the Online Consumer (8 Hrs)
Creating customer value in an Online World- Segmentation (different methods in the virtual space), Popularity of brand pages, Consumer psychographic profiles; Targeting – Consumer targeting; online targeting, deterministic targeting, predictive behavioural and non-deterministic; Positioning Online, E-price, E-promotion; Digitization and Implications to Online marketing mix decisions; Emerging consumer segments in India.

The Digital Ecosystem, Online Consumer Behaviour, Models of website visits, Behavioural targeting vs. contextual targeting; New Online Consumers
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Unit III  Business Drivers in the Virtual World  (8 Hrs)
Online Branding – The Digital Brand ecosystem, Brand experience, Using consumer brand knowledge and consumer brand emotion to develop consumer engagement; brand customer centricity and consumer brand emotion
Traffic Building – The Diamond-water Paradox; Internet Traffic Plan, Search marketing Methods for Traffic building, Traffic Volume and Quality; SE Marketing; Site Optimization; Keyword Advertising, Value and Portfolio Evaluation; Internet Marketing Metrics; Website and Internet Marketing
Web Business Models – Customer-centric Web Business Models; Web Chain of Events, Web Chain Analysis; Business Models and Revenue Benefits; Price effects in Online Domain; Role of Internet in Impacting Consumer Price Sensitivity

Unit IV Online Tools for Marketing  (6 Hrs)
Engagement Marketing; Social Plugins and their contribution to Marketing; Building consumer engagement through content management; finding top loyalty drivers
Online Campaign Management; Campaign Management using Facebook, Twitter, Corporate Blogs; Tagging and Folksonomies, Sentiment Mining, Measuring Campaign Effectiveness
Consumer-generated Media, Opinion Leaders and Consumer Behaviour; Peer Reviews, Word of Mouth, and the Dissatisfied Customer; Sales and Power of Influence; Mining Consumer-generated Media

Unit V Contemporary Digital Revolution  (3 Hrs)
Online Communities and Co-creation: Co-creation communities;
Eight Different versions of Facebook; The Anatomy of Facebook, Netiquette, The Impact of a Facebook Fan, Brand Post Popularity
Gamification and Game-based Marketing; Consumer Motivation for Playing Online Games; Consumer Brand Affinity Spectrum; The Anatomy of Gamification; Use of Games as Marketing Tools; The World of Apps and the Indian Diaspora

Essential Reading:

Recommended Reading:
Business Analytics

MBA641B Cognitive Analytics 1 Credit

Course Description:
This is a one-credit course offered to the students of Business Analytics. The course introduces the students to Cognitive Analytics using IBM Watson.

Course Objective:
The objective of this course is to equip the students to understand the cognitive aspects of computation and to carry out the related analytics task using the popular tool IBM Watson.

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

Knowledge:
Understand the cognitive elements of data analysis.
Create a business case for use of cognitive analytics for solving business problems.

Skills:
Use IBM Watson to carry out analytics task.
Create reports for the business decision makers from the insights gained from cognitive analytics.

Attitude:
Appreciate the synthesis of cognitive mental models with objective data analysis.

Level of Knowledge:

Unit I: Overview of Watson Analytics (3Hrs)
Introduction to cognitive analytics. Introduction to IBM Watson. Identify Watson Analytics components and the user interface (Overview).

Unit II: Working with Data and Data Connections (3Hrs)
Identify data structure limitations and requirements; Upload data from flat files; Shape data before uploading; Upload data from Twitter; Create a secure connection; Create a secure gateway. Join data sets. Add a calculation to the data set; Add a data group to the data set; Add a hierarchy

Unit III: Discover patterns, relationships, and predictive insights (3Hrs)

Unit IV: Sharing and Displaying Analysis (3Hrs)
Share the analysis through email. Share assets and set access permissions. Change visualization types in a display. Modify properties of a display. Filter visualizations in a display

Unit V: Cognitive Analytics Business Case (3Hrs)
Presentations on Business Case by students.

[Total 15 Hours]

Evaluation Pattern
Research-based assignment: 10 marks
Quiz: 10 marks
Project: 25 marks

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MBA6042B Analytics Applications in Functional Areas 3 Credits

Course Description
This is a two-credit course offered to the students of Business Analytics. The course demonstrates how analytics as a horizontal can cut across many verticals called domains or functional areas. In this course, students get exposed to applications of analytics in business domains like marketing, finance, Human resources and supply chain. This course also enables students well conversant with domain specific analytical concepts and hands on with data and tools.

Course Objective
The objective of this course is to equip students with domain specific analytical skills and develop passion to solve business problems in various domains with the help of statistical models specific to domains. This course attempts to inculcate in the students the ability to conceptualize business problems in statistical terms and to enhance their understanding of statistical data analysis, so as to be able to create an ecosystem for its implementation, and use it for competitive advantage in business organizations.

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

Knowledge:
- Understand linkages between business processes and analytics
- Articulate the usage of business analytics in a variety of functional areas

Skills:
- Create a use case for analytics to solve business problems

Attitude:
- Appreciate the importance of analytical in taking effective business decisions

Level of Knowledge:
Students are required to have basic understanding of different domains, KPI’s used in different functions, benchmark KPI’s, problem solving framework, Exploratory Data Analysis (EDA) and predictive models.

Unit I Analytics in Marketing - Introduction (3 Hrs)
Basics of Marketing Management, High level Framework to understand the marketing function –A context diagram depicting high level process flow and parties involved in marketing function
Key Performance Indicators/Drivers of marketing function, Baseline and Benchmark KPI’s.

Unit II Analytics in Marketing - Application (4 Hrs)
Application of analytics in marketing function with regard to market segmentation, customer profiles, market-mix models, customer analytics, customer churn, Recency, Frequency and Monetary analysis, social media and optimization of marketing budget and spend.

Unit III Analytics in Finance - Introduction (3 Hrs)
Basics of Financial Management, High level Framework to understand the Finance function
-A context diagram depicting high level process flow and parties involved in Finance function
Key Performance Indicators/Drivers of Finance function, Baseline and Benchmark KPI’s,
Application of analytics in finance function with regard stock market, high frequency trading, sentiments, working capital, ratios, decision making, business valuation and financial fraud.

Unit IV Analytics in Finance - Application (4 Hrs)
Basics of Financial Management, High level Framework to understand the Finance function
-A context diagram depicting high level process flow and parties involved in Finance function
Key Performance Indicators/Drivers of Finance function, Baseline and Benchmark KPI’s,
Application of analytics in finance function with regard stock market, high frequency trading, sentiments, working capital, ratios, decision making, business valuation and financial fraud.

Unit V Analytics in Operations (6 Hrs)
Introduction. Use of analytics in Supply Chain management. Inventory control. Solving Operations research problems with the help of analytics.

Unit VI Analytics in Human Resource Management (6 Hrs)
Basics of HR Management, High level Framework to understand the HR function
-A context diagram depicting high level process flow and parties involved in HR function,
Key Performance Indicators/Drivers of HR function, Baseline and Benchmark KPI’s,
Application of analytics in human resource function with regard employee attrition, employee retention, workforce analysis, core and non-core activity analysis, capacity planning and resource optimization, skill analysis using association mining techniques, demand sensing and planning and channel analytics.

Unit VII Application of Artificial Intelligence in Industries (4 Hrs)

[Total 30 Hours]

Evaluation Pattern
Research-based assignment: 10 marks
Quiz: 10 marks (two)
Group presentation (case studies): 10 marks
Case study (individual): 55 marks
Attendance: 5 marks
MASTER THESIS/ALTERNATIVE OPTIONS (ALL SPECIALIZATIONS)

MBA Master Thesis 4 Credits

MBA582 (1 Credit - Fifth Trimester)
MBA682 (3 Credits - Sixth Trimester)

Course Description: Master Thesis is an optional three-credit research based course that is done by students during their 5th and 6th trimesters. The course is open to all MBA students. A guide is allocated to every student to advise and guide him/her in conducting literature review, formulating the research problem, collection of data, analysis and preparation of report.

Course Objective
This course attempts to enable the student to identify and formulate relevant research questions, to get them trained in report writing and to prepare them for a consulting career.

Learning outcomes
- To enable the student to identify and formulate relevant research questions by integrating knowledge from different sources.
- To help the students to get trained in report making which focuses on problem solving based on empirical evidence and data visualization techniques.
- To prepare the student for a consulting career.

Components
Research topic and problem: The research problem should be more relevant to the latest business area, it should be grounded in theory and literature review. It should have potential significance or importance and should be do-able within the time frame and budget.

Review of Literature: The literature used should support the researcher’s arguments relating to his/her research question and aim and objectives of the study. It should uphold methodology. The literature review should be comprehensive and up-to-date. All the papers referred for literature review has to be properly referred strictly following the APA guidelines.

Methodology: The research methodology has to be predominantly survey based research and primary data. The use of secondary data will be encouraged only if valid justifications are provided. The methodology should include data collection methods, type of data, tools used, pilot study details, method of analysis.

Analysis: Analysis should be done using SPSS/ Excel or any other tool appropriate for the study. Qualitative research alone should not be encouraged. However, a mixed methodology approach (qualitative study along with a quantitative study) is acceptable. Presentation and analysis of qualitative data and quantitative data have to be done as appropriate.

Discussion: While discussing the results, they should be linked to the literature review. It should be discussed how similar/ different is the study result with reference to literature review and what could be the reasons for such similarity/difference. The implications of the study should be discussed at two levels- academic implications and industry implications.

Reporting: The thesis should be of minimum 70 pages (30000 words) and maximum 100 pages (35000 words). Theses should be printed only on one side of the paper. APA formatting
style should strictly be followed for referencing. The reporting (formatting, styling, structure of report) should be in adherence to the APA (6th ed.).

Assessment focus and evaluation: Assessment and evaluation of the master thesis will be based on the parameters as discussed in detail below. The marks for master thesis is split over 5th and 6th trimester. The final evaluation comprises of 50 marks by research guide in the 5th trimester and the average of external evaluation and internal evaluation (100 marks) in the 6th trimester.

[Total 45 Hours]

Bibliography


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Customer Centricity

MBA545A Customer Centricity (1 Credit (Fifth Trimester)
MBA645A Customer Centricity (3 Credits (Sixth Trimester)

Course overview:
This is a course that is offered to engage participants in developing meaningful perspective on the significance of identifying customer as a stakeholder while taking business decisions. The course employs a cross-functional approach by exploring how principles and ideas of marketing could be effectively used in the conduct of varied functional decisions in business such as human resources, research and development, mobilizing capital from the investment markets.

The course adopts a participant centered learning approach where the content is largely driven through engaging discussions on case studies, concepts and observable applications of concepts in business situations. Participants are required to be prepared to read materials suggested by the course anchor and make subsequent presentations to the peer group.

The competence of participants is evaluation using diverse approaches- case study analysis and presentation, business simulation games and a term paper. This course offers 2 credits.

Learning outcome:
On completion of the course, participants will be able to;

Knowledge;
- Appreciate cross-disciplinary nature of marketing decisions
- Demonstrate deeper understanding of application of marketing principles in a variety of business decisions

Skills;
- Chart out the various customer engagement initiatives to be taken by managers of various functions in business
- Create a customer centric decision plan for business at the strategic level
- Develop sensitization towards the significance of customers’ role in key business decisions
- Develop a multi-dimensional perspective on business with customer as the primary stakeholder

Employability: Intentionally left blank
Entrepreneurship: Intentionally left blank

Syllabus:

Unit 1: Introduction to the cross-disciplinary nature of business decisions
Introduction and Ubiquity of customer centered decisions, Consumer capitalism, Customer centric innovations in business

Unit 2: Market and market based decisions
Emerging trends in consumer markets and insights, Consumer behaviour models and its application, Dynamics of digital natives

Unit 3: Strategic view on customer centricity
Beyond segmentation and targeting decisions, Positioning of differentiated value, Concept of 3Vs (valued customer, value proposition & value network)

Unit 4: Going beyond marketing operations
Products and solutions, Pricing dynamics- value driven pricing, Inviting consumers to access value effectively

Unit 5: Understanding and measuring intangibles of branding
Brands and branding, Brand extension and proliferation decisions, Brand value and brand equity
Reading:

Books:
- Kumar, N. (2004); *Marketing as a Strategy*. Harvard Business School Publishing
- Bijapurkar, R. (2014); *A Never Before World*. Portfolio

Marketing myopia
Smart customers, dumb companies

Case studies:
1. All the case studies prescribed
Personal Financial Planning 4 Credits

MBA545B Personal Financial Planning (1 Credit (Fifth Trimester)
MBA645B Personal Financial Planning (3 Credits (Sixth Trimester)

Course Description
This course is focused on sharing the best practices in the area of saving and investing as practiced by high net-worth individuals in India and abroad.

Course Objective
This course attempts to help students to understand the conceptual and analytical framework of financial planning process.

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

Knowledge
Understand the conceptual and analytical framework of financial planning process.
Understand the conceptual and analytical framework of different financial / savings instruments, their risk and return profiles and using these financial / savings instruments in managing funds.

Skill
Use value investing techniques and key asset allocation strategies commonly adopted by wealth managers.
Develop an attitude towards savings and the financial discipline to do the same.
Understand the importance of spreading the knowledge of financial discipline in the context of managing risk.
Understand and appreciate the ethical and social dimensions of Financial Planning.

Level of Knowledge: Working and Applied

Unit I Overview on Financial Planning and Wealth Management (3 Hrs)
Introduction to wealth management, concept of being rich, concept of asset classes, risk and return trade-off and risk profiles. Introduction to financial planning, life cycle analysis, financial planning process. Answering, why plan for the future?

Unit II Role of Insurance (3 Hrs)
Why buy insurance? Role of insurance as a risk mitigate. 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 HLV.

Unit III Mutual Funds as an Asset Class (4 Hrs)
What are Mutual Funds? Structure of a Mutual Fund, Mutual Funds in India, Type of Mutual Funds available for investment – Income, Liquidity, Debt, Equity, Sectoral theme based schemes and ETFs.

Unit IV Equities as an Asset Class (6 Hrs)
Investing philosophies for equities. Value investing, the long term strategy. Equity investing versus equity trading. How to identify industry or sector and a specific equity for investment? Importance of timing of investment. Alternate equity based investment avenues like PMS. A discussion on Behavioral finance in the context of investing in equities.
Unit V  Alternate Asset Classes  (5 Hrs)
Gold as an asset class and how to invest in gold in India? Real Estate as an asset class. Challenges of investing in real estate. Urban Vs Rural, Residential Vs Commercial, Land Vs Built Properties, REIT, Private Equity, Venture Capital, Structured Notes, Quant Funds and Off-shore opportunities.

Unit VI  Asset Allocation Strategies  (3 Hrs)

Unit VII  Taxation and Financial Planning  (3 Hrs)
Income under the head Capital gains, Income from House property and Income from other sources to the extent relevant to financial planning. TDS on various income concerning Financial planning.

Unit VIII Service offering models in WM industry  (3 Hrs)
Holistic approach to wealth management advisory, Integrity and Ethics the bedrock of long term advisory roles, Investment philosophies of Benjamin Graham., Warren Buffet and Peter Lynch.

[Total 30 Hours]

Project Work  (15 Hrs)
Essential Reading
National Institute of Securities Market – Financial advisor’s workbook

Recommended Reading
Raja Sekharan S G, How to get rich and retire early, Maple Press
Ashiya Manish., Wealth Management. ICFAI Press.
Introduction to financial planning by Indian Institute of Banking & Finance. Taxmann Publications P Ltd.

Project Work  (15 Hrs)
A team of two students will undertake a project related to ‘Personal Financial Planning’ and submit a written report. The Project work provides a platform for students to practice and experiment their learning. The student should identify a topic of interest in consultation with teaching faculty. As far as possible the most relevant and current problems of the industry related to personal financial planning must be addressed. Cross functional topics are allowed with the consent of teaching faculty.

Procedure:

The project needs to be from Industry related to personal financial planning.

Project identification. Project identification should be based on industry interaction carried out by the students during the first 30 days of the course.

Problem definition. Problem definition for the project and project methodology needs to be submitted by every student within 30 days of starting of the course.
Literature review. Students will carry out literature review and industry survey with the aim to understand the existing theoretical frameworks, empirical studies and methodologies and help the student develop critical review skills.

Project work. Project work will be completed within a period of 60 days from the start date of the course.

Project report. A project report consisting of Problem Definition, Literature survey, project Methodology, Results and analysis, recommendations and references will be submitted in spiral bound form.
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Sustainable Business Management 4 Credits

MBA545C Sustainable Business Management (1 Credits (Fifth Trimester)
MBA645C Sustainable Business Management (3 Credits (Sixth Trimester)

Course Description
This course provides a comprehensive overview of the concepts, strategies and practices of sustainable business. Sustainable Business examines business strategies in response to environmental and social challenges. The course assists students to understand the costs, benefits and risks associated with driving toward sustainable businesses.

Course Objective
Students undergoing this course are expected to become the facilitators and drivers of sustainability in their respective organizations.

Course Content
The pedagogy is based on case discussions, review of research papers on sustainability, student assignment to evaluate sustainable initiatives of select businesses and classroom discussions. Thirty hours is dedicated to classroom-based pedagogy and fifteen hours learning is based on project work.

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

Knowledge
- Acquire an understanding of business risks and opportunities created by sustainability initiatives in businesses.
- Understand the current industry practices and enforcement policies related to sustainability.
- Appreciate the competitive advantage by practicing sustainability and thus effectively deal with the sustainability challenges that they may encounter.

Skill
- Formulate and implement business responses and actions with regard to the triple bottom line, sustainable development and Govt policies and enforcement laws on environmental protection and sustainability.
- Provide a platform for students to practice and experiment their learning by way of a seminar and project work.
- Be drivers of sustainability in their respective organizations by generating awareness of corporate social responsibility and good stewardship practices as business leaders.
- Encourage innovation in business practices and entrepreneurial opportunities created by the “sustainability” movement by profiling business cases.

Level of Knowledge
Students are expected to have prior basic understanding of business practices, economics, marketing and operations management before they undertake this course. The course presents conceptual and application levels of knowledge in sustainable business practices.

Course Content
Unit 1 Sustainable Development - Introduction (3 Hrs) Concept and definition of sustainable development, guiding principles of sustainability, Social, Ecological and Economic indicators of sustainability, Global sustainability challenge.
Unit II Corporate Sustainability Strategies (5 Hrs)

Unit III Sustainable Supply Chain Management (5 Hrs)
Conventional vs. sustainable operations, The Ecosystem Framework for Sustainable Supply Chains, Forward-Backward Supply chains, Re-features in Supply Chain Design (Re-use, Recycle, Re-manufacture), Green Procurement, Logistics: Freight Consolidation and mode selection., Risks in sustainable Supply Chain Management; Cradle to Cradle Protocol

Unit IV Sustainability Reporting and Performance Measurement (4 Hrs)

Unit V Industrial Waste Management Challenges (4 Hrs)

Unit VI International standards for compliance to sustainability (4 Hrs)
Environmental Management System (EMS), ISO 14001, OHSAS, ISO 26000, Pollution control and regulatory agencies: State Level, National Level and International Level.

Unit VII Current Trends (5 Hrs)
Analysis of Annual Sustainability Reports of Indian as well as Multi National Businesses, Latest trends and research in sustainability, Ethical aspects of Sustainability and development, Corporate social responsibility practices, socially responsible businesses. Concept of good stewardship practices as business leaders.

Project Work (15 Hrs)
Brief instructions on project work are given in the last part of this document.

Text Books

Readings

**Case Studies**
Case 1: Green IT Matters at Wipro Ltd.
Case 2: Cradle to Cradle Design at Herman Miller
Case 3: CSA at Christ University
Case 4: Sustainability at Tetra Pack: Recycling Post Consumer Cartons
Case 5: Renault Trucks: Remanufacturing as a strategic activity

**Project Work** (15 Hrs)
A team of two students will undertake a project related to business sustainability and submit a written report. The Project work provides a platform for students to practice and experiment their learning. The student should identify a topic of interest in consultation with teaching faculty. As far as possible the most relevant and current problems of the industry related to sustainability must be addressed. Cross functional topics are allowed with the consent of teaching faculty.

**Procedure:**

The project needs to be from Industry/ NGOs /Govt.organization/ socio- economical issues related to sustainability.

- **Project identification.** Project identification should be based on industry interaction carried out by the students during the first 20 days of the course.

- **Problem definition.** Problem definition for the project and project methodology needs to be submitted by every student within 30 days of starting of the course.

- **Literature review.** Students will carry out literature review and industry survey with the aim to understand the existing theoretical frameworks, empirical studies and methodologies and help the student develop critical review skills.

- **Project work.** Project work will be completed within a period of 60 days from the start date of the course.

- **Project report.** A project report consisting of Problem Definition, Literature survey, project Methodology, Results and analysis, recommendations and references will be submitted in spiral bound form.

**Marking Scheme for Project Work**

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<tr>
<th>Component</th>
<th>Marks</th>
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<tbody>
<tr>
<td>Problem identification and definition</td>
<td>20</td>
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<tr>
<td>Literature review</td>
<td>20</td>
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<tr>
<td>Project work &amp; Viva</td>
<td>40</td>
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<tr>
<td>Report review</td>
<td>20</td>
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<td><strong>Total</strong></td>
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**Suggested topics for project work** (The list is indicative. Students should select appropriate topic based on industry visits and their interest)

- Assessing the environmental impacts of freight transport
- Carbon auditing of companies/ products / supply chains.
- Evaluating environmental costs of logistics/ product development/ production/ marketing
- Reducing energy consumption in production/ logistics/ administration of selected organization.
- Stakeholder identification and engagement in selected business enterprises
- Development of fair operating practices in selected areas of businesses.
- Sustainability performance measurement in supply chains/ organizations.
Managing People At Work 4 Credits

MBA545D Managing People at Work (1 Credit (Fifth Trimester)
MBA645D Managing People at Work (3 Credits (Sixth Trimester)

Course Description
A major challenge for today’s supervisors and managers is the ability to motivate and manage people in an ever changing and increasingly complex workplace. In addition to managing resources effectively and efficiently while achieving quality results, supervisors and managers are also expected to be leaders with vision and have the ability to create a work environment where their employees can thrive and succeed. The objective of this course is to understand the key issues that people work with, and how to communicate effectively with them. It offers students a balance between theory and application. It provides tips and techniques as well as conceptual grounding to motivate participants to learn and apply a particular skill.

The pedagogy is based on lectures, seminars, class room discussions, experiments and role plays for experiential learning. Thirty hours will be dedicated to class room based pedagogy and fifteen hours learning will be based on experiments and project work.

The course is offered as an optional subject to students other than from HR specialization during the 5th and 6th trimesters in lieu of Master Thesis. Units I through V (amounting to 3 credits) will be held during the 5th trimester. Unit VI, which is the project work for 1 credit, will be done during the 6th trimester.

Course Objective
This course attempts to provide tips and techniques as well as conceptual grounding to motivate participants to learn and apply a particular skill to manage people at work effectively.

Learning Outcomes
By the end of the course, the student should be able to:

Knowledge:
- Lead teams successfully
- Enhance human relations skills for improved performance at the workplace
  - Increase self efficacy in tasks and duties relating to human resource development and management
  - Engage in receiving feedback from others and encourage self-feedback.
- Mentor and coach subordinates and handle people issues at work.

Skill:
- Manage people at work effectively
- Lead teams effectively
- Deal with conflicts at work using effective interpersonal skills

Attitude:
- Evolve in to a people sensitive manager with a collaborative mind set. Receive feedback and use it constructively.

Level of Knowledge: Advanced, Understanding and Application

Unit I Managing Self (7 Hrs)
Self-awareness, Self-disclosure and trust - Personal & Interpersonal skills, Goal Setting and self-management

**Unit II Managing Others** (9 Hrs)
Understand and working with diverse others and listening. Conveying and persuading others. Negotiation and managing conflicts

**Unit III Team building and Management** (5 Hrs)
Building teams, work groups and facilitating team success. Effective meetings, making decisions and solving problems.

**Unit IV Leading Individuals and Groups** (6 Hrs)
Power, politicking, networking and mentoring. Coaching, providing feedback and project management. Leading and empowering self and others

**Unit V Current trends** (3 Hrs)
Social network analysis, Virtual team management, Cross-cultural management, Diversity Management

**Unit VI Project** (15 Hrs)

[Total 45 Hours]

<table>
<thead>
<tr>
<th>Unit</th>
<th>Topic</th>
<th>Experiment</th>
</tr>
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<tbody>
<tr>
<td>Unit I</td>
<td>Self Awareness, Self disclosure and trust - Personal &amp; Interpersonal skills</td>
<td>Impression formation by Asch Muller lyer illusion</td>
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<td>Unit II</td>
<td>Negotiation and managing conflicts</td>
<td>Socio metric experiment</td>
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<td>Unit III</td>
<td>Building teams, work groups and facilitating team success</td>
<td>Belbin’s team roles</td>
</tr>
<tr>
<td>Unit IV</td>
<td>Power, politicking, networking and mentoring</td>
<td>Milgram experiment</td>
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**Practical Record:** Each student will maintain a practical record book duly signed by the facilitator after the completion of each skill. The record will contain the name of the skill, the conceptual frame work of the skill, at least two objectives to be achieved, at least two methods adopted for achieving the objectives, the results, the interpretation and discussion the results, the learning’s from the skill and at least two action plan with follow up details. The course has no end term exam, and evaluation is based on continuous testing using multiple components on conceptual knowledge, understanding and application of skills.

**Essential Reading**

**Recommended Reading**

**Project Work**

A team of two students will undertake a project related to HR skills for managing people at work and submit a written report. The Project work provides a platform for students to practice and experiment their learning. The research design of the project has to be experimental in nature. The student should identify a topic of interest in consultation with teaching faculty. As far as possible the most relevant and current problems of the industry related to managing people at work must be addressed.

**Procedure:**

The project needs to be relevant to Industry

**Project identification.** Project identification should be based on industry interaction and interaction with managers carried out by the students during the first 30 days of the course.

**Problem definition.** Problem definition for the project and project methodology needs to be submitted by every student within 30 days of starting the course.

**Literature review.** Students will carry out literature review and industry survey with the aim to understand the existing theoretical frameworks, empirical studies and methodologies and help the student develop critical review skills.

**Project work.** Project work will be completed within a period of 60 days from the start date of the course. The research design of the project should be experimental in nature based on the classic experiments in social psychology.

**Project report.** A project report consisting of Problem Definition, Literature survey, Research Methodology, Results and analysis, recommendations and references will be submitted in spiral bound form.
Family Business Management

MBA 545E Family Business Management (1 Credit (Fifth Trimester))
MBA 645E Family Business Management (3 Credits (Sixth Trimester))

Course Description
Family Businesses compose most of the businesses that operate in the country. The successes of these businesses contribute to the over-all economic health of the country. The course is designed for professionals who intend to manage their family business and for developing the business. This course promotes the continuity of successful family businesses and provides the knowledge necessary to support those families for whom continuity of family in business is a strategic objective. The best practices examined provide a road map to enable the family business to avoid the universal “shirt sleeves to shirt sleeves in three generations”. The issues and risks which lie at the intersection of ownership, control, and management of family businesses and the practices necessary to ensure effective optimization of business subsystems will be explored.

Course Objective
This course attempts to provide the participants an opportunity to understand their family business better and to prepare them for expansion/diversification through phases of transition so as to ensure the professionals growth.

Learning Outcomes:
By the end of the course, the student should be able to:

Knowledge
To provide the participants an opportunity to understand their family business better,
To prepare them for expansion/diversification through phases of transition
To help the professionals grow in an environment of increased competition

Skill
To prepare students in areas like planning, objective setting and astute management of their family’s business.
To build long term values for the family, the business and its stakeholders

Attitude
To create an atmosphere of trust and values for the success of family business.

Level of Knowledge: Working and Applied

Unit I Introduction (6 Hrs)
Meaning of family; Family Relationships and Family Systems; Characteristics of Family Businesses; Successful Family Businesses. Family business system model, Five attributes of enduring family business, 4 dimensions of family business, Five formal organizational structures. Four stages of ownership.

Unit II Next Generation (6 Hrs)
Renewing Entrepreneurship; Building Understanding and Trust; Estate Planning, Trusts and Other Devices; Theories of leadership coaching, new model of leadership development.
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Unit III Valuation (6 Hrs)
Strategic Planning and Non-Family Managers; Family Business Governance; Family Management - Human Capital; Family council (Harvard video: Family Governance); Resolving conflicts in the family;

Unit IV Transition (6 Hrs)
Planning for Succession; Emotional transitions, Transferring entrepreneurship, Emotional transitions, The Owner-Managed Business Stage, The Sibling Partnership Stage, The Cousin Collaboration, In-laws; Discussions on characteristics of successful transitions in family businesses around the globe.

Unit V Family Business (6 Hrs)
Centennial Family Companies; Balancing family and business planning; planning process; Family business planning questions; Professionalism in family business; building lasting family business; synergy in vision, values and strategy; excellence in family business

Unit VI Project Based Learning (15 Hrs)
Individual research discussion in class; course integration; own family business experience; submission of final project report.

Project Report
The project report will follow the course main topics on Family Business.
Project work within family business, investigation and response to family business relevant problem or challenge, development of a formal succession plan or solution, industry analysis about new trends and changes, use of project management tools, analysis of employing technological innovations, project report and viva-voce, exchange of experiences and best practices.
The students have to write about the family dynamics, which may include relationships, systems, conflicts etc. On the family business include the characteristic of the founder, head of the business, difficulties encountered by the business that are family related, etc. The project should also include interdependence and integration of both the family dynamics and family business, how each affect the other.

Essential Reading:

Recommended Reading:
MBA 584/684 Industry Practicum (Marketing specialization) 4 Credits

Course Description
The Institute of Management, Christ University (IoM CU) proposes to introduce Industry Practicum as an alternative to Dissertation project for students and this is to be completed in the sixth trimester. It gives students real life experience and exposure to industrial environment. Having almost learnt and imbibed the knowledge in a specific specialization area, students can now look into the practical aspects and see how best the concepts can be put into practice.

Course Objective
The objective of this course is to provide industry exposure and environment for students to enable them to learn practically. Students undergoing this course are expected to take up a project in the industry and accomplish the set objectives. This will facilitates students to apply the knowledge they have acquired in their specialization area.

Course Content
The curriculum integrates applied learning through the Industry Practicum. It provides an avenue where the students can integrate concepts learnt, apply their learning, and gain new perspectives on business. This is experiential learning and hands on, also known as “learning by doing”. The Practicum is offered as an alternative to the Dissertation and the Industry gets a lot of value in having bright people look at things in different ways. They feel it is great to tap into younger minds and get the new ideas and the insight on new trends. The pedagogy is based on practical work and the students have to identify a task with set objectives and need to complete it in the industry so chosen for this industry practicum.

Learning Outcomes
On completion of this course, the participants must be able to achieve the following learning outcomes.

Knowledge
Enable students to acquire an understanding of business processes, business working environment and identification of problems or issues faced by the industry.
Empower students to formulate and implement business solution for the problem identified and address the objectives set out for the practicum.
Familiarize students with innovation in business practices and learn the problem solving skills.

Skill
Provide a platform for students to practice and experiment their learning by way of a project work.
Written and verbal communication for the 21st Century. Students can prepare and present effective, well organized professional material in an effective manner, both orally and in writing (including presentation decks, graphical displays of numeric data, executive summaries, e-mails, etc.).

Attitude
Critical thinking to solve large and complex technical challenges. Students are able to map large scale business challenges and questions into structured problems, and apply analytical techniques to solve them.
Collaboration and work in groups. Students can navigate corporate culture, and avoid potential obstacles to project success.
Reflection on professional learning. Students gain a deeper understanding of their personal strengths and weaknesses in the areas of technical skills, communication skills, and leadership.

Level of Knowledge
Students are expected to have prior basic understanding of business practices, specialization related concepts, application of such concepts in the area of marketing management before they undertake this course. The course presents conceptual and application levels of knowledge in industry practicum.

Course Content *(45 Hrs)*
Each student is allotted one faculty donning the role as Practicum Advisor. The Practicum Advisor need not necessarily be the student’s Faculty Mentor. Appropriate Practicum Advisor may be chosen by the student based on the area of expertise and the experience that the faculty have in particular sector or domain that the student may want to work with.
Student opting for Industry Practicum instead of Dissertation should submit the proposal in the form of Practicum Charter.
This document is about 6-10 page document and it outline the work to be done, brief insight into the Literature review, a tentative engagement plan, and a timetable. On approval of the Practicum Charter by the Head of Specialization and the Practicum Advisor, the Industry Practicum could be taken up by the student and commence the work.
The student are required to submit a 5-15 page Interim Report about half-way through the project indicating the activities completed thus far and highlighting any accomplishments completed.
The Final Report would be a document of 30 - 50 page. The final report is generated after completing the presentation about their findings and results to the corporate mentor and obtaining the certificate of completion. Students are required to give an oral presentation(Viva) to the Practicum Advisor or the panel highlighting the final results and accomplishments.
The student also need to provide weekly progress reports in moodle (just like the Summer Internship Project) in a format agreed upon by the Practicum Advisor.
The student is expected to put in minimum 75-80 hours of work (including Reports making and other related documentation preparation) on the Practicum. Two days per week will be freed up on in the Academic calendar in the sixth trimester for this purpose. No Practicum related work will be taken up during exams (midterm and end term).
The Practicum Advisor may obtain feedback report from the Corporate Mentor before the awarding the marks for the Practicum.

Readings
Journal research articles related to the topic chosen for the Industry Practicum. Students to submit literature review as part of the final report.
MBA 585/685 Industry Practicum (HR specialization) 4 Credits

Course Description
The Industry Practicum is an alternative to Master Thesis for students and this is to be completed in the sixth trimester. It gives students real life experience and exposure to industry environment. Having almost learnt and imbibed the knowledge in the HR specialization area, students can now look into the practical aspects and see how best the HR concepts and theories can be put into practice.

Course Content
The curriculum integrates applied learning through the Industry Practicum. It provides an avenue where the students can integrate HR / OB concepts learnt, apply their learning, and gain new perspectives on business. This is experiential learning and hands on, also known as “learning by doing”. The Practicum is offered as an alternative to the Dissertation and the Industry gets a lot of value in having bright people look at things in different ways. They feel it is great to tap into younger minds and get the new ideas and the insight on new trends. The pedagogy is based on practical work and the students have to identify a task with set objectives and need to complete it in the industry so chosen for this industry practicum.

The goal of the Course
The objective of this course is to provide industry exposure and environment for students to enable them to learn practically. Students undergoing this course are expected to take up a project in the industry and accomplish the set objectives. This will facilitates students to apply the knowledge they have acquired in their specialization area.

Learning Outcomes
On completion of this course, the participants must be able to achieve the following learning outcomes.

Knowledge:
Enable students to acquire an understanding of business processes, business working environment and identification of problems or issues faced by the industry.
Equip students to formulate and implement business solution for the problem identified and address the objectives set out for the practicum.
Familiarize students with innovation in business practices and learn the problem solving skills.

Skill:
Provide a platform for students to practice and experiment their learning by way of a project work.
Written and verbal communication for the 21st Century. Students can prepare and present effective, well organized professional material in an effective manner, both orally and in writing (including presentation decks, graphical displays of numeric data, executive summaries, e-mails, etc.).

Attitude:
Critical thinking to solve large and complex technical challenges. Students are able to map large scale business challenges and questions into structured problems, and apply analytical techniques to solve them.
Collaboration and work in groups. Students can navigate corporate culture, and avoid potential obstacles to project success.

Reflection on professional learning. Students gain a deeper understanding of their personal strengths and weaknesses in the areas of technical skills, communication skills, and leadership.

Level of Knowledge
Students are expected to have prior basic understanding of business practices, specialization related concepts, application of such concepts in the area of operations and systems management before they undertake this course. The course presents conceptual and application levels of knowledge in industry practicum.

Syllabus (45 Hrs)
Each HR student is allotted one HR faculty as Practicum Advisor. The Practicum Advisor need not necessarily be the student’s Faculty Mentor. Appropriate Practicum Advisor may be chosen by the student based on the area of expertise and the experience that the faculty have in particular sector or domain that the student may want to work with.

Student opting for Industry Practicum instead of Dissertation should submit the proposal in the form of Practicum Charter.

This document is about 6-10 page document and it outline the work to be done, brief insight into the Literature review, a tentative engagement plan, and a timetable. On approval of the Practicum Charter by the Head of Specialization and the Practicum Advisor, the Industry Practicum could be taken up by the student and commence the work.

The student are required to submit a 5-15 page Interim Report about half-way through the project indicating the activities completed thus far and highlighting any accomplishments completed.

The Final Report would be a document of 30 - 50 page. The final report is generated after completing the presentation about their findings and results to the corporate mentor and obtaining the certificate of completion. Students are required to give an oral presentation(Viva) to the Practicum Advisor or the panel highlighting the final results and accomplishments.

The student also need to provide weekly progress reports in moodle (just like the Summer Internship Project) in a format agreed upon by the Practicum Advisor.

The student is expected to put in minimum 75-80 hours of work (including Reports making and other related documentation preparation) on the Practicum. Two days per week will be freed up on in the Academic calendar in the sixth trimester for this purpose. No Practicum related work will be taken up during exams (midterm and end term).

The Practicum Advisor may obtain feedback report from the Corporate Mentor before the awarding the marks for the Practicum.

Description of books and additional reading materials
Journal research articles related to the topic chosen for the Industry Practicum. Students to submit literature review as part of the final report.
MBA586/ 686 Capstone Project (BA Specialization) 4 Credits

Course Description
The Business Analytics capstone project is a three credit course offered to students of MBA in Business Analytics in their fifth and sixth trimesters. A capstone project is a mode of experiential learning, carried out at the culmination of the program. It gives the students an opportunity to apply what they have learnt about how to make data-driven decisions to a real business challenge faced by various companies.

The students will have to choose a reputed organization and study a specific business problem associated with it. The specific role that the student will be playing in the organization and the scope of their work in the company will have to be finalized in consultation with the corporate mentor and with the approval of the academic mentor.

The students are required to submit a final report in the specific format detailing their learning in the organization in addition to apprising their academic mentor of the weekly progress.

Objectives
To expose and acclimatize the students to real time working environment in an organization
To enable the students to make effective business decisions based on data
To provide an opportunity to be in and on the job work setting where they have clearly defined targets and timelines
To improve the critical problem solving skills required while entering the job
To develop interpersonal skills required to excel in the corporate

Learning Outcomes:
On completion of the capstone project, the students will acquire:

Knowledge:
The ability to use data effectively to address business challenges
   An understanding of how cutting-edge businesses use data to optimize their strategies
   The ability to make data-driven decisions

Skills:
The ability to apply and demonstrate their conceptual learning to a business situation
Problem-solving, analytical and practical learning ability
Work efficiently with statistical tools such as IBM SPSS, R, Weka and Python
   The ability to conduct statistical analysis to generate insights using statistical software packages like IBM SPSS, Watson Analytics etc.
Critical thinking skills acquired through their program

Attitude:
   Appreciate the use of statistical thinking in taking effective business decisions

Process
The students are required to identify an organization and the topic/problem for study during their fourth trimester in consultation with their corporate mentor approved by the academic mentor. Students are required to undergo a minimum period of 6 weeks of study. They need to produce the Initial Information Report giving the details of the project, company and corporate mentor before the end of the first week of their joining. The student will need to be in constant touch with the academic mentor explaining the progress of the project.
Evaluation

Capstone project will be evaluated under three major categories; weekly updates, compliance to the format, content of the report and performance in viva voce.

The pattern of evaluation will be as under:

Weekly updates and compliance: 30 marks

Report evaluation by the guide: 70 marks

Viva by panel: 50 marks

Weekly Update

The student is expected to provide weekly updates to the academic mentor to enable him/her to check the efficacy of the process. Since weekly updates will act as the primary source for the academic mentor to provide guidance to the students, they must be as detailed and specific as possible.