CHRIST
(DEEMED TO BE UNIVERSITY)
DELHI-NCR, INDIA

School of Business and Management
Delhi NCR Campus

Syllabus

Master of Business Administrator
(MBA)
(Trimester Scheme)
2021-23

CHRIST(Deemed to be University)
Delhi NCR Campus
www.ncr.christuniversity.in

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

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

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

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

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

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

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

School of Business and Management has collaborations with Universities such as Virginia Commonwealth University (VCU), USA; Western Michigan University (WMU), USA and University of Applied Sciences (FHWS), Würzburg-Schweinfurt, Germany wherein students are permitted to take approved courses from these Universities and transfer of credits for such courses will be considered for the award of MBA Degree.

Program Educational Objective (PEOs):

- Graduates possessing subject knowledge, analytical ability and skills to manage businesses
- Graduates exhibiting spirit of inquiry, innovation and ability to solve problems in dynamic business environment.

- Graduates with value based leadership skills, entrepreneurial capabilities and global awareness serving enterprises and society.

Course Outline

Year- I

TRIMESTER - I

Course	Title	Hrs	Marks	Credit
	CORE SUBJECTS			
MBA131	Financial Accounting for Managers	30	100	3
MBA132	Managerial Economics	30	100	3
MBA133	Principles of Management	30	100	3
MBA134	Data Analysis for Managers	30	100	3
MBA135	Organizational Behaviour	30	100	3
MBA136	Managing IT, Data and Business Systems	30	100	3
	OTHERS			
MBA181	Organization Structure Training	20	100	2
MBA111	Business and Current Affairs	30	100	2
HOL111	Holistic Education	9	Grade	1

TRIMESTER - II

Course	Title	Hrs	Marks	Credit
	CORE SUBJECTS			
MBA231	Marketing Management	30	100	3
MBA232	Management of Human Resources	30	100	3
MBA233	Research Methodology	30	100	3
MBA234	Financial Management	30	100	3
MBA235	Operations Management	30	100	3
MBA236	Fundamentals of Business Analytics	30	100	3
MBA237	ERP and E-Business (only for G Section)	30	100	3
	OTHERS			
MBA281	Social Concern Project	15	50	1
MBA211	Business Domain Knowledge	30	100	2

TRIMESTER – III

Course	Title	Hrs	Marks	Credit
	CORE SUBJECT			
MBA331	Management Science	30	100	3
	DISCIPLINE SPECIFIC ELECTIVES			
	Finance			
MBA341**F**	Security Analysis and Portfolio Management	30	100	3
MBA342**F**	Management of Banks	30	100	3
MBA343**F**	Financial Reporting and Analysis	30	100	3
	Human Resource			
MBA341**H**	Industrial Relations	30	100	3
MBA342**H**	Talent Management	30	100	3
MBA343**H**	Learning and Development	30	100	3
	Marketing			
MBA341**M**	Sales Management and Negotiation Skills	30	100	3

MBA342**M**	Marketing Research and Analytics	30	100	3
MBA343**M**	Business to Business	30	100	3
	Business Analytics			
MBA341**B**	Business Data Management	30	100	3
MBA342**B**	Programming with Python	30	100	3
MBA343**B**	Statistical Modeling using R	30	100	3
	FinTech			
MBA341**T**	Foundations of FinTech	30	100	3
MBA342**T**	Global Financial Markets and Products	30	100	3
MBA343**T**	Introduction to Python	30	100	3
	Entrepreneurship & Innovation			
MBA341**N**	Creativity, Innovation and New Product Development	30	100	3
MBA342**N**	Economics of Innovation and Entrepreneurship	30	100	3
MBA343**N**	New Venture Creation	30	100	3
	GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1			
MBA361**E**	Macro Economics	30	100	3
MBA361**H**	Diversity and Inclusion	30	100	3
MBA361**M**	Digital Marketing	30	100	3
MBA361**S**	Leadership	30	100	3
	GENERIC ELECTIVES (Students to choose 1 out of 3 subjects) Basket 2			
MBA362**B**	Artificial Intelligence for Managers	30	100	3
MBA362**F**	Management of Financial Services	30	100	3
MBA362**L**	Enterprise Resource Planning	30	100	3
	OTHERS			
MBA311	Functional Domain Knowledge	30	100	2
HOL311	Holistic Education	9	Grade	1

Course Outline
Year – II

TRIMESTER – IV

Course	Title	Hrs	Marks	Credit
	CORE SUBJECT			
MBA431	Strategic Management	30	100	3
	DISCIPLINE SPECIFIC ELECTIVES			
	Finance			
MBA441**F**	Financial Econometrics	30	100	3
MBA442**F**	Business Valuation	30	100	3
	Specialisation Electives (Finance) Students to choose 1 out of 2 courses			
MBA443**F**	Derivatives	30	100	3
MBA444**F**	Cost Analysis and Management Control System	30	100	3
	DISCIPLINE SPECIFIC ELECTIVES			
	Human Resource			
MBA441**H**	Compensation Management	30	100	3
MBA442**H**	Human Resource Metrics and Analytics	30	100	3
MBA443**H**	Labour Law	30	100	3
	Marketing			
MBA441**M**	Distribution and Supply Chain Management	30	100	3
MBA442**M**	Consumer Behaviour	30	100	3
MBA443**M**	Marketing Metrics	30	100	3
	Business Analytics			
MBA441**B**	Data Exploration and Application using Python	30	100	3
MBA442**B**	Machine Learning Algorithms - 1	30	100	3
MBA443**B**	Business Intelligence and Data Visualization	30	100	3
	FinTech			
MBA441**T**	Digital Currencies, Blockchains, and the Financial Services Industry	30	100	3
MBA442**T**	Machine Learning for Finance	30	100	3
MBA443**T**	Risk Analytics & InsurTech	30	100	3
	Entrepreneurship & Innovation			
MBA441**N**	Sustainability and Social Entrepreneurship	30	100	3
MBA442**N**	Entrepreneurial Finance	30	100	3
MBA443**N**	Entrepreneurial Marketing	30	100	3

	GENERIC ELECTIVES (Students to choose 1 out of 3 subjects) Basket 1			
MBA461**S**	Business Analysis	30	100	3
MBA461**L**	Digital Transformation Technologies	30	100	3
MBA461**F**	International Financial Management	30	100	3
	GENERIC ELECTIVES (Students to choose 1 out of 3 subjects) Basket 2			
MBA462**H**	Managing Conflicts and Negotiations	30	100	3
MBA462**B**	Managerial Applications of Analytics	30	100	3
MBA462**M**	Fundamentals of Service Management	30	100	3
	OTHERS			
MBA481	Summer Internship Project (SIP) (2 months)	40	200	4
MBA411	Research Competency	30	100	2

TRIMESTER – V

Course	**Title**	**Hrs**	**Marks**	**Credit**
	CORE SUBJECT			
MBA531	Entrepreneurship	30	100	3
	DISCIPLINE SPECIFIC ELECTIVES			
	Finance			
MBA541F	Strategic Financial Management	30	100	3
MBA542F	Financial Risk Management	30	100	3
	Specialisation Electives (Finance) Students to choose 1 out of 3 courses			
MBA543F	Fixed Income Securities	30	100	3
MBA544F	Analytics for Finance	30	100	3
MBA545F	Digital Technology in Finance	30	100	3
	DISCIPLINE SPECIFIC ELECTIVES			
	Human Resource			
MBA541H	Organizational Change & Development	30	100	3
MBA542H	International Human Resources Management	30	100	3
MBA543H	Agile HR	30	100	3
	Marketing			
MBA541M	Retailing Management	30	100	3
MBA542M	Strategic Marketing Management	30	100	3
MBA543M	Advertising and Public Relations	30	100	3
	Business Analytics			
MBA541B	Big Data Analytics	30	100	3
MBA542B	Machine Learning Algorithms - 2	30	100	3
	Specialisation Electives (Business Analytics) Students to choose 1 out of 2 courses			
MBA543B	Deep Learning	30	100	3
MBA544B	Text and Social Media Analytics	30	100	3

	DISCIPLINE SPECIFIC ELECTIVES			
	FinTech			
MBA541T	FinTech Personal Finance and Payments	30	100	3
MBA542T	Financial Analytics	30	100	3
MBA543T	FinTech application to Capital Markets	30	100	3
	Entrepreneurship & Innovation			
MBA541N	Management of Technology & Innovation	30	100	3
MBA542N	Corporate Entrepreneurship	30	100	3
MBA543N	Management of Start-up and Small Business Management	30	100	3
	GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1			
MBA561E	Advanced Data Analysis for Managers	30	100	3
MBA561B	Business Problem Framing	30	100	3
MBA561L	Project Management	30	100	3
MBA561S	International Business	30	100	3
	GENERIC ELECTIVES (Students to choose 1 out of 3 subjects) Basket 2			
MBA562H	Neuroscience for Managers	30	100	3
MBA562F	Sustainable Finance and Investments	30	100	3
MBA562M	Strategic Brand Management	30	100	3
Master Thesis / Industry Practicum / Capstone Project (Marks to be given in VI Trimester)				
MBA581	Master Thesis	10	*	1
MBA582	Industry Practicum	10	*	1
MBA583	Capstone Project (Only for BA Students)	10	*	1
OTHERS				
MBA511	Campus to Corporate	15	50	1

TRIMESTER VI

Course	Title	Hrs	Marks	Credit
	CORE SUBJECT			
MBA631	Business Sustainability, Governance and Ethics	30	100	3
	DISCIPLINE SPECIFIC ELECTIVE			
	Human Resource			
MBA641H	Technology for HR	30	100	3
	Specialisation Electives(Marketing) Students to choose 1 out of 2subjects			
MBA6401M	Neuro Marketing	30	100	3
MBA6401M	Rural Marketing	30	100	3
	DISCIPLINE SPECIFIC ELECTIVE			
	Business Analytics			

MBA641B	Cloud Computing and Internet of Things	30	100	3
	Specialisation Electives (Finance). Students to choose 1 out of 3 subjects.			
MBA641**F**	Financial Engineering	30	100	3
MBA642**F**	Mergers, Acquisitions & Restructuring	30	100	3
MBA643**F**	Behavioural Finance	30	100	3
	DISCIPLINE SPECIFIC ELECTIVE			
	FinTech			
MBA641T	Cyber Security Technology and Applications	30	100	3
	DISCIPLINE SPECIFIC ELECTIVE			
	Entrepreneurship & Innovation			
MBA641N	Family Business Management	30	100	3
	GENERIC ELECTIVES (Students to choose 1 out of 3subjects) Basket 1			
MBA661F	Personal Financial Planning	30	100	3
MBA661S	Innovation and Design Thinking	30	100	3
MBA661H	Well Being at Work	30	100	3
	GENERIC ELECTIVES (Students to choose 1 out of 3subjects) Basket 2			
MBA662L	E-Business	30	100	3
MBA662M	Designing for New Products and Experiences	30	100	3
MBA662S	Business Law	30	100	3
Master Thesis / Industry Practicum / Capstone Project (All specializations)				
MBA681	Master Thesis	30	150	3
MBA682	Industry Practicum	30	150	3
MBA683	Capstone Project (Only for BA Students)	30	150	3

TRIMESTER I

CORE SUBJECTS

Course Name: Financial Accounting for Managers	**Course Code: MBA131**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: Accounting is the language in which the financial information is communicated in the world of business. Managers, irrespective of their functional areas will be either directly or indirectly exposed to the financial information and will have to use them in their decision-making. This course tries to familiarize students with the basics of financial accounting. The course describes the concepts of accounting, its principles, its standards and uses of the accounting information. Ultimately this course discusses preparation of income statement and balance sheet and financial statement analysis.	
Course Learning Outcomes: : On having completed this course students should be able to: CLO1 Understand the fundamentals of financial accounting, the principles and concepts underlying them. CLO2 Understand the financial statements and the items appearing therein. CLO3 Analyze the impact of different methods of charging depreciation and also valuation of inventory on the financial statements. CLO4 Assess the flow of cash in the business through cash flow statement. CLO5 Analyze and interpret the financial health of an organization through its financial statements and accounting information.	

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

Syllabus

Unit I Introduction to Accounting and Transaction Processing 4 Hours

Forms of business organization and their activities, importance of accounting in the information age, users of accounting information; Explanation and interpretation of accounting equation; Analyze the effects of transactions on the accounting equation; Accounting standards, principles and Transaction Analysis.

Unit II Financial Statements 8 Hours

Profit and Loss Account and Balance Sheet; Understanding the different items that appear in these two statements; Different Types of assets and liabilities

Financial assets, Operating investments, Operating liabilities, Financial liabilities and Equity

Unit III Depreciation, Inventory Valuation 5 Hours

Cost of Acquisition of depreciable assets, capital and revenue expenditure; Methods of depreciation – Straight line method and Written down value method, effect of choice of depreciation method on reported income

Inventory valuation and income measurement, Effect of inventory valuation error on reported earnings

Inventory valuation following perpetual inventory system under LIFO, FIFO and Weighted Average Cost Methods and their impact on reported earnings

UNIT IV Cash Flow Statement 7 Hours

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

Unit V Analysis of Financial Statements 6 Hours

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

Essential Reading

Naryanaswamy, R. *Financial accounting – A management perspective,* (4th ed.). PHI.

Recommended Reading

1. Anthony, Robert. (2009), *Accounting text and cases*. New Delhi: Tata McGraw-Hill Publications.
2. Bhattacharya, A.B. (2010). *Financial accounting for business managers*. (3rd Ed.). New Delhi: Prentice Hall of India.
3. N.Ramchandran., & Kakani. (2010), *Financial accounting for management* (3rd ed.). Delhi: Tata McGraw-Hill Publications.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25

3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

Course Description: This course is offered as common core course 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 Objectives: This course attempts to equip the students with the art of managerial decision-making, based on economic principles.

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

CLO1 Identify the interrelationship between managerial economics and other management subjects

CLO2 Application of law of supply and demand for different products.

CLO3 Interpret the consumer equilibrium using Indifference curve analysis.

CLO4 Assess the total cost and revenue based on economies of scale.

CLO5 Evaluating decision-making pattern of different market structures**.**

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

Syllabus

Unit I Introduction **4 Hours**

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

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

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

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

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

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

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

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

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

Core Text:

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

Reference Books:

1. Salvatore, D. (2013). *Managerial economics Principles and worldwide applications,* New York: Oxford University Press New Delhi.
2. Geetika., Ghosh., Piyali., & Choudhari, P. R. (2012). *Managerial Economics.*(2nd ed.). New Delhi,India:McGraw Hill Higher Education.
3. Trivedi M.L. (2010). *Managerial economics - Theory and applications* . New Delhi: TATA MC graw Hill.
4. Managerial Economics A problem -solving approach, Nick Wilkinsin,(2005) Cambridge University press e-copy.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

Course Description: This is offered as a core course in first trimester. This course will provide a general introduction to management principles and theories, and a brief outline on history and development of management thought

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

CLO1 Understand different management approaches
CLO2 Demonstrate planning techniques
CLO3 Able to work in dynamic teams within organizations
CLO4 Analyze different processes in staffing and controlling
CLO5 Build the ability for leading to formulate best control methods.

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

Syllabus

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

Meaning; Scope; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management.

Ancient roots of management theory; Classical schools of management thought; Behavioural School, Quantitative School; Systems Approach, Contingency Approach;

Contemporary Management thinkers & their contribution. Ancient Indian Management systems & practices. Comparative study of global management systems & practices.
Evolution of Management: Teaching management through Indian Mythology (Videos of Devdutt Pattanaik, Self-learning mode)

Unit II Planning **6 Hours**
Types of Plans; Steps in Planning Process; Strategies, level of Strategies, Policies and Planning; Decision making, Process of Decision Making, Techniques in Decision Making, Forecasting & Management by Objectives (MBO).
Planning: HBS Case and Projects of Events

Unit III Organizing **6 Hours**
Organizational structure and design; types of organizational structures; Roles and Responsibilities Span of control, authority, delegation, decentralization and reengineering. Social responsibility of managers, Managerial Ethics- Emerging Trends in Corporate Structure.
Organizing: Holacracy form of organization structure, HBS Case

Unit IV Staffing **6 Hours**
Human resource planning, Recruitment, selection, training & development, performance appraisal, Organizational Change -managing change, compensation and employee welfare. Use of Analytics and AI for HR Actions and Talent Management, Employee Motivation, Stress and managing employee stress
Staffing: Stress Management & Career path, HBS Case

Unit V Leading and Controlling **6 Hours**
Leadership concept, leadership Styles, leadership theories, leadership communication.
Nature of organizational control; control process; Methods and techniques of control; Designing control systems, Quality Management
Leading: Article on Styles of leadership by Daniel Goleman
Controlling: HBS Case and Projects of Events

Essential Reference:
Heinz Weihrich, Mark V Cannice & Harold Koontz (2019). *Management* (15th Edition). McGraw Hill Publications.

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

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	5

Note: * Refer to Students Handbook for particulars

Course Name: Data Analysis for Managers	**Course Code: MBA 134**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a common 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 Objectives: 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.

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

CLO 1 Identify suitable data visualization technique for the given data set.

CLO 2 Apply an appropriate probability distribution technique for the given set of data.

CLO 3 Design sampling frame based on the context of decision-making.

CLO 4 Analyse statistical data to support fact-based decision making.

CLO 5 Develop models to understand the relationship between variables.

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

Syllabus

Unit I Data Visualization **3 Hours**

Frequency distributions, histograms, stem-and-leaf displays, 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 and Probability Distributions **8 Hours**

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

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

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

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

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

Testing Hypothesis - Concepts basic to hypothesis, null and alternative hypothesis, testing procedure, level of significance, Types of errors. Measuring power of a hypothesis test.

Testing of means and proportions for small and large samples, testing of difference between means and proportions for small and large samples.

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

Chi-Square test of goodness of fit and test of independence. ANOVA, Multiple comparison procedures.

Inference about population variance**.** Overview of Analysis of CRD, RBD, LSD, and factorial designs**.**

t-Tests, Chi-square test for Goodness of Fit and independence of attributes, **ANOVA using MS Excel.**

Unit V Correlation and Regression **5 Hours**

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

Correlation and Regression using MS Excel.

Core Text:

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

Reference Books:

1. Levin, R.I., Rubin, D. S., Rastogi S., Siddiqui, M.H. (2013).*Statistics for management*. New Delhi: Prentice Hall India Publications.
2. Doane, D. P., & Seward, L. W. (2017). *Applied statistics in business and economics*. New York, NY: McGraw-Hill.
3. McClave, J. T., Benson, P. G., Sincich, T., & Sincich, T. (2017). *Statistics for business and economics*. Pearson.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

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

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

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

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

Syllabus

Unit I **5 Hours**

Introduction to Organizational Behaviour

Historical Development, Behavioural sciences and Organizational behaviour, Meaning, Importance, Basic concepts, methods and tools for understanding behaviour, Challenges and Opportunities, OB model, ethical issues in organizational Behaviour.

Cross-cultural management, managing multicultural teams, communicating across cultures, OB in the digital age.

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

Personality: Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers.

Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations.

Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool.

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

Attitudes: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Effects of employee attitude, Job related attitudes

Values: meaning, importance, source and types, and applications in organizations.

Job satisfaction: Measuring Job Satisfaction, Causes of Job Satisfaction, impact of satisfied and dissatisfied employees on the workplace.

Unit IV Motivation **4.5 Hours**

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

Unit V Groups & Teams **4.5 Hours**

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

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

Essential Reference:

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

Recommended References:

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

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Managing IT, Data and Business Systems	**Course Code: MBA136**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a core paper offered in first trimester of MBA program. The course provides a comprehensive foundation for understanding the scope of information systems in a business environment. It covers the fundamental concepts of information 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 exposure 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-Governance etc.

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

CO1: Understand the concepts of MIS and interaction of information systems with organisations.
CO2: Apply MIS concepts in managing and developing secure information systems for organisational competitiveness.
CO3: Analyse the applicability and value of enterprise information systems in a dynamic business environment.
CO4: Illustrate working knowledge of data management and IT infrastructure components.

CO5: Identify managerial implications of implementing disrupting technologies in organizations and associated ethical issues.

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

Syllabus

Unit I Introduction and Overview **3 Hours**

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

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

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

Unit III Information Systems for Business **3 Hours**

Enterprise Business Applications, Overviews of ERP, Supply Chain Management System, CRM, International Information Systems. Transaction Processing Systems, MIS, DSS, Analytics and Business Intelligence, Knowledge Management Systems.

Unit IV Managing Data Resources and IT Infrastructure components 7.5 Hours

Challenges of Data Management, Database Concepts, Database Elements, E-R Diagrams, SQL. Practice of SQL. Data Warehouses, Data Mining, Big Data. Basics of Hardware, Software, Open Source. Overview of Networks, Data Centre concepts.

Unit V Disrupting Technologies, Sustainability, Ethics and Emerging Trends

10.5 Hours

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

$ Including 1.5 hours of practical on SQL

* Self Learning Topics/Module

Essential Reference:

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

Recommended References:

4. Bidgoli, H., Chattopadhyay, N. (2016). Management Information Systems – A South-Asian Perspective. CENGAGE Learning
5. Laudon, K., Laudon, J. (2018). Management Information Systems – Managing the Digital Firm (15thed.). Pearson Education.
6. Hoffer J.A., Ramesh V., &Heikki T. (2017). Modern database management (12th ed.). Pearson Education.

7. Singh A.N., Singh A. (2018). Lean IT – Principles to Practice (1st ed.): Notion Press.
8. Johnson, B.(2013, 27 October). How Data Centers Work. HowStuffWorks.com. Retrieved from https://computer.howstuffworks.com/data-centers.htm Last Accessed on 10February 2020
9. Tapscott D., Tapscott A. (2018). Blockchain Revolution (2nd ed). Portfolio Penguin

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

OTHERS

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

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

Learning Objectives

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

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

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

Course Delivery

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

2. The organization should be sufficiently large with all departments such as human resources (HR), production, marketing and finance.
3. Students are required to be in touch with their mentor while choosing the organization and till the completion of the study. They need to apprise the faculty-mentor about the progress of the OST on a weekly basis.
4. Students will be provided with an introduction letter by Associate Dean to enable them to approach companies for undertaking the OST.
5. Students have to do a self-study on the types of business organisations clearly identifying the advantages and disadvantages of every type. Further they need to map and relate their organization of study to its type.
6. Students need to keep a soft copy of draft of the report. Some of the broad chapters of report can be as follows.
   a) Introduction to Organization
   b) Organization Structure
   c) Functional Departments
   d) SWOT Analysis
   e) Functional Highlights across Key Result Areas (financial performance, marketing performance etc., over the years)
   f) Findings, Recommendations and Conclusions
7. On joining the MBA program in June, the report has to be finalized as per the Academic Standards Handbook (to be made available to students on joining) in consultation with their respective faculty mentors.
8. Students will make OST presentation in their respective mentor group after the commencement of MBA program and the best presentation from each mentor group will be presented to all the candidates of first year MBA.
9. Students are necessarily required to get OST completion certificates from the organizations supporting their OST, clearly mentioning the number of days of student visits for OST work.

Course Work

OST project work should cover the following topics.

a) Organization's history
b) Profile of the product
c) Mission, objectives and strategies of the organization
d) Organization chart - Design & Structure
e) Policies and procedures followed
f) Functions of various departments and their managers
g) SWOT analysis of the organization
h) Key Result Areas (KRAs) of the organization
i) Significant factors for success
j) System of accounting followed
k) Product promotional measures
l) Career planning and promotion policy of employees
m) Training measures

n) System followed for purchase of materials
o) HRD measures (including welfare measures)
p) Manpower planning
q) Performance appraisal system
r) Financial highlights during the last three years
s) Future plans for growth of the organization
t) Views of managers at various levels and non-managerial staff by detailed interaction.
u) Advantages and drawbacks of the organization structure
v) Recommendations to overcome the drawbacks.
w) Modifications, if any, to the organization structure.

References for Information on Topics

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

Course Name: Business and Current Affairs	**Course Code: MBA111**
Total number of hours: 30 Hrs	**Credits: 2**
Course Description: This course is offered to MBA students during the first trimester. The course is designed to induct the students into the MBA program from various cultures, perspectives and educational background. The course ensures induction of the students into reading habits related to business, develops curiosity through current affairs and equips the students to benefit from peer learning through a structured mentoring process.	
Course Objectives: This course enables the students to be equipped with the current affairs knowledge with specific focus on business. This is ensured by habituating the students in the business newspaper reading process enabling them to discuss, critically analyse news in an inquisitive manner. Activities in the course are designed to improve communication and presentation skills of the students.	
Course Learning Outcomes: At the completion of the course, students should be able to: CO1: Inculcate the newspaper reading habit CO2: Develop inquisitiveness through critical analytical process CO3: Develop presentation skills CO4: Appreciate various cultures and perspectives CO5: Develop good communication skills through peer interaction	
Pedagogy: This course uses student presentations, analysis, reading and mentor driving activities.	
Syllabus **Unit I** Introduction to Economic Indices **3 Hours**	

Basket of currencies, Exchange rates, Inflation, repo rate, reverse repo rate, Oil price, GDP, Stock market **Unit II** News Analysis **6 Hours** Business, National, International, Technology, Politics, Sports **Unit III** Knowledge Point presentations **8 Hours** Latest topics from Technology, Business and Economics **Unit IV** Group Discussions & other activities **10 Hours** Topics related to Management, Current affairs and Society, Goal setting with action plan, OST report guidance **Unit V** Book Review 3 **Hours** Management books, Autobiographies, Biographies, Entrepreneurship, Building organizations

TRIMESTER-II
CORE SUBJECTS

Course Name: Marketing Management	**Course Code: MBA231**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: This is a core course offered in the Second trimester to students across all specializations. Students learn various aspects of Marketing in terms of concepts, strategies, opportunities and challenges.	
Course Objectives: This course attempts to enable students to apply relevant theories and concepts to various aspects of doing business abroad and to deal with foreign firms and competition in domestic market.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Analyze Marketing Environment. CLO2 Identify bases for segmentation, targeting, positioning. CLO3 Examine factors influencing consumer and business buyers. CLO4 Develop pricing mix strategies CLO5 Design promotional and distribution mix strategies. CLO6 Analyze the corporate social responsibility of the firm.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, a field visit, and form of experiential learning.	
Syllabus **Unit I** **4 Hours** **Introduction to marketing**:	

Importance and Scope of Marketing, Core marketing concepts; Company Orientations; *analyzing the Marketing Environment*, Components of Environment Macro Environment and micro environment.

Unit II **6 Hours**

Market Segmentation, Targeting & Positioning:

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

Unit III **6 Hours**

Consumer & Business markets:

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

Unit IV **6 Hours**

Product & Pricing strategy:

Product Levels: Classifying products; New product development, Product Line, Mix; Product Life cycles.

Pricing Environment: Consumer Psychology & Pricing; Pricing methods; Setting Price; Price Adaptations; Initiating Price Changes; Responding to Competitors' Price Changes

Unit V **8 Hours**

Place, Promotion & CSR:

Marketing channels and Value Networks:

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

Marketing Communications Mix: WOM, IMC, Cultural aspects of Marketing Communication; Advertising, Sales Promotion, Personal Selling, Direct Marketing; Public Relations.

Corporate Social Responsibility & Ethics in Marketing,

Essential Reference:

Kotler, P., Keller, K. L., Koshy, A. & Jha, M. (2009); *Marketing Management – A South Asian Perspective*. 15thEd, Pearson, New Delhi

Recommended References:

Ramaswamy, V.S. & Namakumari. (2013); *Marketing Management*. 5thEd, McGraw Hill, New Delhi

Baines, P., Fill, C., Page, K., & Sinha, P. K. (2013); Marketing. Asian edition, Oxford University Press, New Delhi

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

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

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 to understand the basic concepts of human resource management
CLO2 to create job description and job specification for a specified job
CLO3 to analyse the process of acquiring and retaining talent
CLO4: to evaluate the development initiatives
CLO5: apply the new dimensions in employee employer relations at workplace

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

Syllabus

Unit I

Human Resource Management **4 Hours**

Concept: Meaning, Objectives, Scope, Functions, models of HRM, Strategic HRM, Human Resource Management A sustainability perspective. Human Resource Management in India: An overview, skills and competencies of HR professionals Overview of ethical choices in HRM and expected professional standards

Unit II **4 Hours**

Human Resource Planning, Job Analysis and Design

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 **4 Hours**

Recruitment, Selection, Socialization and Retention

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

Unit IV Human Resource Development **12 Hours**

Meaning, Objectives and scope of human resource development

Training : Orienting and on boarding new employees, aligning strategy and training, the ADDIE five step model , conducting the training need analysis , Designing the training program , developing the Programme ,Implementing the Training Program, Management Development Programme, Evaluation of training effectiveness Current trends in training

Performance Management and Appraisal :

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

Compensation

Definition and objectives, Basic factors in determining pay rates, Job evaluation methods how to create a market – competitive pay plan , Executive compensation , broad banding individual employee incentive, and recognition programme ,incentives for sales people , benefits Recent trends in wage and administration

Unit V

Industrial Relations- Basic Concepts **6 Hours**

Meaning and importance of industrial relations, Trade unions, Collective bargaining and Workers' participation in management.

Essential Reference:

Dessler, G & Varkey,B. (2018).*Human resource management*. 15 Edition Pearson

Recommended References:

1. Camen, M M., Croucher, R & Leigh, S (Eds)(2011). *Human resource management: A case study approach.* India: Jaico.
2. Decenzo, D A & Robbins, S P (2011). *Human resource management*, John Wiley & Sons.
3. Fisher, C D., Schoenfeldt, L F & Shaw, J B (2011). *Human resource management*, Biztantra.
4. Mathis, R L & Jackson, J H (2000). *Human Resource Management*, 9th ed, South Western: Thomson Learning Publications.
5. Rao, V S P (2000). *Managing people.* Amexcel Publisher.
6. Snell, S & Bohlander,G (2009). *Human resources management: A South Asian perspective*. India: Cengage Learning**.**

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Research Methodology	**Course Code: MBA233**

Total number of hours: 30 Hours	**Credits: 3**

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

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

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1 Identify research questions to formulate suitable research design.
CLO 2 Apply different methods of research based on selected research problem.
CLO 3 Design research instruments for collecting required data.
CLO 4 Analyse statistical data to support fact-based decision making.
CLO 5 Develop independent thinking for critically analyzing research reports.

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

Syllabus

Unit I Introducing Business Research and Proposal **6 Hours**

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

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

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

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

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

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

Scaling Design: Definition, classification, response methods, rating and ranking scales, scale construction, arbitrary scale, graphic scale, Itemized rating scales. Instrument Design: Types of data collection instruments. Questionnaire construction - structure - content, Wording - sequence, Response strategy, Instrument refining. Experimentation: Nature, Evaluation, Conducting an experiment - Randomized designs - Completely randomized design (CRD) and Randomized block design (RBD).

Unit V Analysis of Research Data & Report Presentation **6 Hours**

Overview of hypothesis testing- t-test, F-test, Chi-square test, Correlation, Regression, Discriminant analysis, MANOVA, Factor analysis, Cluster analysis. Report Presentation:

Short and long report - Research report components - Report writing – Presentation – oral and written.

Core Text:

1. Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students*. Prentice Hall.

Reference Books:

1. Chawla, D., & Sodhi, N. (2011). *Research methodology: Concepts and cases*. Vikas Publishing House.
2. Cooper, D., & Schindler, P. (2009). *Business research methods* (4thed.). New Delhi: Tata McGraw Hill Publications.
3. Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*. Oxford university press.
4. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). *Business research methods* 7th ed. Thomson/South-Western: Appendices.
5. Field, A. (2016). *Discovering statistics using IBM SPSS statistics*. Sage.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

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

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

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

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

CLO3Appraise projects using capital budgeting techniques.

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

CLO5Evaluate working capital effectiveness of a firm.

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

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

Introduction to Financial Management, Meaning of Finance, Economics and Accounting, Goal of Financial Management & the three decisions - investing, financing & dividend, Corporate Finance, Capital Markets and Investments, Business Ethics and Corporate

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

Unit II Cost of Capital **5 Hours**
Cost of Capital: pre and post -tax cost of debt, cost of preferred stock Cost of retained earnings - CAPM, DCF Cost of new common stock, floatation cost, weighted average cost of capital - WACC, book value weights, market value weights, target weights

Unit III Capital Budgeting **5 Hours**
Basics of Capital Budgeting, meaning of Capital Budgeting, techniques of Capital Budgeting, NPV, Payback period, Discounted Payback period, IRR, MIRR Comparison between different techniques, NPV profiles, Cross -over rate, decision criteria used in practice Capital budgeting - a pplied problems, Cash flow estimation for new projects Replacement projects

Unit IV Capital Structure, Leverages and Dividends **6 Hours**
Capital Structure, book value capital structure, market value capital structure, target value capital structure Leverage – Operating Financial and Total
Dividends v/s capital gains, other dividend policy issues, establishing the dividend policy in practice Factors influencing dividend policy, stock dividends Share Repurchases

Unit V Working Capital **5 Hours**
Working Capital Management, Financial Planning and Forecasting, meaning and types of working capital, Current Assets financing policies Inventory Conversion, Collection period, Payables deferral period, Cash conversion cycle Effective cost of credit

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

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

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

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

Course Learning Outcomes: At the end of the course, students should be able to:
CO1: Understand the operations strategy design process in a competitive environment.
CO2: Analyse layout designs, location criteria and line balancing decisions in manufacturing setup.
CO3: Examine inventory patterns and models for optimizing value in a supply chain.
CO4: Discover the causes of quality defects through statistical and non-statistical methods.
CO5: Study emerging areas in lean, sustainability and project management.

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

Syllabus

Unit I Introduction and Operations Strategy **5 Hours**
Introduction: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. Operations Strategy: Operations Strategy, Operations Competitive Dimensions, Corporate Strategy Design Process, Fitting Operational Activities to Strategy, Productivity Measurement.

Unit II Business Process Design **4 Hours**
Process Selection, Manufacturing Process Flow Design, Measuring Product Development Performance, Planning the strategic use of resources -Plant location and Plant Layout, Line balancing with numerical, Takt time.

Unit III Inventory Management and Supply Chain Management **8 Hours**
Inventory Management: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, ABC, EOQ, FSN, VED and VMI. Introduction to SCM, Bull whip effect, Push and Pull Systems Role of Technologies in SCM.

Unit IV Quality Management **5 Hours**
Management of Quality – Introduction to QM tools such as TQM, SPC, 7 QC tools and Six Sigma

Unit V Project Management and Current trends in Operations Management **8 Hours**
Introduction, Project Planning, Structuring Projects and Work Breakdown Structure. Ethical issues in OM. Lean concepts & Sustainable operations

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

Recommended References:

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

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Fundamentals of Business Analytics	**Course Code: 236**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Common Core during second trimester for all MBA students. This course aims to impart the foundational concepts and skills essential for a future manager to understand and manage data, use data for decision making and present the outputs creatively using data visualization techniques. The course further aims to build an understanding of machine learning and the way it is used by organizations.

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

CLO1 Explain the basic concepts of Business Analytics.
CLO2 Summarize the implications of data driven business decisions.
CLO3 Explain the concepts of Machine Learning.
CLO4 Analyze data visually using tools.
CLO5 Examine data using simulations through MS-Excel.

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

Unit I Introduction to Business Analytics **5 Hours**

Definition, Types - Descriptive, Predictive and Prescriptive Analytics, Ethics in data management, **Business Analytics for decision making**

Unit II Introduction to Machine Learning **6 Hours**
Machine Learning - Definition, Machine Learning workflow, Models – CRISP DM & SEMMA, Types - supervised, unsupervised and reinforcement learning, managerial applications of Machine Learning

Unit III Applications of Analytics **4 Hours**
Applications of Analytics in various functional areas – Finance, Marketing, Human Resources and Operations

Unit IV Fundamentals of Business Intelligence and Data Visualization **8 Hours**
Business Intelligence – Concept and architecture, Role and significance in Business, Fundamentals of visualization, Introduction to visualization tool (Tableau), data ingestion, working with visualization tool, dash boarding, story telling

Unit V Business Modelling using MS-Excel **7 Hours**
functions, formulae, filters and conditional formatting. Pivot tables, Modelling using Multiple linear regression, Introduction to Monte Carlo simulation

Essential references:

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

Recommended references:

1. http://www.techonthenet.com/excel/formulas/date.php
2. http://www.techonthenet.com/excel/formulas/text.php
3. http://office.microsoft.com/en-us/excel-help/quick-start-create-a-pivottable-report-HA010359471.
4. http://www.howtogeek.com/howto/13336/working-with-pivottables-in-excel/
5. http://www.youtube.com/watch?v=NGy4faFIop0
6. https://data-flair.training/blogs/business-intelligence-and-data-warehousing/
7. https://www.guru99.com/etl-extract-load-process.html

Assessment Outline:

Sl. No	Particulars	Weightage

1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

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

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

Course Learning Outcomes: Knowledge

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

Skills

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

Attitude

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

Course Duration and Timeline:

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

Course Execution:

1. This course shall be offered in association with the Centre for Social Action (CSA), Christ University; and they would be providing necessary capability building workshops, training, orientation and guidance programs for both the faculty as well as students.

2. Further to this CSA would act as a catalyst between the students of the course and the social development organisation or community that requires solutions to the societal problem faced by them.
3. The course shall be executed through the faculty mentors, who will act as a guide to students. Thus this course would present an opportunity to the faculty as well to contribute to the social service learning.
4. Each student, in consultation with the respective mentor, has to carry out necessary study, literature review and to prepare a project report to suggest feasible solutions to pre-identified societal problems of various social development organisations.

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

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

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

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

CO1: Familiarize with business terms through news analysis
CO2: Develop a futuristic thinking by exploring possibilities of entrepreneurship
CO3: Develop professional skills through presentations
CO4: Develop management thinking
CO5: Identify strength areas through business discussions

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

Syllabus

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

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

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

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

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

TRIMESTER- III
CORE SUBJECTS

Course Name: Management Science	**Course Code: MBA333**
Total number of hours: 30 Hrs	**Credits: 3**

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

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

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Develop resource optimization models for improving organizational profitability
CLO2 Apply work allocation model for employees and machines to optimize resources
CLO3 Design models to support strategic decision making based on competitive situations
CLO4 Devise models to predict performance of business in real world
CLO5 Asses market trends in the economy using probabilistic models

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, spreadsheet modeling, and research article analysis.

Syllabus

Unit I Introduction to Operations Research and LPP **7 Hours**
Introduction: Evolution - importance - scope and impact on business - Models - by function; by structure; by environment - limitations of OR techniques. Introduction to LPP- formulation, Graphical method, Sensitivity analysis, and Duality theory. Overview of the Simplex method. Formulating and developing a spreadsheet model for LPP and use of Excel Solver. Solution and Sensitivity Analysis using Excel.

Unit II Transportation and Assignment Problems **8 Hours**
Nature and scope - Optimal solution - North West Corner rule - Matrix minima method - VOGEL's Approximation Method (VAM) - Test for optimality - Modified Distribution Method (MODI) - Unbalanced transportation problems. Spreadsheet models for Transportation problems.
Hungarian method - Unbalanced assignment - Maximization in assignment - Travelling salesman problem - Transshipment problem. Flight assignment problems. Spreadsheet models for Assignment problems.

Unit III Game Theory **3 Hours**
Introduction to Game theory- Definition - Payoff - Types of games - 2-person zero sum game –maximin/minimax principle. Applications of Saddle point theorem.

Unit IV Sequencing and Simulation **4 Hours**
Sequencing: Processing *n* jobs through 2 and 3 machines.
Simulation: Introduction - random number generation - Monte Carlo Technique - application.

Unit V Application of Markov Chains and Queuing Theory 8 Hours

Applications of Transitions Matrices of Markov Chains - Brand Switching Analysis, Attrition Analysis**, Spreadsheet models.,** Queuing Theory: Features of the Waiting Line system - Kendall's Notation - Queuing models - Single Channel/Infinite capacity.

Core Text:

2. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Martin, K. (2016). Quantitative Methods for Business, 12th Edition. Boston: Cengage Learning.

Reference Books:

1. Vohra N D (2010). Quantitative Techniques in Management (4 ed.). New Delhi: McGraw Hill Ed.
2. Hillier, F. S. & Hillier, M.S. (2014). *Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, 5/e*. New Delhi: McGraw-Hill Education.
3. Hillier, F.S.& Lieberman, G.J. (2015). *Introduction to Operations Research, 10/e.* New Delhi: McGraw Hill Education.
4. Taha, H.A. (2017). *Operations Research: An Introduction (10th Edition).* Noida: Pearson India Education Services Pvt. Ltd.
5. Pradeep Prabhakar Pai (2012). Operations Research Principles and Practice. Oxford Higher Education.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (Finance)

Course Name: Security Analysis and Portfolio Management (SAPM)	**Course Code:** MBA341F
Total number of hours: 30 Hours	**Credits:** 3
Course Description: This course is offered as a finance elective for the MBA programme. It develops an investment attitude and prepares students for careers in the areas of finance and investment. Students opting for finance specialization would find this course to be important as its applications can be seen while understanding financial markets	
Course Objectives: This course attempts to develop a conceptual and analytical understanding of framework of evaluating financial instruments & markets and inculcates investment intelligence in students.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Comprehend the functioning of securities market and its functioning from a global Perspective CLO2 Compute risk and return of different securities CLO3 Evaluate Capital market securities that is equity and bond CLO4 Create optimum portfolios of different securities	

CLO5 Appraise Emerging trends in the Securities markets

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions, mock trading, excel computations

Syllabus

Unit I Introduction: The Investment Background **6 Hours**

Overview of the Investment Environment and Investment Process; Organization and Functioning of securities markets - types of markets, issues, orders and trading strategies; securities trading (trading cost, short sales, margin trading); Security market indices - Stock market indices; Bond market indices. The investment setting - What is an investment? The Asset Allocation decision - Individual investor life cycle; the need for a policy statement; Input to the policy statement; constructing the policy statement; the importance of asset allocation, Introduction to Global stock markets

Unit II Risk and Return Analysis **6 Hours**

Introduction to Risk – Return Trade-off, Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium:

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

Unit III Asset Valuation **7.5 Hours**

Equity Valuation

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

Bond Valuation - The fundamentals of Bond Valuation; computing bond yields; term structure of interest rates; interest rates risk, duration and convexity

Unit IV Portfolio Theory and Practice **7.5 Hours**

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

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

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

Unit V Emerging Trends In Portfolio Management **3 Hours**

Behavioral Finance-Standard Finance vs Behavioral Finance, history, Investor Behavior and asset allocation process, Investor Biases- Overconfidence, Representativeness, Anchoring, Mental Accounting, Loss Aversion, Framing, Availability bias and others

Introduction to ESG Funds, Green Bonds ,Social Bonds/Impact Bonds, Integrating Environmental, Social and Governance (ESG) criteria into investment

Essential Reading

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

Recommended Reading

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

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Management of Banks	**Course Code: MBA342 F**
Total number of hours: 30 Hours	**Credits: 3**

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

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

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

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

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

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

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.
Structure of banks in India. Perspectives of Indian banking sector. Banking policy environment. (Reference: RBI circulars)
Banking Products and Services 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 II Evaluating Bank Performance and Managing Cost of Funds and Liquidity in banks **6 Hours**

Operation and performance of commercial banks (Reference: RBI circular).Understanding Bank financial statements. DuPont model for evaluating bank performance. Basic risk and return features of commercial banks.
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 III Credit and NPA Management **6 Hours**

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 IV Risks in Banking **6 Hours**

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 V Contemporary Topics **4 Hours**

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.

Essential Reading

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

Recommended Reading

1. MacDonald Scott S., Koch Timothy W, *Management of Banking*. 6th Edition, Indian: Cengage learning.
2. R M Shrivastava., Dr Divya Nigam, (2009). *Management of Indian Financial Institutions.* 8th edition, Publisher: Himalaya Publications.
3. Gup Bentone., Kolari James W, *Commercial Banking - The Management of Risk*. 3rd Edition, Wiley India edition.
4. Bhattacharya Hrishikesh.,*Banking Strategy- Credit Appraisal and Lending Strategies - A Risk-Return Framework*. Oxford University Publications.
5. Mukherjee D.D., *Credit Appraisal, Risk Analysis and Decision Making*. 4th enlarged and revised edition, Snow White Publications.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	35
3	CIA-III	40
4	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

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

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

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

CLO1 **Compare the financial reporting regulations of India with international standards**
CLO2 **Analyze the financial health of the business through publicly information**
CLO3 **Evaluate the coherence of financial reporting**
CLO4 **Examine the effect of accounting standards on the financial numbers**
CLO 5 **Apprise the evolving issues on financial reporting**

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

Syllabus

Unit I Overview and Regulatory Framework **3 Hours**

The regulatory and conceptual framework of preparation and presentation of financial statements- National differences in financial reporting practices – International Accounting Standards setting Boards- IASB, FASB- International Financial Reporting System- Indian

scenario NACAS- NFRA- Ind AS, role of Securities and Exchange Board and Companies Act – Periodicity of financial statements

Unit II Applied Financial Statement Analysis **12 Hours**

Modified Dupont anlaysis- Credit appraisal with financial statements- Cash flow analysis- financial statement forecast with spreadsheet model- Earnings quality analysis- Earnings management motives- Accounting shenanigans

Unit III Inference from Annual Reports **6 Hours**

Format of Annual report- Analyzing the Management Discussion and Analysis and Notes to Accounts –Theories of Disclosures- Format of Auditors Report- Audit Qualifications

Unit IV Examine key Accounting standards **6 Hours**

AS for Income Tax- Recognition of Current tax liabilities – Off-balance sheet financing- Operating and Financing leases- Revenue recognition – Consolidation of Group Companies

Unit V Future of Financial Reporting **3 Hours**

Fair value Accounting- Global Reporting Initiative- Integrated reporting- ESG reporting- Valuation methods of intangible assets – Human resources and brand valuation

Recommended Text

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

Reference

1. Contemporary articles from professional bodies and magazines

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (Human Resource)

Course Name: Industrial Relations	**Course Code: 341H**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: This is a cross-functional elective course offered in the third trimester to students of HR specialization. In this course Students learn various aspects of Industrial Relations mainly focusing on compliance part. They will be getting an in-depth knowledge of compliance and they will be becoming an asset for any organization irrespective of sectors.	
Course Objectives: This course attempts to develop the awareness among students about the various acts and legal compliances required for smooth functioning of the organization which is essential for all HR managers.	

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

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

Syllabus

Unit I **9 Hours**

A. Industrial Disputes Act, 1947

B. Introduction to labour laws and Factories Act, 1948

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

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

Unit II **4 Hours**

A. Karnataka Shops and Establishments Act

B. Wage Code Bill 2019

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

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

Unit III **4 Hours**

A. Child Labour prohibition and Regulation Act, 1986

B. Contract Labour Regulation and Abolition act

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

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

Unit IV **5 Hours**

A. Payment of wages act, 1936

B. Payment of Bonus act, 1965

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

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

Unit V **8 Hours**

A. **The Minimum wages act, 1948**
B. **The Employment Standing Orders Act, 1946**

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

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

Essential Reference:

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

Recommended References:

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

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

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

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

This course gives special emphasis on Talent Planning, Talent acquisition and Talent Management strategies.

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

Course Objectives: The course is intended to impart fundamentals of Talent management so that the students get knowledge and skills related both to the traditional manufacturing

sector as well as the new age emerging job markets of **IT** and **ITES** sectors. The course also gives thrust on **Employee Engagement strategies** which is also an upcoming area with lot of employment opportunities for students.

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

CLO1 Outline the manpower planning process in various organisations

CLO2 Apply the techniques used in selection process

CLO3 Analyze the talent management process in the organisations.

CLO4 Compare various theories used to manage performance of employees

CLO5 Examine the approaches to measure performance of employees in the organisations.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions & presentations, role plays, HBR case and article analysis.

Syllabus

Unit I Fundamentals of Manpower Planning **4 Hours**
Manpower Planning: Objectives, advantages, and limitations. - HR planning, linkage of HR planning with other HR functions, influencing factors in manpower planning keeping in mind strategic focus - Job analysis, Skills analysis/ skill inventory. Job descriptions and specifications.

Unit II Basics of strategic recruitment & selection process **4 Hours**
Interview techniques for selection: Meaning and importance of Interviews, Types of interviews, Biases and Errors in interviews and tests, Skills, tools and techniques of the selection interview.

Unit III Talent Management Process **7 Hours**
Talent- engine of new economy, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System, creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal. Employee engagement and Succession planning: Concept of Talent Engagement, Retention, Employee Engagement and Retention, The Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement and Succession Planning.

Unit IV Performance Management in context of talent management **9 Hours**
Definition of Performance Management (PM); The Performance Management Contribution; Theories of performance management (Goal Setting, Expectancy, Control, Justice); Disadvantages/Dangers of Poorly Implemented PM Systems; Aims and Role of PM Systems; Purpose of Performance Management (Strategic, Administrative, Informational, Developmental, Organizational Maintenance, Documentational); Characteristics of an Ideal PM System; Integration with Other Human Resource activities; PMS around the world

Unit V Approaches to measuring performance **6 Hours**
Determinants of Performance - Factors Influencing Determinants of Performance, Performance Dimensions, Approaches to Measuring Performance (Behaviour Approach, Results Approach, Trait Approach); Comparative Systems & Absolute Systems of

performance measurement . Performance Evaluation and Employee Development: Appraisal Forms, Characteristics of Appraisal Forms, Determining Overall Rating, Appraisal Period and Meetings; Providing Performance Information (Supervisors, Peers, Subordinates, Self, Customers); Rater Motivation Model; Rater training and prevention of rating distortion; Personal Developmental Plans; 360-Degree Feedback Systems – advantages and risks

Essential Reference:

Lance A. Berger & Dorothy R. Berger .The Talent Management Hand Book , Tata McGraw Hill

Herman Aguinis (2007).Performance Management .Pearson Education,.

Recommended References:

• The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
• Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS

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

Course Description: The course is offered as a human resource elective in the third trimester. The course includes both the cognitive and the behavioral component. It will help develop both knowledge and skills in the fast developing learning and development field. Students will have an increased knowledge, understanding, and application about the training, learning and various development functions related to learning processes, design considerations, alternative methods of instruction and implementation issues. It is expected to develop and improve skills at applying the L&D processes particularly in the global L&D context.

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

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

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

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

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

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

CLO5 Design Training and learning initiatives linked to business strategies.

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

Syllabus

Unit I **8 Hours**

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

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

Unit II **8 Hours**

Needs Analysis and Training Design – with a view to link to the L&D significance. Introduction to adult Learning-Bloom's taxonomy -Kolb's experiential learning, Honey and Mumford learning styles. Practical application of ISD theory and practices.

Unit III **7 Hours**

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

Unit IV **4 Hours**

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

Unit V **3 Hours**

Professional ethics and sustainability in building learning organizations

Essential Reference:

Noe, A. R. (2008). Employee training and development. The McGraw-Hill Companies
Blanchard. P. N., & Thacker, J. W. (2009). Effective training: Systems, strategies, and practices (2nd ed.). Pearson Education

Recommended References:

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

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

DISCIPLINE SPECIFIC ELECTIVES (Marketing)

Course Name: Sales Management and Negotiation Skills	**Course Code: MBA 341M**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is offered as a core course in third trimester with 3 credits. One of the core pillars of marketing Viz Sales function and the growing importance of Seamlessly integrating the same both internally and externally and as part of corporate strategy makes it imperative that students get a 360 degree overview of Sales to become an effective Sales and Marketing Professional.	
Course Objectives: This course attempts to enable students to become more effective sales professional and a negotiator.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1: Explain the importance of sales management dimensions including sales structure, market potential estimation and forecasting.	

CLO 2: Construct templates on Territory management, permanent journey plan, annual operating plans and set sales targets and manage quota..
CLO3: Contrast between different selling approaches and execute sales deals with efficiency and effectiveness.
CLO 4: Identify Appropriate Sales communication and collaborative skills to enhance selling efficacy.
CLO 5: Demonstrate higher levels of selling and negotiation skills.

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

Syllabus

Unit I Sales Management **5 Hours**

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 Hours**

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

Unit III Personal Selling **7 Hours**

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.

Unit IV Sales Communication skills **3 Hours**

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.

Cold Calling: The art of cold calling, Cold calling techniques.
Business etiquettes: Professional dressing, Telephone & email etiquettes, Meeting manners
Charisma : Importance of charisma, Charisma elements, how to develop personal charisma

Unit IV Negotiation Skills **10 Hours**

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

Essential Reading:

1.Spiro, L.R., Stanton, J. W. & Rich, A.G. (2003).*Management of a sales force* (12thed.). Irwin: McGraw –Hill.
2.Volkema, R. J. (2008). *Negotiation tool kit.* Prentice Hall India.

Recommended References:

1. Futrell, M. C. *Sales management teamwork, leadership and technology.* Thomson.
2. Raiffa. (1982). *The art and science of negotiation*. Harvard University Press.
3. Thompson. (2001). *The mind and heart of the negotiator*. Prentice-Hall.

Course Name: Marketing Research & Analytics	**Course Code: MBA 342M**
Total number of hours: 30 Hours	**Credits: 3**
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.	
Course Objectives: 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.	
Course Learning Outcomes: On having completed this course student should be able to: CLO 1: Understand the needs of marketing managers for marketing and market information CLO 2: Understand Research Methods and research instruments. CLO 3:Learn Sampling Methods and Field Procedure CLO 4: Develop a curious and inquisitive mind. CLO 5: Overcome the fear of unknown by exploring through Research	
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.	
Syllabus	

Unit I Introduction and the marketing research process **3 Hours**
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 Hours**
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 Hours**
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 Hours**
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 Hours**
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.

Essential Reference:

Malhotra. N., and Dash S, (2009). *Marketing Research – An Applied Orientation*.5th Ed, Pearson Education.

Kelly L. Haws , William O. Bearden, Richard G. Netemeyer (Dec 2009) *Handbook Of Marketing Scales: Multi-Item Measures For Marketing And Consumer Behavior Research*, Sage Publications (ca)

Course Name: Business to Business	**Course Code: MBA 343M**
Total number of hours: 30 Hrs	**Credits: 3**

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

Course Objectives: To impart knowledge needed to understand the trends and unique characters of B2B marketing.

To develop the skills among students required for a career in B2B marketing.

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

CLO 1: Apply knowledge of management theories and practices to solve business problems with specific reference to marketing strategy used in B2B sector.

CLO 2: Foster Analytical and critical thinking abilities for data based decision making.

CLO 3: Discover, analyze and communicate global, economic, legal and ethical aspects of business.

CLO 4: Apply existing theories, methods and interpretations and work independently on practical and theoretical problems.

CLO 5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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

Syllabus

Unit I ***Introduction to new generation Business-to-Business Marketing:*** **3 Hours**
Leading organizations in B2B marketing in India and global markets
Business and Consumer marketing-A contrast, the value chain, Trends and changes in Business marketing.

Unit II ***Perspectives on the Organizational Buy*** **7 Hours**
Classifying customers, Organizations and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets. Organizational buying and buying behavior: The nature of buying, organizational buying process- A process flow model.

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

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

Unit V Managing, Technology ***Innovation and Marketing Mix:*** **8 Hours**
(Managing Innovation and New product development process. Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing.
Direct & Indirect channels, Distributors & manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members. B2B Advertising, Trade shows, Personal selling, Key account management. 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.**

Essential Reading:
Hutt, Michael,D., Speh, Thomas, W.(2013). *Business marketing management*. Cengage Learning.

Recommended Reference :
1.Reeder, R.R., Brierty, E. G., Betty.H. (2013).*Industrial marketing, analysis, planning and control.* PHI
publication.
2. Anderson.(2013). *Business market management*. Pearson Publications.

DISCIPLINE SPECIFIC ELECTIVES (Business Analytics)

Course Name: Business Data Management	**Course Code: MBA 341B**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a three-credit course offered as a Functional Core during third trimester for Business Analytics Specialization students. It is an introductory course on Relational Database Management (RDBMS) concepts. The course includes aspects related to database architecture and creation & querying of data. Various concepts of RDBMS will be driven through lab sessions.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Define Data, Information and components of Database Management System. CLO2 Classify different Data Models and Relational Database Model with its data structures. CLO3 Demonstrate Data and its relationships using ER Model. CLO4 Construct Data Model using RDBMS Database with hands on practice. CLO5 Formulate solutions for various querying and manipulation problems with hands on practice.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, and hands-on assignments in SQL and ER Modelling.	
Syllabus **Unit I Database Management Systems- Overview** **3 Hours** Data vs Information, Traditional Processing Systems, Database approach, Types of databases- Personal, Workgroup, Department, Enterprise, Inter-organizational, Virtual	

Storage, Functions and components of DBMS, Risks and Advantages of DBMS, Roles and Users of DBMS. Database Models, - RDBMS- Comparison between different data models. Database Architecture, Database Schemas- Logical, Conceptual and Physical, Designing Databases.

Unit II Database Management Design **6 Hours**

Database design strategies, Database structures- Tables, Views, Index. Logical Design vs Physical Design, Entity Relationship Modelling: Entity, Relationship, Cardinality, Types of Keys, Enhanced ER Design, Normalization and de-normalization, Setting up an RDBMS environment. Introduction to Database Languages: DDL, DML, TCL, DCL.

Unit III Data Querying and Retrieval **8 Hours**

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

Unit IV Advanced Querying **10 Hours**

SELECT with Order BY, GROUP BY, Subqueries: Single row, Multi row; Set Operators, JOINs: Inner JOIN, Outer JOIN. Procedural SQL: Procedure, function and trigger.

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

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

Essential references:

1. Gillenson, M. L., Ponniah, P., Kriegel, A., Trukhov, B. M., Taylor, A. G., Powell, G., & Miller, F. (2013). *Introduction to Database Management*. Sahibabad: Wiley India Pvt. Ltd.

Recommended references:

1. Leon, A., & Leon, M. (2010). *Fundamentals of Database Management Systems*, McGraw Hill
2. Education (India) Pvt. Ltd.
    a. Hoffer J.A., Ramesh V., &Topi H. (2011). *Modern database management* (10th ed.).New

3. Delhi: Pearson.
    a. Coronel, C., Morris, C., & Rob, P. (2011). *Database Principles – Fundamentals of Design, Implementation, and Management*. Cengage Learning India Pvt. Ltd.

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30

5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Programming with Python	**Course Code: 342B**
Total number of hours: 30 Hrs	**Credits: 3**

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

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

CLO1 Outline Python programs for various business scenarios described using expressions, text or strings.
CLO2 Construct data structures of various types using Python programs.
CLO3 Develop complex Python programs using Object Oriented Programming concepts.
CLO4 Design functions in Python to solve various business problems.
CLO5 Formulate Python programs for data analysis and visualization using NumPy and pandas.

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

Syllabus

Unit I Introduction to Python **6 Hours**

Programming essentials: Types of programming, Execution process of a program, Installation and working with Python – input, processing, and output; Python script files; correcting syntax errors; data types and expressions – strings, variables, assignment, operators, type conversions; Using functions and modules – arguments and return values; Control statements: for loops – count-controlled, augmented assignment, steps; if-else statements – one-way, multiway (elif), logical operators and Boolean expressions; while loops – break, loop logic, errors and testing.

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

Strings and text files: string concatenation, subscript operator, indexing, slicing a string; string methods, manipulating files and directories; text files: reading/writing text and numbers from/to a file.

Lists: basic list operators, list methods, mutators, aliasing, object identity and structural equivalence; tuples; dictionaries: dictionary literals, adding and removing keys, accessing and replacing values, traversing dictionaries.

Unit III Design with Classes – OOP **6 Hours**

Object oriented programming, objects and classes, docstrings, method definitions, the __init__ method and instance variables, the __str__ method, accessors and mutators, the lifetime of objects, arithmetic and operator overloading, Python program to append, delete and display elements of a data structure using classes, comparison methods, pickling, exception handling – the try-except statement; structuring classes with inheritance and polymorphism – polymorphic methods, abstract classes.
Simple student management system using python constructs and files.

Unit IV Design with Functions **6 Hours**

Functions as abstraction mechanisms, removing redundancy, hiding complexity; recursive functions; Managing a program's namespace – module variables, parameters and temporary variables; scope, lifetime, named arguments; higher-order functions – Map, Filter & Reduce; anonymous (lambda) functions. Regular expressions**.**

Unit V Design with Database and GUI Applications **6 Hours**

Python with database: Data creation, selection and manipulations; Creating GUI application: combo box, check box, text box, radio button, label, command button and events with validations.

Essential Reference:

Lambert KA., Juneja BL. (2015). Fundamentals of Python. Cengage Learning.

Recommended Reference:

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

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Statistical Modelling using R	**Course Code: 343B**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a three-credit course offered as a Functional Core during third trimester for all Business Analytics Specialization students. The course enables the students to use the R programming language for performing basic data analysis including data preparation, data manipulation, data visualization, descriptive statistics and statistical modelling.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Demonstrate data preparation using R programming. CLO2 Illustrate data using R programming to use it for analysis. CLO3 Infer data graphically using R programming. CLO4 Outline data using R programming. CLO5 Interpret statistical analysis of data using R programming.	

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

Syllabus

Unit I Introduction to R **6 Hours**

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

Unit II Data Preparation **6 Hours**

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

Unit III Data Visualization **6 Hours**

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

Unit IV: Data Exploration **6 Hours**

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

Unit V Statistical Analysis **6 Hours**

Testing of Hypothesis – t-test, Chi-Square test, ANOVA, Correlation. Simple Linear Regression, multiple regression – assumption checking, model estimation and validation.

Essential references:

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

Recommended references:

1. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis *1st Edition* [Kindle Version]. Retrieved from http://www.amazon.in.

2. Knell, R. (2013) Introductory R: A Beginner's Guide to Data Visualisation, Statistical Analysis and Programming in R. [Kindle Version]. Retrieved from http://www.amazon.in.

3. Murray, S. (2013) Learn R in a Day. [Kindle Version]. Retrieved from http://www.amazon.in.

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (FinTech)

Course Name: Foundations of Fintech	**Course Code: MBA341T**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a elective course offered in the third trimester to students of Fintech specialization. The objective of the course is to introduce the students to the FinTech sector and to understand how emerging technology is causing disruptions and innovations in finance sector.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1: Outline the evolution of the financial technology industry(RBTL2)
CLO2: Identify how financial technology is reshaping payment and lending industry (RBTL3)
CLO3: Examine how financial technology is reshaping wealth and Insurance Industry (RBTL4)
CLO4: Illustrate the technical know-how of financial technology (RBTL 2)
CLO5: Assess the current global landscape of financial technology (RBTL 5)

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

Syllabus

Unit I Introduction to FinTech **3 Hours**
What is FinTech Industry? Evolution of FinTech, FinTech Evolution 1.0: Infrastructure, FinTech Evolution 2.0: Banking industry, FinTech Evolution 3.0 & 3.5: Startups and Emerging Markets, Importance of FinTech, Global FinTech Investment

Unit II FinTech as disruptor empowering **9 Hours**
Financial Services Industry -I
FinTech in Payment Industry-Multichannel digital wallets, applications supporting wallets, onboarding and KYC application, FinTech in Lending Industry- Formal lending, Informal lending, P2P lending, POS lending, Online lending, Payday lending, Microfinance, Crowdfunding,

Unit III FinTech as disruptor empowering **9 Hours**
Financial Services Industry-II

FinTech in Wealth Management Industry-Financial Advice, Automated investing, Socially responsible investing, FinTech in Insurance Industry- P2P insurance, On-Demand Insurance, On-Demand Consultation, Customer engagement through Quote to sell, policy servicing, Claims Management

Unit IV Technology Disruptions enabling FinTech Innovations 3 **Hours**

4G and 5G networks, Mobile Applications and smart phones, embedded sensors and social media, Cloud computing, Web 2.0, IoT, Big Data, analytics and AI and Blockchain,

Unit V Global Fintech Landscape **6 Hours**

US-The revolution starter, Europe and UK-The fintech hub, Germany, Sweden, France, China-The FinTech dragon awakens, India-The tiger is roaring, Africa-A young FinTech continent, Australia, New Zealand and Brazil-the emerging FinTech countries.

Essential References

Parag Y Arjunwadkar (2018), FinTech: The Technology Driving Disruption in the financial service industry CRC Press.
Sanjay Phadke (2020), Fintech Future : The Digital DNA of Finance Paperback .Sage Publications
Pranay Gupta, T. Mandy Tham (2018). Fintech: The New DNA of Financial Services Paperback
RBI(2017). Report of working group on FinTech and Digital Banking
Case Studies: PayTm, Aadhar, Credit Karma,eTORO

Recommended References

1. Arner D., Barbers J., Buckley R (2015) The evolution of FinTech: a new post crisis paradigm, University of New South Wales Research Series.
2. Susanne Chishti, Janos Barberis (2016). The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries (Wile01) Paperback, Wiley Publications
3. Richard Hayen (2016). FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Global Financial Markets and Products	**Course Code: MBA342T**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is an elective course offered in the third trimester to students of Fintech specialization. This course familiarizes the students about the Global Financial Markets and Products. Within the global financial system, the focus of study would be the financial products, financial institutions, foreign exchange market, money market, capital markets, derivative markets and financial services.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1Demonstrate an understanding of the functioning of the Global Financial System(RBTL 2) CLO2 Identify the role of Global capital markets in the global economy	

CLO3 Analyze the role of global foreign exchange market in the global economy
CLO4 Examine the role of global derivatives market in the global economy
CLO5 Assess the impact of innovation on Global financial services(RBTL 5)

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

Syllabus

Unit I Introduction to Global Financial System **4 Hours**

An overview: Global financial markets, why do financial markets exist? What role do they play? What are financial assets and how are they different than real assets? How does it all come together? Financial services. Global monetary system, Global Market Functions and the Key Players, Opportunities and Constraints in Global Markets. Global Financial Crisis.

Unit II Global Capital Market: Capital markets **8 Hours**

An overview, Participants in Capital market, Types of Capital Market, Instruments in Debt market, International Equity Market. Global Commodity Markets, Global Bond Market Latest technologies used in the global capital markets.

Unit III Global Foreign Exchange Market **6 Hours**

The Foreign Exchange Market- An Overview, Functions – Participants - currency derivatives – Forwards – Swaps – Currency futures and Options – Interest rate futures – speculation. Latest technologies used in the global foreign exchange markets.

Unit IV Global Derivatives Market **6 Hours**

An overview - Derivatives- Derivatives Products -Classification of Derivatives- Participants in Derivative Markets - Functions of Derivatives Markets- Misuse and Criticism of Derivatives. Latest technologies used in the global derivatives markets.

Unit V Global Financial services **6 Hours**

Credit rating, Hire purchase finance, Factoring and Forfaiting, Leasing- An overview, Lease evaluation, Mutual funds, Securitization, Open Banking, 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.

Essential References

Ian H. Giddy(1994). Global Financial Markets: A guide to the workings of the world's currency, money and capital, commodities and derivatives markets.Available at: http://people.stern.nyu.edu/igiddy/gfmupdat.htm

Dr Gurusamy, S. *Financial markets and institutions* (2nd ed.).Tata McGraw Hill.
Khan, M.Y. (2011) *Financial services* (5th ed.). New Delhi: Tata McGraw Hill Publications

Recommended References

1. Tapscott, A. (Ed.) (2020). Financial Services Revolution: How Blockchain Is Transforming Money, Markets, and Banking. Toronto, Ontario: Barlow Books.
2. Argandona A. (2012) Three Ethical dimensions of the Financial Crisis Working paper, University of Navara, IESE Business School
3. Jennings M.M. (2013) Ethics and Financial Markets: The Role of the Analyst, Research Foundation CFA Institute

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Security Analysis and Portfolio Management (SAPM)	**Course Code: MBA343T**
Total number of hours: 30 Hours	**Credits:** 3

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

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

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Comprehend the functioning of securities market and its functioning from a global Perspective
CLO2 Compute risk and return of different securities
CLO3 Evaluate Capital market securities that is equity and bond
CLO4 Create optimum portfolios of different securities
CLO5 Appraise Emerging trends in the Securities markets

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions, mock trading, excel computations

Syllabus

Unit I Introduction: The Investment Background 6 Hours

Overview of the Investment Environment and Investment Process; Organization and Functioning of securities markets - types of markets, issues, orders and trading strategies; securities trading (trading cost, short sales, margin trading); Security market indices - Stock market indices; Bond market indices. The investment setting - What is an investment? The Asset Allocation decision - Individual investor life cycle; the need for a policy statement; Input to the policy statement; constructing the policy statement; the importance of asset allocation, Introduction to Global stock markets

Unit II Risk and Return Analysis 6 Hours

Introduction to Risk – Return Trade-off, Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium:
An introduction to asset pricing models – Capital Market Theory: An overview; The Capital Asset Pricing Model: Expected return and risk; relationship between Systematic risk and return; Equilibrium and Disequilibrium; Multifactor Models of risk and return – Arbitrage Pricing Theory;

Unit III Asset Valuation 7.5 Hours

Equity Valuation
Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach: Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns: Company Analysis, SWOT Analysis; Technical Analysis – Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators
Bond Valuation - The fundamentals of Bond Valuation; computing bond yields; term structure of interest rates; interest rates risk, duration and convexity

Unit IV Portfolio Theory and Practice 7.5 Hours
Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidence- Tests and results of EMH; Implications of efficient capital markets;
Introduction to Portfolio Management - Measures of risk, return and utility; Markowitz portfolio Theory; Covariance and correlation of returns; portfolio return; portfolio risk; capital allocation; optimal risky portfolios; index models
Passive Vs Active management; asset allocation strategies; evaluation of portfolio performance –application of portfolio performance measures; Bond portfolio building and evaluation

Unit V Emerging Trends In Portfolio Management 3 Hours
Behavioral Finance-Standard Finance vs Behavioral Finance, history, Investor Behavior and asset allocation process, Investor Biases- Overconfidence, Representativeness, Anchoring, Mental Accounting, Loss Aversion, Framing, Availability bias and others

Introduction to ESG Funds, Green Bonds ,Social Bonds/Impact Bonds, Integrating Environmental, Social and Governance (ESG) criteria into investment

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

Recommended Reading

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

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20

4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (Entrepreneurship & Innovation)

Course Name: Creativity, Innovation and New Product Development	**Course Code: MBA341N**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Technology, globalization and the resulting opportunities have made "business as usual" an outdated concept. Today, innovation is a vital component in moving a business forward. This course equips students as to how creativity is translated into innovation, you will see where good ideas come from and how organizations can encourage innovative ideas. As a new product or service begins to emerge, examine the step-by-step process of developing an idea from the drawing board to a marketable product or service.

Course Learning Outcomes: On having completed this course, student should be able to:
CLO1 Describe the characteristics of corporate innovation and analyze various methods that enhance creative ability.
CLO2 Determine the core issues in management of innovation and develop relevant skills needed to manage innovation at both strategic and operational levels.
CLO3 Appraise the innovation management and strategies
CLO4 Creating new product as per needs of customer and markets
CLO5 Evaluating innovation opportunities in the aspects of sustainability

Pedagogy: This course uses multiple pedagogies like interactive lectures, case studies, research papers analysis.

Syllabus

Unit I Introduction **6 Hours**
Creativity, exercises on creativity, sources of new idea, ideas into opportunities, creative problem solving: heuristics, brainstorming, synectic's, value analysis, history of innovation, invention vs, innovation, traditional and conventional tools, innovation in the age of information, innovation as a process, sources and transfer of innovation, why innovate, what innovation, how to innovate, who innovates, building innovation case

Unit II Framework for Innovation **6 Hours**
Need for skill development. innovation development & deployment, innovation in products and services and technological development. role of knowledge management in innovation

Unit III Innovation Management **6 Hours**
Technological cycles, innovation timing and design, innovation management strategies, organizational collaboration strategies, ecosystem and stakeholder engagement, capturing benefits and learning from innovation, innovation performance

Unit IV New Product Development Process **8 Hours**
Analysing consumer perceptions, the customer-cantered innovation map, organizing product development, product architecture, design for manufacturing and prototyping, organizing for product development, developing services and product service systems designing products for emerging markets, design thinking for new products

Unit V Sustainability and Innovation **4 Hours**

Principles and concepts of sustainability, SDGs, innovation opportunities in sustainability, redefining business solutions, etc.

Essential Reference:
Trott, P., Innovation management and new product development. Pearson education

Recommended References:

1. Afuah, A., Innovation management: strategies, implementation and profits Oxford University Press
2. Michael H. Morris. 2011. Corporate Innovation & Entrepreneurship, CENGAGE Learning Custom Publishing; International Edition.
3. Peter F. Drucker. 2007. Innovation and Entrepreneurship, HarperCollins Publishers

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Economics of Innovation & Entrepreneurship	**Course Code: MBA342N**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: It is very important to lay down the foundations of entrepreneurship. As a building block of entrepreneurship and innovation, economics play a very important role. The course enables students to understand and apprise relationships between economic principles and entrepreneurship.

Course Learning Outcomes: On having completed this course, student should be able to:
CLO1 Relate to the issues of innovation and entrepreneurship from the perspective of evolutionary economics.
CLO2 Analyze critical relationships involving entrepreneurship and economic policies with the perspective of drawing implications for policy-makers.
CLO3 Summarize the nature and implications of the on-line, digital, globalized, knowledge-based economy.
CLO4 Understand public policy implications of entrepreneurship
CLO5 Evaluate how market forces affect the entrepreneurship

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

Syllabus

Unit I Introduction **6 Hours**
Economics perspective on the entrepreneurship, the entrepreneurial society, economic environment for entrepreneurs, the occupational choice model of entrepreneurship I: homogeneous agents, the occupational choice model II: heterogeneous ability

Unit II Macroeconomic Theories of Entrepreneurship **6 Hours**
Technology-based and knowledge-based theories, wealth and entrepreneurship theory, knowledge spill overs and growth, entrepreneurship and the business cycle

Unit III Innovation and Entrepreneurship **6 Hours**
Analyze critical relationships, involving, innovation and entrepreneurship, non-profit-maximizing ventures and the importance of loss leadership, discrimination in the capital market and the product market, economic costs in making decisions

Unit IV Public Policy and Entrepreneurship **8 Hours**
The public policy issues in the context of the on-line, globalized, digital, knowledge-based economy, Entrepreneurial dynamics in emerging economies like India vis a vis developed nations.

Unit V Market forces and Entrepreneurship **4 Hours**
The Marvel of the Market, How Market Prices Emerge and Role of Prices, Competition as Cooperation, Markets and Morality

Essential Reference:
Parker, S. The Economics of Entrepreneurship, Cambridge: Cambridge University Press.

Recommended References:
1. Tabarrok, A. Entrepreneurial Economics: Bright Ideas from the Dismal Science, Oxford University Press.
2. McQuaid, R., Glancey, K. Entrepreneurial Economics, Palgrave McMillan.

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: New Venture Creation	**Course Code: MBA343N**
Total number of hours: 30 Hrs	**Credits: 3**

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

Course Learning Outcomes: On having completed this course, student should be able to:
CLO1 Identify new business opportunities
CLO2 Explain the process of setting up a new business unit
CLO3 Develop and complete a business proposal for a proposed venture
CLO4 Create an effective new venture plan
CLO5 Identify and build learning from real word examples

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

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Unit I Ideation **8 Hours**

How to assess a business opportunity, design thinking, development and evaluation of a persuasive business plan, resources one needs to start a new business

Unit II Business Plan **8 Hours**

Forms of finance available and raising capital, the costs, challenges and rewards of being an entrepreneur, the mechanics of producing a sound business plan, the process of raising venture capital and other types of finance, managing and sustaining growth

Unit III Issues pertaining to new venture creation **7 Hours**

Failure–symptoms and management, when and how do entrepreneurs and their investors realize their returns, the problems and potential pitfalls encountered in building a new business.

Unit IV Identification of Opportunities **5 Hours**

Government schemes and entrepreneurship support, glocal entrepreneurship support systems, incubators and accelerators, start-ups fest and hackathons

Unit V Learning from Cases **2 Hours**

Stories of successful entrepreneurs, successful business models and plans, learning from practical real-life cases.

Essential Reference:

Meyer, M. H., Crane, F.G., New Venture Creation: An Innovator's Guide to Entrepreneurship, Sage Publications

Recommended References:

1. William A. S., How to Write a Great Business Plan, Boston: Harvard Business Review Press.

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

GENERAL ELECTIVES

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

Course Name: Macro Economics	**Course Code: MBA361E**
Total number of hours: 30 Hours	**Credits: 3**

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

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

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

CLO1 Identify the various macroeconomic indicators of economic performance.

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

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

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

CLO5 Demonstrate sensitivity to sustainability issues and green economy.

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

Syllabus

Unit I Introduction, Measuring National Output/Income 6 Hours

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

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

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

Unit III IS and LM Model 6 Hours

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

Unit IV Inflation, Unemployment and Macro Economic Policies 5 Hours

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

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

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

Core Text:

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

Reference Books:

1 Dwivedi, D. N. (2015). *Macro Economics Theory and Policy.* 4th Ed, New Delhi: TATA McGraw Hill Education Private limited.
2 D Souza, E. (2008). *Macro Economics.* New Delhi: Pearson Education.
3 Dornbusch, R., Fischer, S., & Startz, R. (2005). *Macro Economics.* New Delhi: Tata McGraw Hill.
4 Samuelson, P. A. (2012). *Macro Economics.* New Delhi: Tata McGraw Hill.
5 The Wall Street Journal (http://online.wsj.com/)

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Diversity & Inclusion	**Course Code: MBA361H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the third trimester to students across all specializations. Students learn various aspects of Diversity &Inclusion in terms of concepts, opportunities and challenges.

Course Objectives: This course is designed to help students of management navigate diverse work settings more effectively and provide them with the tools to deepen their understanding of the differences around them, overcome barriers to creating inclusion, manage and communicate with people from different backgrounds, and identify and implement approaches for managing diversity.

Course Learning Outcomes:

On having completed this course student should be able to:
CLO1 Develop a language for understanding diversity and inclusion at work
CLO2 Develop a framework for understanding the challenges and opportunities of diversity
CLO3 Develop tools for creating more diverse and inclusive workplaces
CLO4 Diagnose, analyze, and implement diversity perspectives
CLO5 Propose ways to make relationships across differences in organizations more effective

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

Syllabus

Unit I Introduction and Overview **3 Hours**
Understanding diversity and inclusion. Diversity in an international context. The stimulus for focus on diversity. Diversity and organizational competitiveness. Individual benefits of diversity. Diversity - individual outcomes and organizational effectiveness

Unit II Diversity & Inclusion in the Organizational context. **7.5 Hours**
From Diversity to Inclusion: An Inclusion Equation. Inclusive Human Resource Management.
Inclusive Organization Development. Inclusive Leadership Practice and Processes. Creating Inclusive Climates in Diverse Organizations. Models of Global Diversity Management

Unit III Cultural Diversity, **7.5 Hours**
Diversity across cultures, generational diversity, sex & gender

Unit IV Meritocracy, Privilege & Bias **6 Hours**
Reducing Bias in Recruitment, Appraisal, Promotions, Rewards & Recognitions. Existence of Bias and its elimination.

Unit V Equality of Opportunity and Building effective work relationships across differences **6 Hours**
Ensuring that there is equality of Opportunity provided to employees at workplace and even though differences are recognized, there exits equality in every sphere.

Essential Reference:

1. Diversity in Organizations (2nd Edition)Concepts and practices Heike Mensi – Klarbach, Annette Risberg

Recommended References:

1. M. Williams,2017."Numbers take us only so far" HBR Reading
2. D. Thomas &R. Ely, 1996 "Making differences matter: A new paradigm for managing diversity
3. D. Thomas, 2004. "IBMs diversity strategy: Bridging the workplace and the marketplace"
4. S.J Sucher &E .Corsi. 2012 "Global diversity and inclusion at Royal Dutch Shell case Study

Course Name: Digital Marketing	**Course Code: MBA361M**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: Developing a successful digital marketing strategy and implementation is both an art and science. It involves in-depth knowledge of dynamics of new media (Social Media, Mobile) and utilizing the right resources and marketing skills to design and launch successful customer engagement campaigns. Digital Marketing course has been designed to help students to understand both functional and management roles	

required to plan and execute effective Digital Marketing campaigns. The course also helps students gain an insight how to plan and implement Digital Marketing initiatives

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

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1: Outline the basics of digital marketing and digital marketing plan.
CLO 2: Utilize the concepts of display ads and e-mail marketing in digital campaigns.
CLO 3: Choose the appropriate social media for achieving the objectives of the campaign.
CLO 4: Appraise the SEO and SEM efforts of any business organization.
CLO 5: Explain Mobile Marketing and Web Analytics pertaining to any business.
CLO 6: Design and run a digital marketing campaign for a client.

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

Syllabus

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

Digital Marketing: Origin of digital marketing; Traditional Vs Digital Marketing; Internet Users in India; Grehan's 4Ps of digital marketing; The consumer decision journey; The P-O-E-M Framework; The digital landscape; Digital Marketing Plan.
Ethical Challenges: Frauds on the Web, Data and Identity Theft, Issue of Privacy. Information Technology Act, 2000.

Unit II Display Advertising and e-mail Marketing **6 Hours**

Concept of Display Advertising; Types of display Ads; Buying Models; Display Plan; Targeting – Contextual targeting- Placement Targeting-Remarketing- Interest categories-Geographic Language Tagging; What makes a good Ad? Programmatic digital advertising; Analytics tools – viewability, on target reach, Ad fraud, Brand Health.
e-mail Marketing – Building a List- Content Strategies – e-mail newsletter – Automating e-mail marketing- Analytics

Unit III Social Media Marketing **9 Hours**

How to build a successful social media strategy? Facebook Marketing- Facebook for Business-Anatomy of an Ad campaign – Adverts - Facebook Insights
Linkedin Marketing – Linkedin Strategy- Sales lead generation – Content Strategy – Linkedin Analytics – Targeting – Ad Campaign
Twitter Marketing – Getting started with Twitter – Building a content strategy – Twitter Ads – Twitter Analytics
Instagram Marketing – Objectives – Content Strategy – Style guidelines – Hashtags – Videos-Sponsored Ads – Apps – Generate leads

Unit IV Search Engine Advertising and Search Engine Optimisation **6 Hours**

Why pay for Search Advertising? Understanding Ad Placement; Understanding Ad ranks; Creating the first Ad campaign; Enhancing the Ad campaigns; Performance reports. Google Adsense.
Search Engine Optimisation – How search engine works? SEO Phases; On page Optimisation; Off-page Optimisation; Social Media Reach; Maintenance

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

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

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

Essential Reference:

Seema Gupta. (2018). *Digital Marketing (1st Ed).* Tata Mc Graw Hill

Recommended References:

1) Evans. D. & Bratton, S. (2008). *Social Media Marketing: An Hour a Day* (2nded.). Wiley.
2) Ryan, D. & Jones, C. (2012). *Understanding digital marketing: Marketing strategies for engaging the digital generation*. Kogan Page.
3) Teixeira, J. (2010). *Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer*. Wiley.

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

Course Description: This course examines the concepts and theories of leadership from a wide range of disciplines, contexts, and professions. This course will help students to develop as leaders and to prepare them to have a positive influence on others, as well as throughout their lives.

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

CLO1 Identify best qualities of effective leaders

CLO2 Able to differentiate participative style of leadership with delegation and empowerment

CLO3 Appraise the current status of working in team and able to apply various team building activities

CLO4 Determine skills for leadership development

CLO5 Discuss the emerging future leadership trends

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

Syllabus

Unit I Introduction to Leadership **6 Hours**

Leadership: Definition, The nature of Leadership, Manager vs Leaders, Traits of good leaders and followers, Effective leadership behaviors, level of conceptualization

Participative Leadership and Empowerment: Participative Nature, Normative decisions framework, Delegation, Motivation and Empowerment, Consequences of empowerment, Facilitating conditions for empowerment.

Unit II Transformational Leadership and Adaptive Leadership **6 Hours**

Concepts of power and authority, Influence processes, Power types and sources, Power acquisition – Social exchange theory, Strategic contingency theory. Consequences of Position and Personal power, Influence tactics and its usage and effectiveness.

Leader as change and Transformation agent: Leading change – coaching and mentoring. Transactional, transformational, level five leaders and servant leadership. Charismatic Leadership

Early contingency theories of effective leadership: Contingency approaches - Fiedler's contingency model, Hersey and Blanchard's theory, Path goal theory and Blake and Mouton managerial grid.

Unit III Leadership in Teams and strategic Leadership in Organization **6 Hours**

Nature of teams and determinants of team performance - Self Directed Teams/Self Managed Teams- Virtual Teams. Leadership in teams, procedures for facilitating team learning- Managing Strategy in VUCA World, Leadership training programs, Ethical leadership, gender and leadership, leadership in different cultures, managing leadership diversity, Women Leadership

Unit IV Creativity, Innovation and Leadership development **6 Hours**

Skills for leadership – Coaching, Mentoring, Communication, Conflict resolution,
Creativity, Innovation; characteristics of creative leaders, methods to manage creative workers
Nature of leadership development, SWOT Analysis, leadership development through self-development and self-discipline, types of leadership development programs

Unit V Current Leadership trends **6 Hours**

Emerging Leadership Styles of future, Traits of future leader, Agile Leadership, Entrepreneurial Leadership, Servant leadership theory, Digital Leadership- scope, importance, benefits, digital leadership skills,

Essential References:

1. Yukl, G A (2014). Leadership in Organizations. 8th Edition. Pearson.
2. Andrew J DuBrin (2016). Leadership, Research findings, Practice and Skills, 8th Edition. Cengage Learning

Recommended Reference:

1. Daft, R L (2012). Leadership. Cengage Learning.
2. Northouse, P. G. Leadership. Theory & Practice. Seventh Edition. Sage Publications. 2016.

(Students to choose 1 out of 3 subjects) – Basket 2

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

Course Description: This is a three-credit course offered as a Cross Functional Elective during third trimester for all MBA students. The origins of Artificial Intelligence (AI) can be traced to the seminal work done by Alan Turing during the World War time. Artificial Intelligence has come a long way since then and currently impacts all areas of our lives. This course aims to sensitize students to the foundational concepts of AI, Machine Learning, and Robotic Process Automation (RPA) and their applications in business.

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

CLO1 Outline the Evolution, Fundamentals and Economics of Artificial Intelligence (AI)
CLO2 Explain the role of AI systems as Agents
CLO3 Examine appropriate machine learning and deep learning techniques to solve business problems
CLO4 Identify potential applications suitable for RPA based on domain knowledge
CLO5 Evaluate the ethical perspective while developing AI applications

Pedagogy: This course uses multiple pedagogies like interactive lecture, case analysis and lab-based sessions in order to enhance the learning

Syllabus

Unit I Introduction to AI **5 Hours**

Introduction to AI, History and Evolution of AI, Economics of AI

Unit II Foundations of AI **6 Hours**
Intelligent agents, Search, AI Canvas, 7-step process for framing an AI initiative

Unit III Robotic Process Automation **6 Hours**
Robotic Process Automation & Cognitive AI

Unit IV Machine Learning & Deep learning **7 Hours**
Machine Learning and Deep Learning with understanding of key players in the AI ecosystem

Unit V Ethics & Future of AI **6 Hours**
AI & Ethics, Trolley Problem, Capabilities and Limitations of AI

Essential references:

Taulli, T. (2019). *Artificial Intelligence Basics.* Apress.
Agarwal, A., Gans, J. & Goldfarb, A. (2018). *Prediction Machines,* Harvard Business Review Press.

Recommended references:

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

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Management of Financial Services	**Course Code: MBA362F**
Total number of hours: 30 Hrs	**Credits: 3**
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 Learning Outcomes: : On having completed this course students should be able to: CLO1 Understand the structure of Indian financial system and the various institutions therein CLO2 Comprehend about the money markets, the instruments in it and the role of RBI.	

CLO3 Analyse the role of capital markets and the ethical dimensions in the financial markets.
CLO4 Examine the various types of financial services available in the Indian Financial market and their important role in the system.
CLO5 Analyse the importance of insurance mechanism in the financial system.

Pedagogy: The course would be delivered using seminars for different units delivered by practitioners in the area. Students are required to mandatorily attend these seminars. Contact class hours are envisaged for this course. Students would also have to do a project for the subtopics covered in the course.

Syllabus

Unit I Overview of Indian Financial System and Services 5 Hours
Financial system – An overview, Indian financial system, Global financial system, Financial services – An overview, 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 II Money Markets 4 Hours
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 6 Hours
Primary Capital markets – An overview, Capital market instruments, Capital market reforms, New issues market – A Conceptual framework and new issues market evaluation, Prospectus, Global depository receipts
Secondary Capital Markets: Stock exchange – An overview, Stock exchange trading, Stock exchange – Regulatory framework, Indian stock exchanges – A Profile, Insider trading, listing, Delisting, SEBI – Functions and Working, Restructuring of Indian stock exchanges – Major issues - Ethical dimensions of Financial Markets. Need for self-regulation and role of SEBI in the functioning of financial markets.

Unit IV Financial Services 9 Hours
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.

Unit V Insurance 6 Hours
Types of insurance, the insurance mechanism, what is Insurance? Place in financial system – concept & role, purpose & need, social security, Fundamental Principles, Life and Non-Life products, Reinsurance, Underwriting and Actuarial Framework, Indian Insurance Market & Regulations

Recommended Reading
1. Prof Balaji Rao D. G. *Financial markets and Investment Instruments* (2nd ed.). Skyward Publishers
2. Dr Gurusamy, S. *Financial markets and institutions* (2nd ed.).Tata McGraw Hill.

3. Dr Gurusamy, S. *Indian financial system*. Tata McGraw Hill.
4. Khan, M.Y. (2011) *Financial services* (5th ed.). New Delhi: Tata McGraw Hill Publications.
5. Bhalla, V.K. (2010) *Management of financial services* (1st ed.). New Delhi: Anmol Publications Pvt. Ltd.
6. Srivastava, R.M. (2010) *Financial management*. Mumbai: Himalaya Publishing.
7. Bhole, L.M. (2008) *Financial institution and markets* (3rd ed.). New Delhi: Tata McGraw Hill Publications.
8. Argandona A. (2012) *Three Ethical dimensions of the Financial Crisis* Working paper, University of Navara, IESE Business School

Jennings M.M. (2013) *Ethics and Financial Markets: The Role of the Analyst,* Research Foundation CFA Institute

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

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

Course Description:

- The course develops an understanding of management of various functions and processes in an organization with its integrated approach on appropriate implementation of Enterprise Resource Planning tools like SAP

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

CLO1 Understanding ERP concepts, evolution, needs, benefits, risks and markets, vendors and investments with cross functional processes.
CLO2 Understand ERP implementation steps, issues , lifecycle and performance
CLO3 Evaluate ERP project management techniques and BPR methodology
CLO4 Appraise the ERP related technologies and latest trends
CLO5 Apply the ERP learnings in a package like SAP.

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis, simulations., SAP lab exercises

Syllabus

Unit I Introduction to ERP **6 Hours**

Overview of Enterprise, ERP concepts, Justifying ERP investments, Need for ERP, Risks & Benefits of ERP, ERP market, ERP solution providers/vendors.
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

Unit II ERP implementation **10 Hours**

Pre-implementation tasks, Requirements definition, Cost Benefit Analysis, ERP Transition Strategies, ERP Implementation Strategies, methodologies and challenges , ERP implementation lifecycle,
Vendors and Consultants, Training & Education, Data Migration.
Post Implementation activities, Success & Failure factors of ERP implementation, Operation & Maintenance of an ERP system, Measurement of the performance of ERP system.

Unit III ERP Project Management and BPR **3 Hours**

ERP Project teams, Project Scheduling, Key Factors for Success of ERP projects ,
Business Process Reengineering

Unit IV ERP Related Technologies and Trends **5 Hours**

Examples of Industry Project Planning Tools, Software, Business Intelligence and Analytics, Product LifeCycleMgmt(PLM), Geographic Information systems(GIS), ERP and SCM, CRM, OLAP, Security Systems for ERP.
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.

Unit V SAP as a ERP Package **6 Hours**

Introduction to SAP, Modules of SAP, Understanding of SD module, Case Study

OTHERS

Course Name: Functional Domain Knowledge	**Course Code: MBA311**
Total number of hours: 30 Hours	**Credits: 2**
Course Description: This course is offered during third trimester for MBA students. This course includes readings, presentations, activities, and projects which help students to develop domain knowledge, skills and competency in their chosen area of specialization (Business Analytics, Finance, Human Resources, Marketing, Lean Operations & Systems). Students are expected to read, analyze, reflect, share their knowledge, opinions and views and participate actively in the session discussions.	
Course Objectives: The objective of this course is to develop knowledge, skill and competence in the chosen area of Specialization that will support the student in building a lasting career in the functional area of their choice. Within the Specialization, identify a ''practice area' for developing deeper level competencies.	
Course Learning Outcomes: By the end of the course, the student should be able to: CO1: Display beginner-level, discipline-specific knowledge and capabilities in the chosen Specialization CO2: Identify a practice area within the chosen Specialization for developing 'deep' competencies CO3: Contextually communicate personal competencies and skills (oral – GD, Interview, one-minute video pitch; written – resumes, emails) CO4: Identify potential internship opportunities (for summer internship, live projects)	

Pedagogy: This course uses student presentations, analysis, reading and mentor driving activities.
Syllabus **Unit I** Domain Specific knowledge and competencies **10 Hours** Key terms in domain, their meaning, relevance and application. Potential career opportunities and roles in domain, generic competencies for domain, specific competencies for special roles / opportunities **Unit II** Practice area knowledge and competencies **5 Hours** Key practice areas or sub areas in the domain, competencies associated with each practice area, career opportunities. **Unit III** Personal Branding **10 Hours** Building a resume, one minute video pitch, Group Discussion sessions, Interview performance skills **Unit IV** Identifying internship opportunities **5 Hours** Industry / sector specific opportunities, personal networking skills, proactively exploring internship opportunities.

Course Outline
Year – II

Trimester – IV
CORE SUBJECT

Course Name: Strategic Management	**Course Code: MBA 431**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: This is offered as core course in the fourth trimester. The course aims to introduce strategic management principles to the participants. Additionally, this course provides the participants with tools, concepts and perspective to understand and develop strategies for businesses in varied industries.	
Course Objective: This course facilitates understanding of the concept of strategy and strategic management process across corporate and business level strategies.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Analyze and formulate new vision, mission statements CLO2 Foster research skills resulting in improved understanding of strategic management concepts/theory CLO3 Assess strategic progress using control measures for achieving organizational goals CLO 4 Able to think, formulate and evaluate various business strategies. CLO5 Examine the global perspective in the realm of strategic management.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions & presentations, HBR case and article analysis, and a field visit in the form of experiential learning.	
Syllabus **Unit I Introduction** **7 Hours**	

Concepts, Nature**,** Competitive Advantage, Strategists, External Opportunities and Threats, Internal Strengths and Weaknesses, Strategic-Management Model

Types of Strategies

Long term Objectives, Types of Strategies, Integration Strategies, Intensive Strategies, Diversification Strategies, Defensive Strategies, Porter's Generic Strategies, Blue Ocean Strategy

Strategy Development Processes

Intended Strategy Development, Emergent Strategy Development

Unit II Strategic Analysis **8 Hours**

Vision and Mission Analysis: Vision versus Mission, Vision Statement Analysis, The Process of Developing Vision and Mission Statements

Strategic Environment

Process of Performing an External Audit, The Industrial Organization (I/O) View, PESTLE, Understanding risks and uncertainties, Porter's Five Forces Model, Industry Analysis, Industry Life Cycle, Competitor Analysis, Strategic Groups

Resources and Processes

Process of Performing an Internal Audit, Resource Based View, Integrating Strategy & Culture, Management, Marketing, Finance and Accounting Ratios, Operations, Value Chain Analysis, The Internal Factor Evaluation Matrix

Unit III Business Level Strategy **5 Hours**

Bases of competitive advantage, Sustaining competitive advantage, Competitive strategy in hypercompetitive conditions, Game Theory- Prisoner's dilemma

Unit IV Corporate Level Strategy **6 Hours**

Strategic Directions, Reasons for Diversification, Value Creation and Corporate Parent, Portfolio Matrix – BCG, Porter's Diamond

International Strategies, Methods of pursuing strategies, Strategy Evaluation Methods, Turnaround strategy, Model Innovation

Unit V Strategic Implementation and Evaluation **4 Hours**

The Nature of Strategy Implementation

Annual objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy, Managing Resistance to change

The Nature of Strategy Evaluation

Measuring Organizational Performance: The Balanced Score Card

Essential Reference:

1. David, Fred. (2018). Strategic Management: Concepts (15th edition). Prentice Hall.

Recommended References:

1. Johnson. (2013). Exploring Corporate Strategy: Text and Cases (7th edition.). Pearson Education India.
2. Grant, R. M. (2015). Contemporary Strategy Analysis, Eighth edition, New Delhi, Wiley.
3. Hill, Charles W. L. and Jones, G. R. (2018). Strategic Management Theory: An integrated approach (10th edition.). Cengage Learning.
4. Hitt, Michael A, Hoskisson, Robert E., Ireland, R. Duane and Manikutty, S. (2012). Strategic Management. Cengage Learning.

DISCIPLINE SPECIFIC ELECTIVES (Finance)

Course Name: Financial Econometric Analysis (FEA)	**Course Code: MBA441F**
Total number of hours: 30	**Credits: 3**

Course Description: Financial Econometric Analysis is offered as an elective course in the fourth trimester with 3 credits. The course is designed to provide students with the understanding of econometrics for analyzing financial and economic data and how to interpret the results for managerial decision making. The course focuses on application-oriented learning and thus will follow hands-on pedagogy and real-life data and problems where students can apply econometrics tools for analysis.

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

Understand the potential of data analysis in decision making and become comfortable with extracting and handling data

Apply econometric procedures to determine data characteristics

Compare the different approaches for assessing relationships between economic/financial variables for a defined decision-making purpose

Construct econometric models

Examine the implications of improper analysis for decision making

Pedagogy: Each topic will be covered starting with conceptual explanation of econometric method followed by a data-based exercise using EViews. Assessments would require students to formulate research questions, collect data, run the appropriate econometric model in EViews, interpret and report the results.

Syllabus

Unit I Introduction to econometrics **3 Hours**

What is econometrics? Need for a separate discipline. Methodology of econometrics. Types of econometrics. Mathematical and Statistical prerequisites. Supervised vs. unsupervised learning. Types of econometric models based on characteristics of data sets (cross-section, time-series and panel data).

Unit II Ordinary Least Square (OLS) Regression **7.5 Hours**

Introduction to regression analysis. Regression vs. causation. OLS Model - assumptions, variable selection methods, and hypothesis testing. The classical linear regression models – SLR and MLR, the Gauss-Markov Theorem. Model fit – R^2. Model diagnostics – multicollinearity detection and remedy, residual diagnostics and remedy– normality, autocorrelation and heteroscedasticity. Dummy variable regression models. Logistic Regression – model, classification table, AuC. Need for WLS and GLS.

Unit III Time Series Analysis I: Univariate time-series analysis **7.5 Hours**

Stochastic process, components of times series data – trend, seasonality and cycle, concept of stationary process – need, auto correlation (ACF and PACF), unit root stochastic process and tests for stationarity. Decomposition of trend, seasonal, cyclical and random error components. Smoothing models – Moving average, Exponential smoothing models. AR, MA, ARMA and ARIMA model for forecasting – characteristics, identification of model using ACF/PACF graphs, determination of model parameters.

Unit IV Time Series Analysis II: Multivariate time-series analysis **6 Hours**

Introduction to multivariate time-series analysis. Building long-term relationship between variables, choosing the model based on stationarity of the data. Vector Auto Regression

(VAR) – Form, estimation and interpretation of result. Cointegration and Error Correction Models (ECM). Cointegration tests – Johansen's and ARDL. Granger causality.

Unit V Panel Data Regression **6 Hours**

Introduction and form of the panel data regression model. Building panel-data regression based on stationarity of the data. Pooled OLS model – form and limitations. First difference, fixed effect and random effects model. Hausman's specification test. Choosing between fixed effects, random effects and pooled OLS models.

Essential Reference:

1. Gujarati, DN and Porter DC, Basic Econometrics, 5th edition, McGraw-Hill, 2009

Recommended References:

1. Bhowmik, Sankar Kumar, Principles of Econometrics 1st Edition, Oxford, 2015
2. Greene WH. Econometric Analysis, 7th Edition, Pearson Education, 2010
3. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., Multivariate data analysis, 7th edition, Prentice hall, 1998

Assessment Outline:

Sl No	Particulars	Weightage
1	CIA-I	30
2	CIA-II	30
3	CIA-III	35
4	Attendance*	05

*Refer to Students Handbook for particulars

Course Name: Business Valuation	**Course Code: MBA442F**
Total number of hours: 30 Hrs	**Credits: 3**

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

Course Objectives: This course attempts to enhance the skill level of the students in business strategy analysis, financial analysis, prospective analysis to build an equity valuation model of a business and communicate the valuation through report writing.

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

CLO1 Distinguish different methods of equity valuation
CLO2 Analyze the Industry and strategies of the business to forecast the future
CLO3 Build discounted cash flow model to value a listed company
CLO4 Prepare the equity valuation research report in the appropriate format and structure
CLO5 Discuss the dynamics of valuation of young and distressed companies

Pedagogy: This course is delivered primarily through hands on sessions on creation of equity valuation model using spreadsheet and using real company and live data.

Syllabus

Unit I Approaches to Valuation **3 Hours**

Discounted cash flows, Free Cash Flow to Equity and Free Cash Flow to Firm- Estimation issues- Relative Valuation- Estimating Valuation multiples -Residual Income and Replacement Value methods of Valuation and its application

Unit II Strategy Analysis **6 Hours**

Relate the drivers Industry for the purpose of valuation- Reading the industry specific parameters – Analysis of business 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- collating the key trends in the Industry

Unit III Equity Valuation model of Publicly traded Companies **12 Hours**

Identify the business model- Revenue and cost drivers- Building the financial model 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- Sensitivity analysis of the model- Estimating the market multiple

Unit IV Equity Research Report Writing **3 Hours**

Investment Note Writing-Buy side and sell side reports- Different principles of logic and structure of the report- Use of Info graphic and use of linking words in report writing- Investment Note writing- principles of logic and structure of the report- Use of Info graphic and use of linking words in report writing

Unit V Special Cases in Valuation **6 Hours**

Valuation of young companies, privately held companies, distressed companies- the principles and the challenges

Core Text:

Damodaran, Aswath (2011), Damodaran on Valuation, Wiley Publications, 2nd Edition

Reference Books:

Tim Koller, Marc Goedhart, David Wessels (2015), *Valuation: Measuring and Managing the Value of Companies,* 6th edition

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	45
3	CIA-III	30
4	Attendance*	05

Note: * Refer to Students Handbook for particulars

Specialisation Electives (Finance) Students to choose 1 out of 2 courses

Course Name: Derivatives	**Course Code: MBA443F**
Total number of Hours: 30 Hours	**Credits: 3**
Course Description: This course is offered to students of MBA (Finance) program. It provides comprehensive knowledge about the concepts underlying the functioning of the	

different types of Derivatives instruments and Derivatives markets. It also generates interest in students for them to consider this area for their career growth.

Course Learning Outcomes: On completing this course, the student should be able to:
CLO1 - Understand the working of Derivatives instruments, including Forwards, Futures, Options and Swaps.
CLO2 - Assess the effectiveness of different hedging strategies using Forward and Futures contracts.
CLO3 - Evaluate the effectiveness of different trading strategies using Call and Put Options, and Swaps.
CLO4 - Determine the prices of Call and Put Options using Binomial and Black-Scholes-Merton models.
CLO5 - Examine the research work that has been undertaken in the field of Derivatives.

Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions, numerical solving and case studies.

Syllabus

Unit I **3 Hours**

Derivatives – An Introduction

Introduction, Risk management, Derivatives, Derivatives Products, Classification of Derivatives, Participants in Derivative Markets, Evolution of Derivatives, Functions of Derivatives Markets, Misuse and Criticism of Derivatives.

Unit II **8 Hours**

Forwards and Futures

Forward Contract, Settlement of Forward Contract, Futures Contract, Specifications of Futures Contract, Open Interest, Difference between Forward and Futures Contract, Pricing a Forward and Futures Contract.

Commodity Futures, Benefits of Commodity Futures, Pricing Commodities Futures, Hedging with Commodities Futures, Perfect and Imperfect Hedge, Basis & Basis Risk, Optimal Hedge Ratio.

Stock and Index Futures, Futures Contract on Indices and Individual Stocks, Features and Specifications of Stock and Index Futures, Pricing Stock and Index Futures, Application of Index Futures, Hedging through Index Futures.

Interest Rate Forwards And Futures, Forward Rate Agreement (FRA), Hedging with FRA, Speculation with FRA, Arbitrage with FRA, Eurodollar Futures.

Unit III **6 Hours**

Swaps and Options

Interest Rate and Currency Swap, Features of Swap, Need for Swap Intermediary, Applications of Swaps, Rationale for Swaps - Comparative Advantage, Types of Interest Rate Swaps.

Options, Call Options, Put Options, Moneyness of Options, Types of Options, Understanding Options Quotations, Trading and Settlement of Options, Margins in Options, Differences between Options and Futures/ Forwards.

Unit IV **10 Hours**

Options Pricing

Intrinsic Value and Time Value, Arbitrage based Relationship of Option Pricing, Put Call Parity.

Binomial Option Pricing Model, Applying Binomial Model, Factors Affecting Options Price,

Black Scholes (BS) Options Pricing Model, Assumptions of BS Model, Interpreting the BS Model, Measuring Historical Volatility, Implied Volatility.
Hedging with Stock Options, Hedging with Index Options, Straddle, Strangle, Straps and Strips, Bull Spread, Bear Spread, Butterfly Spread, Factors Affecting the Spread.

Unit V **3 Hour**

Credit Derivatives

Credit Derivatives, Types of Risk, Assessing Credit Risk - The Probability of Default, Credit Default Swaps.

Core Text

1. Options, Futures and Other Derivatives, John C. Hull and Sankarshan Basu, Pearson Education.

Reference Books

1. Derivatives: Principles and Practice, Sundaram and Das, McGraw Hill.
2. Derivatives Markets, Robert McDonald, Boston: Addison-Wesley.
3. Analysis of Derivatives for CFA Program, Don M Chance, AIMR.
4. Futures and Options, Vohra and Bagri, Tata McGraw Hill.
5. Derivatives Demystified, Andrew M. Chisholm, John Wiley and Sons.
6. Derivatives Markets, Valuation, and Risk Management, Robert E. Whaley, John Wiley and Sons.

Assessment Outline

S. No.	Particulars	Weightage (%)
1	CIA I	20
2	CIA II (Mid Trimester Exam)	25
3	CIA III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Cost Analysis And Management Control Systems	**Course Code: MBA444F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The focus of this course is on the usage of cost information of an enterprise for analysis and decision making. While the Financial accounting system provides information, this course helps in developing the analytical ability of the student by using various Management accounting methods and techniques. In addition, the student gets to learn about the various Management control aspects that would be required for a manager.

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

CLO1 Distinguish costs and costing methods based on diverse setting of a business organisation.
CLO2 Compute product cost under volume based and activity-based costing system.
CLO3 Evaluate business decision making scenarios with CVP analysis.
CLO4 Appraise business decision making situation using relevant cost analysis
CLO5 Create control system through budgets and responsibility centers.

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

Syllabus

Unit I **6 Hours**

Cost, Cost centers, Cost Unit, Method of costing, Techniques of costing, Classification of cost- fixed and variable, Allocation, Apportionment & Absorption, Apportionment of costs to service cost centers, Pre-determined overhead rates. Job costing, Process Costing, WIP (Equivalent Production), Normal & abnormal losses, Internal process profits, Joints & by-product costing.

Unit II **6 Hours**

Common cost behavior patterns- cost estimation method – Breakeven analysis– contribution margin and what if analysis- multi product analysis -Assumptions in CVP analysis- Variable costing and Full costing- benefits of variable costing for internal reporting purpose- Incremental analysis- make or buy decisions-dropping a product line- qualitative considerations in decision making including ethical dimensions

Unit III **9 Hours**

Process of cost allocation- traditional product costing systems - problems with cost allocation- activity based costing- Activity based management as a tool to improve efficiency.

Unit IV **6 Hours**

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

Unit V **3 Hours**

Performance evaluation - Revenue centers, Cost centers, Profit center and investment center – Transfer Pricing.

Balanced score card and performance evaluation including Governance adherence - Target costing- Life cycle costing- Total cost of ownership.

Essential references:

1. *Managerial Accounting - Creating Value in a Global Business Environment,* Hilton & Platt, 9th ed. McGraw Hill

Recommended references:

1. *Managerial Accounting* - James Jiambalvo 5th ed. Wiley
2. *Accounting - Text and Cases,* Anthony, Hawkings, Merchant 13th ed. McGraw Hill
3. *Cost Accounting - A Managerial Emphasis,* Horngren, Datar, Rajan 15th ed. Pearson

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (Human Resource)

Course Name: Compensation Management	**Course Code: MBA441H**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: The course is offered to second year MBA students specializing in HR. Compensation Management is a specialization in the field of Human Resources that addresses how organizations use financial and other forms of pay to attract, retain and reward employees. In most organizations, compensation costs are the single largest line item expense on a balance sheet. As a result, HR practitioners responsible for managing wage, salary and benefit administration are required to have interdisciplinary training. Course content introduces important concepts from various fields including labor law and economics, individual, group and organizational psychology, financial management and actuarial science. The administrative systems used to manage compensation are surveyed in the context of underlying theory and major regulatory, competitive and ethical constraints on pay practices.	
Course Objectives: Compensation and reward management is one of the most critical responsibilities in managing human resources. It is important that HR professionals understand and refine their knowledge of compensation techniques such as setting base pay that are internally aligned and externally competitive, design of incentive plans to reward for skills, merit and seniority. This course will help HR student understand how to create competitive advantage through compensation, and learn and link compensation plans to other HR functional areas viz. Recruitment, Selection, Performance Management and Training & Development.	
Course Learning Outcomes: On having completed this course student should be able to: CO1: Explain Compensation Management theories, models, strategies and practices CO2: Analyze and critically evaluate compensation strategies CO3: Design market-competitive compensation systems CO4: Design compensation models to support decision choices about base pay, merit, skill and seniority CO5:Structure and implement legally mandated benefit program, discretionary benefit programs and incentive pay programs	
Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions and PPTs, research article and experiential learning.	
Syllabus **Unit I Introduction to Compensation Management** **6 Hours** Compensation definition, Perspectives on Compensation. Forms of Pay – Base Pay, Merit Pay, Cost of Living, Long term and Short term incentives, Benefits – Income Protection, Tax Protection, Allowances, Work life balance. Total Earnings Opportunities, Relational Returns from work. Total Rewards Models – The Pay Model, Towers Perrin Total Rewards Model. **Unit II Compensation Strategy** **3 Hours** Compensation strategies – contextual similarities and differences. Strategic choices in compensation that support business Strategy and HR strategy. Developing a total compensation strategy. Test for competitive advantage through compensation. Best Practice vs Best Fit; Virtuous and Vicious Circles.	

Unit III Internal Alignment and External Competitiveness 12 Hours

Job analysis methods; Describing jobs through a Job Description; Judging job analysis; Job Evaluation Methods – Ranking; Classification, Point Method (with specific focus on Hay Point Method).

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

Unit IV Employee Contributions 6 Hours

Pay for performance plans; Short term and Long term performance pay plans; Options: Employee Stock Ownership Plans (ESOPs), Broad-Based Option Plans (BBOPs), Stock Grant; Gain sharing and profit sharing plans. The Value of Employee Benefits; Key Issues in Benefit Planning, Design, and Administration; Administering the Benefit Program; Legally Required Benefits; Retirement and Savings Plans; Life Insurance; Medical and Medically Related Payments; Miscellaneous Benefits; Benefits for Contingent Workers. Special Groups – Supervisors, Corporate Directors, Scientists and Engineers in High-Technology Industries, Sales Forces. The Impact of Unions in Wage Determination; Government and legal issues in compensation; Wages – Minimum wage, Living wage, Fair wage.

Unit V Making it all work 3 Hours

Understanding of Basic, House Rent Allowance , Dearness allowance, Deductions: ESI, PF, PT,TDS Contributions (PF ESI) Calculation of Gross salary and Net salary, Calculations of CTC, Preparation of Break up salary Retirement Plans including VRS/Golden Handshake Schemes.

Managing, Controlling, Reducing Labor Costs; Structuring the Compensation Function – Centralization vs Decentralization; Reengineering and Outsourcing.

Ethics in Compensation Decisions, Wage Discrimination, Equal Pay

Global Perspective: Overview of US labour laws - FLSA, COBRA, HIPPA, ERISA, IRA, FMLA.

Essential Reference:

- Milkovich, G.T., Newman, J.M., & Venkata Ratnam, C.S. (2017).Compensation (9e) New Delhi : Tata McGraw Hill.

Recommended References:

Berger, L. A., Berger, D. R., & Berger, L. A. The compensation handbook. 6e, 2016. New York: McGraw-Hill.

Course Name: Human Resource Metrics and Analytics	**Course Code: MBA442H**
Total number of hours: 30 Hours	**Credits: 3**

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

Course Objectives: Structured around the three central themes of (a) (1) To expound HR measurement and data analytics concepts (b) Framework for applying this concept in an end-to-end HR business process for the entire life-cycle of employees (c) Experiential learning on using metrics and analytics in HR, this course attempts to help students to expound HR measurement and data analytics concepts and introduces a framework for applying this concept in an end-to-end HR business process for the entire life-cycle of employees.

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

CLO1 • Use HRM metrics in the different HR functional areas (performance management, training & development, compensations management, human supply chain and the use of dash boards

CLO2: Integrate knowledge of metrics and analytical models and their implications for human resource management and people operations

CLO3: Apply understanding of analytics and institutional context/differences to evaluate the challenges and opportunities of doing business in HR domain

CLO4: Display understanding of transformational HR operations in interactions with other strategic business concepts

CLO5: Predict and arrive at decisions based on analytics data

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article and experiential learning.

Syllabus

Unit I Quantitative HRM **6 Hours**

Framework of HR measurement

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

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

Unit II Using HR Metrics for maximum impact **6 Hours**

Measures of efficiency, effectiveness and impact in HR processes and optimizing HR decisions. Staffing Metrics; Performance and compensation metrics; Learning and developmental metrics. HR's role in value chain. Developing Human Resources Balanced Score Card.

Unit III Business understanding and forecasting for HR **6 Hours**

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

Unit IV Communicating HR data and processing **6 Hours**

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 Hours**

Descriptive and indicative models for Employee retention and turnover; workforce productivity and performance; scenario planning.*(Workshop Mode)*

Essential Reference:

1. Becker,B E ., Huafelid,M.A. &Ulrich.D(2001).*The HR Scorecard: Linking people, strategy, and performance*. Harvard Business Review Press.
2. Manish Gupta, Pratyush Banerjee, &Jatin Pandey (2019, *Practical Applications of HR Analytics: A Step-by-Step Guide*, SAGE Publications India Pvt Ltd
3. Dipak Kumar Bhattacharyya (2017) *HR analytics: Understanding Theories and Applications*. Sage Publications.

Recommended References: (To be identified)

1. Sullivan, J (2010). HR metrics. Kennedy Information.
2. Gregory, l E (2013).HR Metrics: Practical Measurement Tools for People Management.KnowledgeResources.(**ISBN: 9781869221690)**
3. Bucknall. H., Wei Z (2007). Magic Numbers for Human resource Management. Wiley India.
4. Valerie, P., &Andreasson R. HR metrics : Bench marking human resources
5. Christman, W (2012) HR Metrics That Matter. HR smart
6. HR Metrics standards & glossary published by the HR metrics service. Version 8.0/December 2012
7. HR metrics service, HR metrics Intrepretation guide published by BC HRMA version 3.4 / December 2012.

Course Name: Labour Law	**Course Code: 443 H**
Total number of hours: 30 Hours.	**Credits: 3**
Course Description: This is a cross-functional elective course offered in the third trimester to students of HR specialization. In this course Students learn various aspects of Labor Laws mainly focusing on compliance part. They will be getting an in-depth knowledge of compliance and they will be becoming an asset for any organization irrespective of sectors.	
Course Objectives: This course attempts to develop the awareness among students about the various acts and legal compliances required for smooth functioning of the organization which is essential for all HR managers.	
Course Learning Outcomes: On having completed this course student should be able to:	

CL01 Put into action statutes and employer's obligations under different acts of Labour Law.
CL02 Must fully understand employers and employee's rights and duties and their compliance.
CL03 Students must be able to interpret the powers of the appropriate government/authorities under the Act.
CL04 Must able to put into action the requirements of Compliance officers.
CL05 Must be able to build amicable employee – employer relations by understanding the provisions of the act.

- Must be able to exercise the provisions of the act with a fair and ethical perspective.

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

Syllabus

Unit I **8 Hours**

A. **The Employees Provident Funds and Miscellaneous Provisions Act, 1952**
B. **The Employee State Insurance Act, 1948**

A. Objectives, Definitions [Authorized officer, Basic Wages, Contribution, Controlled industry, Employer, Employee, Exempted Employee, Recovery officer], Employee Provident Fund Schemes, Contributions, Statutory rate of contribution, retaining allowance, calculation], Employees' Pension Scheme: Establishment of Employees Pension Fund, Grant By central Government, Employees Deposit Linked Insurance Scheme, Framing and its functioning, circumstances under which employers contribution can be recovered, Attachment of properties, Penalties: Offences by companies.
B. Objectives, Definitions [Benefit period, confinement, Contribution period, dependant, employment injury, Employee, Exempted Employee, Immediate employment, Disablement (partial and permanent, wages, exclusion of wages], Applicability of the act, Contribution and Contribution calculation, Registration of establishments, Benefits, Restrictions, Protection, Penalties

Unit II **6 Hours**

A. The Employees Compensation Act, 1923
B. The Payment of Gratuity Act, 1972

A. Scope of the act, Definitions [Dependent, Employer, Disablement, Wages, Workman and Contract of Employment], Rules regarding employment [Personal injury by accident, Theory of notional extension], Occupational Diseases, Amount of compensation, Calculation of Compensation for [death, permanent total disablement, permanent partial disablement, temporary disablement], Compensation when due, distribution of compensation.
B. Scope of the act, Applicability of the act, Definitions [Completed years of service, Employee, Wages, Retirement, Controlling authority, employer, employee, Superannuation, Family], Payment of gratuity on termination, forfeiture of gratuity, compulsory insurance and payment of gratuity, nomination, determination and recovery of gratuity, Penalties.

Unit III **8 Hours**

A. The Inter-State Migrant Workmen (Regulation of employment and conditions of Service) Act, 1979
B. The Trade Unions Act, 1926

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

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

Unit IV **6 Hours**

A. The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996

B. The Maternity Benefit Act, 1961

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

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

Unit V **2 Hours**

The Sexual harassment of women at work place (Prevention, Prohibition and Redressal) Act, 2013

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

Essential Reference:

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

Recommended References:

1. Kapoor N.D. (2012). *Elements of industrial law* (13th ed.). New Delhi: Sultan Chand & Sons.
2. Kumar, H.L. (2013). *Labor Laws Everybody should know* (9th ed.). New Delhi: Universal Law Publishing Co. Pvt Ltd.

Additional Reading/ Reference Material:

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

DISCIPLINE SPECIFIC ELECTIVES (Marketing)

Course Name: Distribution and Supply Chain Management	**Course Code: MBA441M**
Total number of hours: 30 Hours	**Credits: 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 Objectives: This course attempts to expose the students to the concepts, principles and skills of Distribution Management.	

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1: Learn classification of the major participants in marketing channels.
CLO 2: 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.
CLO3: Be aware of the importance of pricing issues in marketing channel management and recognize the importance of evaluating channel member performance.
CLO 4: Understand what a supply chain is and how it works; be familiar with the concepts of warehousing and Logistics or Physical Distribution.
CLO 5: Appoint right channel members who would meet organizational goals.
CLO 6: Develop and orchestrate effective marketing mix for various channel types.
CLO 7: Facilitate seamless transactions in a distribution chain.

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

Syllabus

Unit I Marketing Channel Systems **5 Hours**

1)Marketing Channel Concepts: Growing importance of Marketing Channels, The Marketing Channel Defined, Use of the term *Channel Manager*, The Marketing Channel and Marketing Management Strategy, Channel Strategy versus Logistic management, Flows in Marketing Channels, Distribution through intermediaries, Channel Structure, Ancillary Structure. Bull Whip Effect, Reverse Logistics

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 Un organised). 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 Hours**

1) 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.
2) **Supply chain and Logistic Strategy.**
3) **Distributor Management system**
4) Designing the Marketing Channels: What is Channel Design, Who Engages in Channel Design, A Paradigm of the Channel Design Decision, the Phases of Channel Design. "Go to Market" with Multiple Channels.
5) 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 Hours**

1) Motivating the Channel Members: Finding out the needs and Problems of Channel Members, Offering Support to Channel Members, Providing Leadership to Motivate Channel Members.
2) Product Issues in Channel Management: New Product Planning and Channel Management, the Product Life Cycle and Channel Management, Strategic Product Management and Channel Management, Trading Down, Trading Up, and Channel Management
3) Pricing Issues in Channel Management: Anatomy of Channel Pricing Structure, Guidelines for Developing Effective Channel Pricing Strategies, Other Issues in Channel Pricing (Free Riding, Grey Markets).
4) 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.
5) 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 Hours

Self-learning module

1. Electronic Marketing Channels: Structure of Electronic Marketing Channels, Developments and Trends in Electronic Marketing Channels, Business Models in Internet Channels, Television Sky shop, Advantages and Disadvantages of Electronic Marketing Channels.
2. 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 Hours

1) Essentials of Supply Chain management: Key concepts of Supply Chain management, Supply Chain Operations: Planning and Sourcing, Supply Chain Operations: Making and Delivering, Using Information Technology, Metrics for Supply Chain Performance, Supply Chain Coordination, Creating Supply Chains for Competitive Advantage.
2) Logistics and Channel Management: The Role of Logistics, Logistics Systems, Costs and Components, Four Key Areas of Interface between Logistics and Channel Management.
3) **Principles of S&OP, Forecasting, and How Marketing and Sales plays an important role in creating and driving demand.**
4) **The impact of new technologies - IoT, Analytics, Blockchain and AI/ML**

Essential Reference:

Rosenbloom, B. (2004).*Marketing channels* (8thed.). New Delhi: Cengage Learning Reprint (2015)

Recommended References:

1. Anne, T. C., & Anderson, E., Stern, W. L., Adel, I., & Ansary El. 2001). *Marketing channels* (7thed.). New Delhi: Pearson Education

2. Hugos, M. H. (2007). *Essentials of supply chain management* (3rded.).New Delhi: Wiley

Course Name: Consumer Behaviour	**Course Code: MBA 442M**
Total number of hours: 30 Hrs	**Credits: 3**

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

Course Objectives: This course attempts to helps students gain valuable conceptual knowledge of how the behaviour of consumers change and influence their decisions.

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

CLO1: Interpret concepts, frameworks and models of consumer behaviour to solve contemporary marketing issues.

CLO2: Examine various theories of consumer behaviour to enable marketing decisions.

CLO3: Recommend marketing and branding decisions based on consumer behaviour insights.

CLO4: Develop a meaningful insight to diagnose and effectively use consumer behaviour in marketing decision making.

CLO5: Illustrate pragmatic solutions using the theories and frameworks of consumer behaviour.

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

Syllabus

Unit I Introduction to Consumer Behaviour and consumer decision making 6 Hours

Level of Knowledge: Conceptual and Basic

Role of Consumer Behaviour in Marketing -Development of Consumer Behaviour field, Consumer behavioral models - Howard-Sheth model of Buying Behaviour. Ethics on consumer research

Diffusion of Innovations; Types of Innovations; The Diffusion process-consumer and industrial; The adoption process; Product characteristics and consumer resistance; Diffusion enhancement strategies; A profile of the consumer innovator.

Unit II Consumer Needs and Personality 6 Hours

Level of Knowledge: Conceptual

Consumer Needs and Motivation, Meaning of Motivation; Needs and Goals; Dynamic Nature of Motivation; Types& System of needs

Maslow's Hierarchy of needs-McClelland's Theory of need Achievement-Vroom's Expectancy theory-Freud's Psychoanalytical theory

Personality & Consumer Behaviour

Meaning and nature of Personality; Freudian & Trait theories of Personality; Self Concept - Self Images; Lifestyle and AIO inventories; Brand Personality.

Unit III Consumer Perception 6 Hours

Consumer perception

Meaning and dynamics of Perception – Absolute and Differential threshold; Selective Perception; Consumer Imagery-Brand Image; Perception of Quality; Perception of risk; Perceptual Organization; Categorization, Inference.

Unit IV Consumer Learning **6 Hours**

Learning & Cognitive Process

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

Unit V Consumer Attitude **6 Hours**

Consumer Attitudes

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

Essential Reading:

1.Schiffman,Leon G., Wisenblit,Joseph& Kumar, S. Ramesh.(2015).*Consumer Behaviour* (11th ed.).Pearson Education

Recommended References :

1. Assael, H. (2001). *Consumer behaviour& marketing action* (6th ed.). Thomson Learning Publications.
2. Engel, J. F., Blackwell, R. D., &Miniard, P. W. (2001).*Consumer behaviour*.Thomson Learning Publications.

Course Name: Marketing Metrics	**Course Code: 443M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Marketing Metrics is a marketing specialization course designed to develop students to use numbers in assessing marketing strategy. The course reviews the different measures used by marketers and other decision makers in corporations. It covers metrics for understanding value of brands, customer loyalty, profitability of customers and to measure the performance of marketing activities.

This course examines the importance of managing marketing data in effective marketing decision making. It presents the role of marketing metrics within the organisation and establishes how an understanding of a range of measurement techniques can enable organisations to achieve marketing objectives through strategic decision making.

Course Objectives: This course attempts to provide students with an overview of tools and techniques that can be used to quantify the strategic value of marketing initiatives.

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

CLO:1 Relate the importance of marketing metrics for organizations' sustainability endeavours;

CLO:2 Assess the market performance of a business unit for strategic decision making;

CLO:3 Evaluate marketing investment decisions of a business unit across industries;

CLO:4 Design pricing strategies for managing product portfolios of a business unit;

CLO:5 Predict promotional profitability for a business organization.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions and PPTs, research articles and computations using data.

Syllabus

Unit I INTRODUCTION **3 Hours**

The alignment of business objectives, strategies and metrics; the potential gap between metrics and business outcomes, people, planet and profit, the importance of marketing metrics, measuring market effectiveness.

Unit II SHARE METRICS **5 Hours**

Market share, relative market share, market concentration, market penetration, brand penetration, penetration share, share of requirements, heavy usage index, market share decomposition, brand development index and category development index.

Unit III MARGINS and PROFITS **6 Hours**

Variable and fixed costs, margins, mark-ups, average price per unit, contribution per unit, contribution margin, breakeven sales level, target profit, rate of return on sales and breakeven on incremental investment.

Unit IV PRICING, PRODUCT and PORTFOLIO MANAGEMENT **8 Hours**

Price premium, maximum reserve price and maximum willingness to buy, price elasticity, optimal price, percentage breakeven price change, price discrimination, competitor reaction elasticity and cross and residual price elasticity. Trial volume and trial rate, repeat volume and repeat rate, adjusted trial rate, cannibalization rate, weighted contribution margin and breakeven with cannibalization.

Unit V SALES FORCE MANAGEMENT and PROMOTION PROFITABIITY **8 Hours**

Sales funnel, sales pipeline, lead, closure rate, sales forecasting, workload, sales force effectiveness. Baseline sales, incremental sales, promotional lift, return on marketing investment, coupon redemption, pass-through, gross rating points, impression, cost per thousand impressions, reach, frequency, share of voice, page views, visitors, click-through rates, cost per click, cost per order, cost per customer acquired, bounce rate, abandonment rate. Customer lifetime value, retention rate, attrition rate& churn rate.

Essential Reference:

1. Bendle, N.T., Farris, P.W., Pfeifer, P.E., and Reibstein, D.J. (2006*) Marketing Metrics: The Manager's Guide to Measuring Marketing Performance* (Third Edition). Upper Saddle River, New Jersey: Pearson.

Recommended References:

1. Winston, W.L. (2014). *Marketing Analytics: Data-driven Techniques with Microsoft Excel* (First Edition). Indianapolis, Indiana: John Wiley & Sons.
2. Michael V. Marn, Eric V. Roegner, Craig C. Zawada (2004). The Price Advantage. Wiley Publication. E-BOOK

DISCIPLINE SPECIFIC ELECTIVES (Business Analytics)

Course Name: Data Exploration and Application using Python	**Course Code: MBA441B**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a three-credit course offered as a Functional Core during fourth trimester for all Business Analytics Specialization students. Python is a general-purpose	

programming language which is simple and incredibly readable. The course introduces techniques to process and visualize data using Python. It also introduces application and deployment of machine leaning algorithms using Python to solve business problems.

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

CLO1 Construct Python programs for array manipulation and data visualization using NumPy.

CLO2 Construct Python programs for data manipulation and time series analysis using Pandas.

CLO3 Design Python programs to visualize business data using matplotlib, Pandas and seaborn.

CLO4 Develop machine learning models and web scraped data.

CLO5 Create web applications using Python Flask.

Pedagogy: This course uses multiple pedagogies like interactive lecture, hands-on in lab, HBR case and article analysis, and a project in the form of experiential learning.

Syllabus

Unit I Python NumPy basics **4 Hours**

The NumPy module: ndarrays, array-oriented programming, mathematical and statistical methods, sorting arrays, file input and output with arrays, array slicing using NumPy.

Unit II Python Pandas for Data Analysis **6 Hours**

The pandas module: pandas data structures – Series, Data Frame, Index objects; indexing, selection and filtering, function application and mapping, sorting and ranking, mathematical and statistical methods, reading and writing data in text formats, data preparation, transformation, wrangling – join, combine, reshape, data aggregation and group operations; string manipulation, time series. Pandas-eval () and query ().

Unit III Python for Visualization **5 Hours**

The matplotlib package: setting graph attributes, saving plots to files, plot configuration files, plotting with pandas and seaborn. Integrating with other Visualization tools.

Unit IV ML Applications with Python **9 Hours**

Machine Learning Models using Python. Implementation of linear regression, logistic regression using statsmodel and sklearn. Gentle Introduction to Data Acquisition and Extraction: Web Scrapping.

Unit V Python in Web Applications **6 Hours**

Web Application Creation using Python Flask, Introduction to GitHub: Exploring applications using Python

Essential References:

1. Manaranjan Pradhan, U Dinesh Kumar. (2019) Machine Learning using Python, Wiley Publication
2. McKinney W (2018). Python for Data Analysis. 2nd Edition. O'Reilly Media.

Recommended Reference:

1. Lambert KA., Juneja BL. (2015). Fundamentals of Python. Cengage Learning.

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Machine Learning Algorithms – I	**Course Code: MBA442B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Functional Core during fourth trimester for all Business Analytics Specialization students. This course provides the core knowledge and skills needed in the area of Machine Learning Algorithms. Businesses today accumulate large amounts of data through their transaction processing systems and social networks. There is tremendous potential in such data to extract vital information for better business decision making.

Course Learning Outcomes: By the end of the course, the students should be able to:
CLO1 Apply exploratory analysis of the data using R programming
CLO2 Identify the significance of supervised machine learning algorithms
CLO3 Analyze business problems using supervised machine learning algorithms
CLO4 Recommend appropriate analytical models of classification and prediction for real-time business scenarios using R programming
CLO5 Explain feasible solutions for real- life business problems under investigation

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

Syllabus

Unit I Introduction to Machine Learning **3 Hours**
Terminology, Evolution of Data Analytics, Role of Statistics, Database Systems & Machine Learning, Supervised and Unsupervised learning, Introduction to Prediction, Classification, Association, Clustering & Time Series Introduction, Examples*. Classification vs Prediction, Strengths of Prediction, Issues in Prediction and Ethics in Machine Learning*

Unit II Multiple Linear Regression **5 Hours**
Simple and Multiple Linear Regression, step wise regression, forward and backward methods, Model building, Model Validation and residual analysis, Introduction to Regularization, Ridge Lasso and elastic net and **Naive Bayes classifier**

Unit III Logistic Regression and Discriminant analysis **8 Hours**
Model estimation, Binary logit, multinomial logit, discrete choice models, and probit models.
Concept of Discriminant analysis, fisher function, fitting the model, validation of the model fit and model performance assessment.

Unit IV Decision Trees & Random Forest **7 Hours**
Classification – concept, Introduction to Decision trees and random forest, Concept of Partitioning, Data pre-processing, Model training, Model building in R, Model comparison, parameter tuning.

Unit V Classification – SVM and KNN **7 Hours**

Introduction, Hyper plane, Maximal Margin Classifier, Soft Margin Classifier, Kernels, Model building in R

Introduction to the concept of K-Nearest neighbour, application and prediction using the model

***Self Learning Module**

Essential references:

1. **U Dinesh Kumar (2017), Business Analytics: The Science of Data - Driven Decision Making, Wileys**

Recommended references:

1. Turban, E., Aronson, J. E., Liang, T.-P., & Sharda, R. (2010). *Decision support and business intelligence systems* (9th ed., p. 720). Prentice-Hall.
2. Berson, A., Smith, S. J., & F. (1997). *Data Warehousing, Data Mining and OLAP* (1st ed., p. 640). Computing McGraw-Hill.
3. Han, J., &Kamber, M. (2000). *Data Mining: Concepts and Techniques* (1st ed., p. 550). Morgan Kaufmann
4. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wileys

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Business Intelligence & Data Visualization	**Course Code: 443B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Functional Core during fourth trimester for all Business Analytics Specialization students. Students learn about the various sources of data and the need to draw meaningful business insights from its explosive growth. The process of transforming transaction data into analytical data through ETL modelling is discussed.

A message which cannot be conveyed through large set of texts can be presented through visual imagery. The course includes hands–on exposure to visualization tools. The course would help the students to quickly examine large amounts of data, visualize trends and issues efficiently and influence decision making.

It is expected that the students who take up this course will have basic understanding about fundamentals of databases, RDBMS concepts and Entity Relationship modelling.

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

CLO1 Identify the value of data by imbibing a culture of data-driven decision making in organizations
CLO2 Recognize the fundamentals of Data warehousing using ETL model
CLO3 Generate queries, reports from OLAP cubes using a Business Intelligence tool
CLO4 Represent data in an appropriate visual form by using visualization tools
CLO5 Convey an effective story from a given set of data by designing dashboards

Pedagogy: This course uses multiple pedagogies like interactive lectures, Case and article analysis, hands-on sessions and creating applications using relevant tools.

Syllabus

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

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

Unit III BI and Data warehouse Concepts **6 Hours**
Data Warehouse Need, Definition and Characteristics, Types of data sources, ETL, Multidimensional data modelling, Entity Relationship & Multidimensional modelling, Star and Snowflake schemas Data marts, Top-down and Bottom-up approaches to DW architecture, BI and DW implementation issues, Data quality, Data auditing.

Unit IV Data Visualization through Tableau **9 Hours**
Purpose of data visualization, guiding principles - Good & Bad representation, Use of colour & scales, Types of charts, relevant use of charts for various scenarios
Creating a plot, Histograms, Line charts, Bar charts, Pie charts, Box plots, Scatter plots, ggplots
Concepts, KPIs, Visual representation, Using BI for building dashboards, business metrics, scorecards, Interactive dashboards, Story-telling through dashboards

Unit V Advanced Topics in Business Intelligence **4 Hours**
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.

Essential Reference:

1. Prasad, R. N., & Acharya, S. (2011). *Fundamentals of Business Analytics* (1st ed., p. 348). Wiley India.

Recommended References

1. Soukup, T., & Davidson, I. (2002). Visual Data Mining (First ed.). New Delhi: Wiley dreamtech India Pvt. Ltd.
2. Turban, E., Aronson, J. E., Liang, T.-P., &Sharda, R. (2010) Decision support and business intelligence systems (9th ed., p. 720). Prentice-Hall.

Assessment Outline:

Sl. No	Particulars	Weightage

1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (FinTech)

Course Name: Digital Currencies, Blockchains, and the Financial Services Industry	**Course Code: MBA441T**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Course Objectives/Description:
This course aims to provide conceptual understanding of the Digital Currencies, Blockchain Technology, its applications, challenges and future prospects.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Demonstrate understanding of digital currencies landscape
CLO2 Demonstrate understanding of the blockchain technologies.
CLO3 Identify the applications of blockchain concepts to finance sector
CLO4 Analyse the role of digital currencies and blockchain technologies to financial service sector.
CLO5 Assess the the challenges and disruptive aspects of digital currencies and blockchain technologies to financial service sector

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

Syllabus

Unit I Introduction to Digital Currencies **6 Hours**

Digital Currency-Next generation of money and payments, Digital currency as an alternative currency, General features of Digital Currencies, Benefits and Risks, Impact of the digital currency revolution, Conditions for successful digital currency, Digital currencies in the market-Ehtereum, Litecoin, Ripple, Bitcin Cash, Binance Coin, EOS, Initial coin offering(ICOs),ICos that survived, Reasons for failure of ICOs.

Unit II Introduction to Blockchain **4 Hours**

Introduction, Blockchain-Definition, Network view of blockchain, Generic structure of blockchain, Generic elements of blockchain, features of blockchain, how blockchain accumulates blocks, Tier of blockchain, Types of blockchain, CAP theorem in Blockchain, Decentralisation, Platforms for decentralization, Consensus in Blockchain, Benefits of blockchain, Challenges and limitations of blockchain- Scalability, Security, Privacy and confidentiality.

Unit III Blockchain Ecosystem **6 Hours**

Explore the Blockchain Ecosystem and the numerous use cases for Blockchain in different industries. , Discover how Blockchain is built. Learn about the difference between Proof of Work and Proof of Stake, and the two interoperability of Blockchain. Through analyzing the

different types of crypto finance, explore the different use cases of Blockchain in business, gaming, and investing. Build a deeper understanding of the fundamentals of Blockchain, be able to utilize Blockchain in many different contexts, and assess how Blockchain will affect both business and society in the future.

Unit IV Digital Currency and Blockchain in Financial Services 6 Hours

Inefficiencies associated with Financial Services and how Digital currency and Blockchain can solve it. Impact of Digital Currency and Blockchain on core functions of Finance service industry - authenticating identity and account balances, Lending, Moving Value(Currency, funds, Stocks, bonds), Storing Value, Exchanging Value, Risk Management, Funding and Investing, accounting and Auditing. Transaction costs of a firm and how blockchain reduces these costs, Problems with modern, double-entry accounting and blockchain could solve these problems, Inefficiencies associated with global payments infrastructure, and the solutions that blockchain technologies can offer,Threats and opportunities of blockchain technology for central banks, Role of blockchain technology in increasing participation and competition in financial services, opening doors to greater global prosperity

Unit V Applications of Digital Currency and Block chain in Finance Sector 8 Hours

Banking-Trusted Data Transfer, KYC, Payments, Trade Markets, Capital Markets, Supply chain Financing, Insurance-Peer to peer insurance, index based insurance, Reinsurance, Trade Finance. Global Remittance, Anti-Money laundering, Crowdfunding, Smart Contracts, Smart vs Traditional Contracts, Smart Contract Application Areas, Wallet development projects, Automatic markets

Essential References

Peterson D.(2017). Digital Currencies: Unlocking the Secrets of Crypto-Currencies. Patridge Publishing.

Bitcoin and Cryptocurrency Technologies – A Comprehensive Introduction Hardcover by Arvind Narayanan (Author), Joseph Bonneau (Author), Edward Felten (Author), Andrew Miller (Author), Steven Goldfeder (Author). Publisher: Princeton University Press

Bashir I. (2017) Mastering Blockchain. Packt Publishing.
Swan M. (2015) Blockchain. Publisher O' Rielly.

Recommended References

How blockchain could disrupt banking. Available at: https://www.cbinsights.com/research/blockchain-disrupting-banking/

OMFIF(n.d.). Role of Blockchain in Banking. Available at: https://www.omfif.org/wp-content/uploads/2020/05/The-role-of-blockchain-in-banking.pdf

Cognizant(2016). Blockchain in Banking. Available at: https://www.cognizant.com/whitepapers/Blockchain-in-Banking-A-Measured-Approach-codex1809.pdf
Deloitte(2017). Blockchain in Banking. Available at: https://www2.deloitte.com/content/dam/Deloitte/in/Documents/strategy/in-strategy-innovation-blockchain-in-banking-noexp.pdf

Fintech Network(2018). Blockchain Use cases for Banks. Available at: https://germanyfintech.org/wp-content/uploads/2018/01/fintech_blockchain_report_fintech_network.pdf

Guo & Liang(2018). Blockchain application and outlook in the banking industry. Available at: https://core.ac.uk/download/pdf/81881245.pdf

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Analytics for Finance (AFF)	**Course Code: MBA442T**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a 3-credit course offered to students of finance specialization. Businesses today accumulate large amounts of data through their transaction processing systems. There is tremendous potential in such data to extract vital information for better business decision making. The course covers concepts and applications of analytics models that are indispensable for analysing financial data. It offers students hands-on experience in exploratory data analysis for solving real-life business problems.

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

CLO1 Conduct exploratory analysis of economic and financial data.
CLO2 Construct financial analytics models.
CLO3 Perform statistical tests to check the robustness of analytics models.
CLO4 Interpret results and decipher the link between theory and practice.
CLO5 Understand and apply analytical tools and models to solve business problems.

Pedagogy: Each topic will be covered starting with conceptual explanation of the analytical method followed by a data-based exercise using EViews, R, Python etc. Assessments are also based on data -based exercises where students are expected to convert business problems in analytical terms, identify and run the appropriate analytics model, extract, interpret and report the results.

Syllabus

Unit I Introduction to Analytics for Finance **3 Hours**

Terminology, evolution of data analytics, machine learning, structured and unstructured data, supervised and unsupervised learning. Introduction to prediction, classification, association, clustering and time-series. Applications of analytics in finance.

Solving Analytics Problem through CRISP-DM Framework and SEMMA process. Problem identification, data mining/preparation, modelling and interpretation. Ethics in data collection process.

Unit II Exploratory and Predictive Models **6 Hours**

Exploratory data analysis –Data cleaning, outlier treatment, data visualization, univariate and bivariate analysis, model fit metrics, model diagnostics, overfitting, oversampling. Application in finance – best performing stock identification

Predictive data analysis – Multiple linear regression using R, model building, assumptions, diagnostic testing, issues in prediction. Time series models using R.

Unit III Classification Models **9 Hours**

Introduction to classification – concepts and applications in finance. Decision Trees – concept of partitioning, data pre-processing, model training, model building in R. Logistic

Regression – building model in R, classification table and AUC. Support Vector Machine (SVM) & Random forest – introduction, hyper plane, maximal and soft margin classifier, kernels, models using R. Neural networks – introduction, structure of neural networks, information flow, types of layers, training a neural network, neural network in R.

Unit IV Cluster Analysis Techniques **9 Hours**

Introduction to cluster analysis, applications of cluster analysis in finance, cluster analysis process – attributes selection, distance calculation, selecting clustering algorithm, determining number of clusters, visualizing cluster results, interpretation and validation. Types of clustering – hierarchical and non-hierarchical methods. Building clustering models in R. Case study on the application of clustering analysis technique in financial data analysis.

Unit V Emerging applications of analytics in finance **3 Hours**

Association – extracting and inspecting association rules, mining techniques, visualization of product association. Social network analysis, big data analytics, cognitive analytics, deep learning, text analytics. Latest trends and cases from industry.

Essential references:

1. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley
2. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., Multivariate data analysis, 7th edition, Prentice hall, 1998

Recommended references:

1. Applied Multivariate Statistical Analysis by Richard A. Johnson, Dean W. Wichern, PHI Learning
2. Maindonald, J., & Braun, J. (2006). Data analysis and graphics using R: an example-based approach (Vol. 10). Cambridge University Press.
3. Practical Data Science with R by Nina Zumel and John Mount, 2014

Assessment Outline:

Sl No	Particulars	Weightage
1	CIA-I	30
2	CIA-II	30
3	CIA-III	35
4	Attendance*	05

*Refer to Students Handbook for particulars

Course Name: Risk Analytics & InsurTech	**Course Code: MBA443T**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: The financial services industry is undergoing significant changes, making the use of data and information technology increasingly important in driving business decisions and managing risk. This course provides a practical introduction to financial risk and insur-tech analytics with a focus on data-driven modeling, computation,	

and statistical estimation of credit and market risks using Python. Real data case studies will be used throughout the course. Tools from machine learning and statistics will be developed and data sources will be discussed. After taking this course, students will be able to design and implement risk analytics tools in practice.

Course Learning Outcomes: By the end of this course, students are able to:
CLO1: Understand the basics of business risks in financial
CLO2: Understand the basics of insurance services
CLO3: Analyze various types of insurance contracts
CLO4: Understand the role of actuaries & IRDA
CLO5: Estimate the financial risks through various models

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

Syllabus

Unit I Introduction to Risk **3 Hours**

Overview of Risk –Introduction, Definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity), Financial risk - An Overview, Evolution, and the Environment

Unit II Introduction to Insurance **10 Hours**

Introduction to Insurance-Nature of Insurance Contract, Principle of Utmost Good Faith, Insurable Interest, proximate cause, contribution and subrogation, Indemnity, Legal Aspects of Insurance Contract, Types of Insurance, Life Insurance and General Insurance, Difference between Long Tail and Short Tail Contracts Fire and Motor Insurance, Health Insurance, Marine Insurance, Automobile Insurance. IRDA Regulations **-**Control of Malpractices, Negligence Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Computation of Insurance Premium. Regulatory Framework of Insurance: Role, Power and Functions of IRDA, Composition of IRDA, IRDA Act'1999.

Unit III Introduction to Insur-Tech **4 Hours**

Key emerging technologies leveraged by the insurance industry, artificial intelligence and machine learning technologies utilized in InsurTech, methodology behind InsurTech's innovations in the industry, from product design to claims management, analyze the different ways of segmenting InsurTech firms and explore examples of microinsurance and full-enabled Insurtech firms, Insurtech and how emerging technologies are increasing the value of the insurance market.

Unit IV Quantitative Risk Measurement **8 Hours**

Measures of Risk, Introduction to Value-at-Risk, Expected Shortfall, Other popular measures. Volatility Calculation and Forecasting, Expected/Unexpected Loss Estimation
Risk Modeling in Global Markets: VaR concept, Trading limits, risk aggregation, Statistical measures of risk, Value at Risk (VaR) and its limitations, VaR models, Delta-normal (variance-covariance) VaR, Historical VaR, Monte Carlo VaR Exponential weighted average models – Risk Modeling using Insurance Data using Excel

Unit V Regulatory Capital and Market Risk Calculations **5 Hours**

Market Risk Capital Charge and RWA (Basel 2.5), Standardized Charges, Stressed VaR (SVaR), Incremental Risk Charge (IRC), Comprehensive Risk Measure (CRM), Basel 3, Capital ratios : Buffers and Procyclicality, Leverage Ratios, Liquidity Ratios : LCR and NSFR – Capital Rations Modeling using Banking Data using Excel

Essential references:

- Sabine L.B Vander Linden, Shacn M. Millie, Nicole Anderson & Susanne Chishti(2018). The INSURTECH Book: The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries. Wiley Publishing.
- Insurance Principles and Practice, Mathew M.J, RBSA Publishers, Jaipur
- Insurance Principles and Practice, Mishra M.N, S.Chand& Company Ltd
- Insurance Fundamentals, Environment and Procedures, Dr.P.K.Gupta & K.P.Singh, Deep & Deep Publications, New Delhi
- Value-at-Risk, 3rd edition: The new benchmark for managing financial risk by Philip Jorion
- IRDAI website-www.irdai.gov.in

Recommended references:

- New Insurance Law, Nandan Singh, University Book Publisher
- Principles of Insurance Law, M.N. Srinivasan & K.Kannan, Wadhwa Book Company

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (Entrepreneurship & Innovation)

Course Name: Sustainability and Social Entrepreneurship	**Course Code: MBA441N**
Total number of hours: 30 Hrs	**Credits:** 3
Course Description: Social entrepreneurship is a rapidly developing and changing business field in which business and non-profit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between non-profit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape.	
Course Learning Outcomes: On having completed this course, student should be able to: CLO1 Understand the social entrepreneurial landscape in general, CLO2 Comprehend the process of opportunity scouting and pitching the ideas in social entrepreneurial landscape. CLO3 Evaluate the various fundamentals of sustainable business. CLO4 Examine different frameworks that can be used be a social enterprise. CLO5 Interpret the use of sustainable marketing strategies.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, and live projects.	

Syllabus

Unit I Introduction to Social Entrepreneurship **6 Hours**

What is social entrepreneurship: Definitions and Perspective, Non-Profits Organizations, Government and Business Organizations and the case of Social Enterprise, Social Entrepreneurship and correcting Marketing failures

Unit II Scouting and Assessing Opportunities in a Social Entrepreneurial Venture **6 Hours**

Social Venture Opportunity Identification, Assessing Social Venture Opportunities: Social Impact Theory -Part I, Assessing Social Venture Opportunities: Social Impact Theory -Part II

Unit III Frameworks for Social Enterprise **6 Hours**

Marketing, Finance and Operational Management for Social Ventures. Legal, Strategic and Risk Framework for a Social Enterprise. Entrepreneurial Leadership and Motivation for a Social Enterprise. Means of funding Social Ventures. Strategies for Scaling Social Venture

Unit IV Introduction to Sustainable Business **6 Hours**

Concept of business and sustainability, CSR and sustainability, strategic approach to sustainable business practices, sustainability economics, limit and no limit concepts of growth

Unit V Sustainable Business Marketing **6 Hours**

Green marketing strategy, business risks of sustainability marketing, keys to market a sustainable brand, Future of Sustainable Marketing

Essential Reference:

1. Gittell, R. (2012). *The sustainable business case book*.
2. Kickul, J., & Lyons, T. S. (2020). *Understanding social entrepreneurship: The relentless pursuit of mission in an ever-changing world*. Routledge.

Recommended References:

1. Eweje, G. (Ed.). (2014). *Corporate social responsibility and sustainability: emerging trends in developing economies*. Emerald Group Publishing.
2. Wei-Skillern, J., Austin, J. E., Leonard, H., & Stevenson, (2007). *Entrepreneurship in the social sector* (Vol. 13). Sage.

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Entrepreneurial Finance	**Course Code: MBA442N**
Total number of hours: 30 Hrs	**Credits:** 3
Course Description: Without finance, no business can start or sustain. Hence, this course will equip students to understand the various aspects of raising finance for the new enterprises.	

Course Learning Outcomes: On having completed this course, student should be able to:
CLO1 Define the relation between entrepreneurial finance and value creation in a business.
CLO2 Identify the sources of finance for new ventures.
CLO3 Analyze the financial performance of an entrepreneurial initiative.
CLO4 Evaluate an entrepreneurial perspective on management of short-term funds.
CLO5 Compare and contrast the VC/PE industry across the world

Pedagogy: This course uses multiple pedagogies like interactive lectures, students' discussions, numerical problem solving and case studies.

Syllabus

Unit I The Entrepreneurial Environment **5 Hours**
Role of Finance in Entrepreneurship Developing the Business Idea Financial Testing of the Business Model, Organizing and Financing a New Venture

Unit II Creating and Recognizing Venture Value **10 Hours**
Evaluating the Operating and Financial Performance, Projecting Financial Statements, Securities Law Considerations in Obtaining Venture Financing, Venture Capital Valuation Methods, Valuing Early-Stage Ventures

Unit III Structuring Finances for Growing Ventures **8 Hours**
Cost of Capital Considerations for Ventures, Alternate Sources of Financing for Ventures: Angel Investors / Private Equity Finance / Venture Capital, structuring deals, Determinants of Enterprise Value, Preventing Venture Sickness, Overview of tax Regime

Unit IV Exit and Turnaround Strategies **5 Hours**
Harvesting the Business Venture, Investment IPO Process and Issues Listing on SME Exchange: Requirements and Regulations, Turnaround Opportunities in Financially Troubled Ventures

Unit V Development and Growth of VC/PE Industry **2 Hours**
Comparison of VC/PE Industry between developed vs developing nations, growth of VC/PE industry and trends, etc.

Essential Reference:

Leach, J., & Melicher, R. Entrepreneurial finance. Nelson Education

Recommended References:

1. Stancill, J.M. *Entrepreneurial Finance*, Thomson South Western: Ohio
2. Smith, J.K, and Smith, R.L. *Entrepreneurial Finance,* John Wiley: New Jersey

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Entrepreneurial Marketing	**Course Code: MBA443N**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Entrepreneurial marketing is less about a single marketing strategy and more about a marketing spirit that differentiates itself from traditional marketing practices. It eschews many of the fundamental principles of marketing because they are typically designed for large, well established firms. This course exposes students to a toolkit of new and unorthodox marketing practices to help emerging firms gain a foothold in crowded markets.

Course Learning Outcomes: On having completed this course, student should be able to:
CLO1 Explain how entrepreneurial marketing is different from traditional marketing
CLO2 Apply marketing concepts in an entrepreneurial context
CLO3 Create an entrepreneurial idea and build a marketing plan
CLO4 Understand scaling-up of entrepreneurial ventures
CLO5 Comprehend various additional concepts related to entrepreneurial marketing

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

Syllabus

Unit I Entrepreneurial Context for Marketing **3 Hours**
Characteristics of entrepreneurship, characteristics of entrepreneurial marketing

Unit II Opportunity Identification and Development **10 Hours**
Identifying new opportunities, analyzing customer requirements, analyzing competition, developing a business model

Unit III Strategy Formulation **10 Hours**
Adoption and diffusion of innovation, costing and pricing strategies, sales strategies, communication strategies, branding strategies channel strategies

Unit IV Scaling up **5 Hours**
Marketing challenges in scaling up, building marketing capabilities, designing business processes, assessing marketing performance

Unit V Additional Concepts **2 Hours**
Digital marketing, social media marketing, creating brand value, customer engagement strategies, etc.

Essential Reference:
Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wiley and Sons Inc,

Recommended References:
1. Nijssen, E.J., Entrepreneurial Marketing – an effectual approach; Routledge
2. Frederick G Crane, F.G., Marketing for Entrepreneurs; Sage publications

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20

4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

GENERAL ELECTIVES

(Students to choose 1 out of 3 subjects) – Basket 1

Course Name: Business Analysis	**Course Code: MBA461S**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a cross functional elective course offered in the fourth trimester to students across all specializations. In today's complex business environment, an organization's adaptability, agility, and ability to manage constant change through innovation can be keys to success. The course recognizes the foundational knowledge of individuals entering the field of business analysis. The online competency-based exam conducted by International Institute of Business Analysis, Canada is aligned with A Guide to the Business Analysis Body of Knowledge (*BABOK® Guide Version 3.0*).

Course Objective: This course equips the students to identify the need for change in organizations, articulate the solution that will deliver the change and define a business case justifying the investment needed to implement the change.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1: Understand the Business Analysis Body of Knowledge (BABOK)
CLO2: Apply knowledge areas and techniques to perform the tasks of the project
CLO3: Acquire core business skills and specialized knowledge as per *BABOK® Guide*.
CLO4: Analyze as a Business Analysis professional with all the stakeholders in a global setting

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, Info graphics project work and its analysis aligned with BABOK V3.0, in the form of experiential learning to handle IT/Non IT projects

Syllabus

Unit I Introduction to Business Analysis and BABOK **6 Hours**
Overview of IIBA and the BABOK Guide, Structure of the BABOK, Business Life Cycle, BACCM and Themes, Classification of requirements schema, Key stakeholders, Understanding Business Problem, Underlying Competencies: analytical thinking and problem solving, behavioral characteristics, business knowledge, communication skills, interaction skills, Tools and technology.

Unit II Business Analysis Planning and Monitoring **3 Hours**
Business Analysis Planning and Monitoring Core concept model, BA approach, stakeholder engagement, governance, information management, performance improvements.

Unit III Elicitation and Collaboration **3 Hours**
Prepare for elicitation, conduct and confirm elicitation results, communicate BA information Manage stakeholder collaboration. Documenting Business requirements, Prioritizing Business requirements.

Unit IV Requirements Life Cycle Management **3 Hours**
Trace requirements, maintain requirements, prioritize requirements, assess requirement changes and approve the requirements.

Unit V Strategy Analysis **3 Hours**
Analyze current state, define future state, assess risks, Define change strategy

Unit VI Requirements Analysis and Design Definition **6 Hours**
Specify and model requirements, verify requirements, validate requirements, define requirement architecture, define design options, analyze potential value and recommend solution. Prioritizing Business requirements, Stakeholder analysis, Stakeholder Role and Groups, Onion Diagram approach, interest and influence, stakeholder Map, RACI matrix, Techniques.

Unit VII Solution Evaluation **6 Hours**
Measure solution performance, analyse performance measures, assess solution limitations, assess enterprise limitations, recommend actions to increase solution value.

Essential Reference:
IIBA. (2016). *A Guide to the Business Analysis Body of Knowledge Version 3.0* (BABOK Guide, Version 3.0)

Course Name: Digital Transformation Technologies	**Course Code: MBA461L**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course is offered as a three-credit cross-functional elective for students of all specializations'. The course provides foundational knowledge of key emerging technologies used for digital transformation of enterprises.

Course Objectives: This course attempts to provide students an introduction to some of the important emerging technologies like cognitive computing including AI, extended reality, blockchain, IoT, robotic process automation etc. It is the intent of the course to enable the students to harness the power of these and future technologies for business innovation and digital transformation of enterprises. Sensitization of future managers to ethical and societal challenges associated with digital technologies is another objective of the course.
The spirit of the course is to equip the students with enough awareness of the digital technologies, such that they will be able to utilize these in their chosen areas of specialization, without getting bogged down with the technical details.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understand Artificial Intelligence, Cognitive Computing, Extended Reality and Internet of Things in a business context.
CLO2 Articulate the components of blockchain, business use cases for the same and the challenges of use of blockchain.
CLO3 Illustrate working knowledge of Robotic Process Automation.
CLO4 Build approaches to harness emerging and future digital technologies for disruptive innovation.
CLO5 Review emerging Industry 4.0 technologies for their business application potential with different perspectives, including an ethical and balanced approach, through study and news analysis.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, current topical news discussions, interaction with industry professionals and hands-on sessions on augmented reality, blockchain and RPA.

Syllabus

Unit I Introduction and Overview **4.5 Hours**
Industry 4.0 and Service 4.0.
Spotting Digital Threats and Opportunities. Gartner Hype Cycle.
The 5 Principles of Disruptive Innovation for Business Success.

Unit II Artificial Intelligence and Cognitive Computing **3 Hours**
Review of Artificial Intelligence and Cognitive Computing.
Understanding Computer Vision and Conversational Platforms.

Unit III Extended Reality **3 Hours**
Basics of Virtual Reality, Mixed Reality, Immersive Reality.
Experiencing Augmented Reality.

Unit IV Blockchain **7.5 Hours$**
Understanding components of Blockchain – Hashing, Encryption, Distributed Ledger.
Hands-on session on Ethereum blockchain, including development of simple business applications, using Metamask and Solidity.

Unit V Internet of Things **3 Hours**
Elements of IoT And Its Ecosystem. Understanding IoT Business Value Proposition. Adopting IoT into organization. IoT Security Essentials.

Unit VI Robotic Process Automation **7.5 Hours#**
Basics of Robotic Process Automation.
Hands-on session using Automation Anywhere RPA platform.

Unit VII Other Emerging Trends and Ethical Issues* **1.5 Hours**
Review of Cloud, Big Data, Edge Computing, Micro Services.
Latest Published Technology Trends by Deloitte, Gartner and Accenture.
Ethical and Societal Challenges Associated with Digital Technologies.

* - Self Learning Topics/Module
$ - 4.5 hours of hands-on using Ethereum blockchain
# - 6hours of hands-on using Automation Anywhere

Recommended References:

1. Schwab, K. (2017). The Fourth Industrial Revolution. Portfolio Penguin.
2. Christensen, C.M. (2013). Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Harvard Business Press.
3. Christensen, C.M., Raynor. M.E. (2013). Innovator's Solution: Creating and Sustaining Successful Growth, Harvard Business Press.
4. Fingar, P. (2015). Cognitive Computing: A brief guide for Game Changers. Meghan Kiffer Press
5. Frankish, K., Ramsey, W (eds.). (2014). The Cambridge Handbook of Artificial Intelligence. Cambridge University Press

6. Finlay, S. (2017). Artificial Intelligence and Machine Learning For Business (2nd ed). Relativistic
7. Tapscott, D., Tapscott, A. (2018). Blockchain Revolution (2nd ed). Portfolio Penguin.
8. Kranz, M. (2017). Building the Internet of Things: Implement New Business Models, Disrupt Competitors, Transform Your Industry. Wiley.
9. Lacity, M., Willcocks. L. (2018). Robotic Process and Cognitive Automation: The Next Phase. Steve Brookes Publishing

Course Name: International Financial Management	**Course Code: MBA 461F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course tries to familiarize students with the concepts, theories and frameworks of international financial management of firms with practical examples. The course discusses the various risks involved in managing international finance and risk management mechanisms adopted by firms. Ultimately the course prepares students in understanding the recent happenings in the arena of international financial management.

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

CLO1 Identify the implications of foreign currency exposures to multinational companies.
CLO2 Apply the relevant theories and concepts of foreign currency.
CLO3 Measure accounting and economic exposures of companies having international trade.
CLO4 Assess the impact of foreign exchange on corporate decision making.
CLO5 Examine the different credit facilities from financial institutions for export-import traders.

Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions on contemporary issues and news analysis and power point presentations

Syllabus

Unit I Introduction to International Financial Management **9 Hours**

The environment –– International Monetary System - balance of payments - determination of exchange rates – Purchase Power Parity and Interest Rate Parity – International Fisher Effect. Functions of – participants and regulators -central banks and their role in forex markets-managing foreign exchange reserves-an outline of FEMA and foreign exchange regulations in India.

Unit II Foreign Exchange Risk Management **9 Hours**

The nature of international risk exposure - measuring and managing translation, transaction, economic and operating exposure – Forex risk management through Currency derivates - Forwards, Futures, Swaps and Options.

Unit III Managing Multinational Operations **6 Hours**

Foreign trade - inter-company fund flow - multinational working capital management - multinational capital budgeting – international project appraisal - financing global firms – global cost of capital and financial structure – equity and debt financing through global markets - multinational taxation

Unit IV Trade Finance **3 Hours**

Financing of foreign trade-by banks and institutional finance for exports and imports – letter of credit-types- foreign trade contracts - terms and documentation.

Unit V Foreign Investments **3 Hours**

Corporate strategy – international portfolio diversification - foreign direct investment - political risk and country risk analysis.

Essential references:

1. Cheol S. Eun & Bruce G. Resnick (2015), International Financial Management (7th Ed.), McGraw Hill Education
2. Vij Madhu (2006). International Financial Management, Excel Books

Recommended references:

1. Shapiro, A. C., & Hanouna, P. (2019). Multinational financial management. Wiley.
2. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (1989). Multinational business finance. Pearson Education India.
3. Apte, P. G. (2010). International financial management. McGraw-Hill Education.
4. Sharan, V. (2012). International financial management. PHI Learning Pvt. Ltd.
5. Apte, P. G. (2000). Global Business Finance. McGraw-hill.

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	10
2	CIA-II	25
3	CIA-III a	30
4	CIA–III b	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

(Students to choose 1 out of 3 subjects) – Basket 2

Course Name: Managing Conflicts & Negotiations	**Course Code: MBA462H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description:

The course is offered as a human resource elective in the fourth trimester. In this course Students learn to recognize how differences and conflicting situations affect work relationships and learn strategies for responding productively and positively to these differences & resolve conflicts.

Course Objectives:

- Identify the types and sources of conflicts & understand the approaches for conflict management and resolution
- Acquire framework, skills and techniques for resolving such conflicts
- Gain a practical understanding of the process of negotiation & develop skills to reach a win-win agreement
- Learn how to negotiate effectively in professional situation as well as in everyday life

- Gain an analytical and conceptual understanding of one's own culture and the differences from own versus other cultures

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Acquire framework, skills and techniques for resolving such conflicts
CLO2 Develop skills to negotiate a win-win agreement
CLO3 Negotiate effectively in professional situation as well as in everyday life
CLO4 Understanding of own culture and the differences of own versus other cultures
CLO5 Learn to recognize cultural differences and their effect on work relationships

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article and experiential learning.

Syllabus

Unit I Introduction to conflict **6 Hours**
Introduction Conflict, Nature & Types of conflict- Intra, Interpersonal, Intergroup conflicts, Sources of Conflict, Conflict resolution strategies, Improving relationships at workplace- Johari window, Transactional analysis

Unit II Introduction to negotiation **6 Hours**
Introduction to Negotiation- Nature and Concept of negotiation, Negotiation Process- Preparation- Opening Session-Bargaining -Settlement, Types of Bargaining- Distributive Bargaining, Integrative Bargaining- Thompson Pyramid Model, Gaining Leverage through Power and Persuasion -BATNA, Negotiation strategies and styles within an employment context.

Unit III Win-Win negotiations **6 Hours**
International Negotiations, Negotiations with Global Customer, Managers as Negotiators- Cultural dimensions and negotiation, Holistic approach to cross cultural negotiation

Unit IV Cross cultural management **6 Hours**
Introduction to Cross Cultural Management- Globalization, Assessing the Global Business Environment, Culture, Dimensions of Culture, Frameworks of cultural studies, Developing Cultural Sensitivity, Culture and Management Styles in Selected Countries

Unit V Managing Communication across Cultures **6 Hours**
Expression, Presentations and communication styles, Integrated cross cultural model of leadership, Challenging role of the Global Manager-International assignments and expatriates

Recommended References:

1. Robbins P. S., Judge A. T and Vohra, N —Organizational Behavior, 16th edition. Pearson Education.
2. Carrell R. Michael &Heavrin Christina (2009): —Negotiating Essentials-Theory, Skills, and Practices,8th Edition, Pearson Education.
3. Lewicki J. Roy, Saunders M. David, & Barry Bruce (2010), —Negotiation,5th Edition, McGraw Hill.
4. Vance M. C., Paik Y —Managing Global Workforce: Challenges & Opportunities in International Human resource Management, Indian Edition, PHI

5. Thomas, D.C. (2010). Cross-cultural management. Sage Publications
6. Bhattacharyya.(2012). Cross-cultural management. PHI learning Pvt Ltd
7. Madhavan. S. (2011). Cross-cultural management. Oxford University Press

Course Name: Managerial Applications of Analytics	**Course Code: MBA462B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Cross Functional Elective during fourth trimester for MBA students. The course demonstrates how analytics as a horizontal can cut across many verticals called domains or functional areas. In this course, students get exposed to applications of analytics in business domains like Marketing, Finance, Human Resources and Operations. This course also enables students to be well conversant with domain specific analytical concepts.

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

CLO1 Infer linkages between processes and analytics
CLO2 Select appropriate analytical tools in various financial functions
CLO3 Examine the workflows in manufacturing and services operations from an analytics perspective
CLO4 Identify the role of analytics in streamlining HRM processes
CLO5 Analyze role of analytics in different domains for solving business problems

Pedagogy: This course follows case study-based pedagogy. Concepts of various domains are driven through real life case studies.

Syllabus

Unit I Analytics in Marketing **7 Hours**

Basics of Marketing Management, High level Framework to understand the marketing function –A context diagram depicting high level process flow and parties involved in marketing function
Key Performance Indicators/Drivers of marketing function, Baseline and Benchmark KPI's.
Application of analytics in marketing function with regard to market segmentation, customer profiles, market-mix models, customer analytics, customer churn, Recency, Frequency and Monetary analysis, social media and optimization of marketing budget and spend.

Unit II Analytics in Finance **7 Hours**

Basics of Financial Management, High level Framework to understand the Finance function –A context diagram depicting high level process flow and parties involved in Finance function
Key Performance Indicators/Drivers of Finance function, Baseline and Benchmark KPI's, Application of analytics in finance function with regard stock market, high frequency trading, sentiments, working capital, ratios, decision making, business valuation and financial fraud.

Unit III Analytics in Operations **6 Hours**

Basics of Operations Management. Inventory control. Using analytics in Manufacturing and Service Operations

Unit IV Analytics in Human Resource Management **4 Hours**

Basics of HR Management, High level Framework to understand the HR function – A context diagram depicting high level process flow and parties involved in HR function, Key Performance Indicators/Drivers of HR function, Baseline and Benchmark KPI's, Application of analytics in human resource function with regard employee attrition, employee retention, workforce analysis, core and non-core activity analysis, capacity planning and resource optimization, skill analysis using association mining techniques, demand sensing and planning and channel analytics.

Unit V Application of Analytics in Domains **6 Hours**

Use of analytics in different domains such as Supply Chain Management, Healthcare, Medicine, Entertainment, Telecommunication, Aviation, Military, Hospitality, Education, Insurance, E-Retail, Manufacturing, Agriculture, Sustainable Development, Internet of Things (IoT).

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Fundamentals of Services Management	**Course Code: MBA462M**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: This is a cross-functional elective course offered in the third trimester to students across all specializations. Students learn various aspects of Services Management in terms of concepts, operations, opportunities and challenges.	
Course Objectives: To impart knowledge needed to implement quality service and service strategies across all e industries, such as banks, hotels, hospitals, educational institutions, professional services and other goods industries that depend on service excellence for competitive advantages. This course attempts to enable students to apply relevant theories and concepts to various aspects of doing business abroad and to deal with foreign firms and competition in domestic market.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1:To identify the service encounter faced/experienced by customers with service providers (RBT 3) CLO2: To construct e service model for different service organization with a strategic focus to heighten distribution of services (RBT 3)	

CLO3: To analyse service process redesign for enhancing both service quality and productivity (RBT 4)
CLO4: To recommend service recovery process and develop quality assurance procedure (RBT 4).
CLO5: To estimate the GAPS to be overcome to serve consumers better (RBT5)

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

Syllabus

Unit I Understanding Service Markets, Products and Customers **5 Hours**

1) *Perspectives on Marketing in the Service Economy:* Introduction to services, importance & role in new economy, distinguishing characteristics from physical products posing marketing challenges, expanded marketing mix.

2) *Customer Behaviour in Service Encounters:* Customer decision making: The 3 stage model of service consumption, understanding service encounters, defining moments of truth, Customer expectation and perception of services

Unit II Building the Service Management Model **9 Hours**

1) *Developing Service Concepts:* Defining the core and supplementary elements of a service, The flower of service, Planning and branding service products, Development of new services.

2) *Distributing Services:* Determining the type of contact: Options for service delivery, Place and time decisions, the role of intermediaries, Distributing services internationally.

3) *Pricing and Revenue Management:* Tripod strategy of pricing, Activity based costing, Demand elasticity based on pricing & customer segments, Yield management to maximize revenues.

4) *Services marketing communication:* Setting communication objectives, Challenges (intangibles) and opportunities in communicating services, Marketing communications mix using internet.

Unit III Managing the Customer Interface in organisations **9 Hours**

1) *Designing and managing service processes:* Blueprinting service operations to create valued experiences, Service process redesign, The customer as co-producer. **Designing and managing in the context of all organisations including organisations selling financial products and designing operations area as a supportive element**

2) *Balancing Demand & Productive Capacity:* Patterns & Determinants of demand, managing demand levels, overcoming capacity constraint, Inventory demand through waiting lines & reservations.

3) *Crafting the Service Environment:* Understanding consumer responses to service environments, Dimensions of the service environment.

4) *Managing People for Service Environment:* Importance of Service Employees and the need of HR department to train, educate all levels of employees to perform their roles effectively, Frontline & back office, Cycles of failure, mediocrity and success, Human resource management, Service Leadership & Culture.

Unit IV Implementing Profitable Service Strategies **4 Hours**

1) *Managing relationships & building loyalty:* Customer loyalty, The Wheel of loyalty, Creating loyalty bonds, Strategies for reducing customer defections, CRM.

2) *Achieving Service Recovery:* Customer complaining behaviour, Principles of effective service recovery systems, Service guarantees, discouraging abuse and opportunistic behavior, learning from customer feedback.

Unit V Application of GAPS Model **3 Hours**

Improving Service Quality and Productivity: Integrating service quality and productivity strategies, what is service quality, The GAPS model- A conceptual tool to identify and correct service quality problems, Measuring and improving service quality, improving service productivity.

Essential Reference:

Lovelock,C., Wirtz, J.& Chaterjee, J. (2017).*Services marketing*. Pearson Prentice Haller.

Recommended References:

1. Zeithml, V.A. , Bitner,M.J., DwayneD. Gremler, & Ajay Pandit (2018).*Services marketing*. Tata- McGraw- Hill Edition.
1. Shankar, R. (2011). *Services marketing*. Excel Books.
2. Apte, G. (2011). *Services marketing*. Oxford University Press.

OTHERS

Course Name: Summer Internship Programme (SIP)	**Course Code: MBA481**
Total number of hours: 40 Hours	**Credits: 4**
Explanation Summer internship project (SIP) is a key requirement to complete the MBA programme. The student will have to identify and get in touch with a reputed organisation keeping in mind their specialization, area of interest learning potential and possible career opportunities. The student is expected to gain hands on training in a specific work area/role in the organisation after understanding products, processes, design culture, and all other relevant aspects of the organisation. The specific role that the student will be playing in the organisation and the scope of their work in the department will have to be finalised in consultation with the corporate mentor and with the approval of the academic mentor. SIP is expected provide students with an opportunity to apply their class room learning to a real life business situation. The students are required to submit a final report in the specific format detailing their learning in the organisation in addition to appraising their academic mentor of the weekly progress.	

Course Name: Research Competency	**Course Code: MBA411**
Total number of hours: 30 Hours	**Credits: 2**
Course Description: This course is delivered for MBA students during Trimester IV. This course includes readings, presentations, activities, and projects which help students acquire and develop research competencies that will serve them in carrying out the master thesis requirement for the MBA program.	
Course Objectives: It is to be expected that students taking up the MBA are unlikely to have developed research competencies that are required to carry out a master thesis. Hence the objective of this course is to support students in acquiring and developing competencies that will help them plan, design and operationalise research ideas into master thesis in the academic context and into research paper and reports in the industry context.	
Course Learning Outcomes: By the end of the course, the student should be able to:	

CO1: Develop practical research skills

CO2: Acquire knowledge of a specific area chosen for research

CO3: Design, plan and operationalize of research

CO4: Understand research regulations and ethics (in general and within the academic context)

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

Syllabus

Unit I Practical Research skills **5 Hours**

Find and use research resources, Use library and information technology effectively, Recognize and know when to use primary and secondary resources, Demonstrate computer competency for application in research.

Unit II Scientific thinking **10 Hours**

Review of domain specific research literature, Production of summaries, Discussions with supervisor and peers.

Unit III Design, planning and operationalization of research **10 Hours**

Developing the statement of purpose (for research), developing research questions and hypotheses, developing the theoretical research model/framework, Making the appropriate choice between quantitative, qualitative and mixed methods, Developing the research topic abstract, data collection techniques, data analysis methods.

Unit IV Ethics in Research **5 Hours**

Ethical principles and standards that underpin research; principles of intellectual property, privacy, copyright, information security and plagiarism, and ethical use of information.

TRIMESTER – V

CORE SUBJECT

Course Name: Entrepreneurship	**Course Code: MBA531**
Total number of hours: 30 Hours	**Credits: 3**

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

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

CLO1 Interpret the Business environment influencing the new venture
CLO2 Analyze feasibilities and legal requirements of a new venture
CLO3 Evaluate various opportunities and business models
CLO4 Create innovative ideas for new enterprise
CLO5 Develop an action plan to start a new venture in the context of India.

Pedagogy: This course mainly uses project based method of learning along with interactive lecture, student's discussions and PPTs, research article etc.

Syllabus

Unit I Entrepreneurship opportunities **3 Hours**

Economic contributions and Challenges faced by entrepreneurs. Opportunities for Women Entrepreneurs, Opportunities through Innovations, Social Entrepreneurship, International Entrepreneurship

Unit II Introduction to Lean Startup **3 Hours**

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

Unit III Business Opportunity and Idea generation **3 Hours**

Opportunity Identification- Generating business idea, sources of new ideas. Business Canvas Model and elevator pitch.

Unit IV Accelerators to Startup **3 Hours**

Feasibility study- market feasibility, technical/operational feasibility, financial feasibility. Legal requirements of the venture, Accelerators, Incubation,

Unit V Growth and Exit of Venture **3 Hours**

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-

Entrepreneurship Project **15 Hours**

In this module, Students will have to complete one project turning their business idea into a business plan. In the process, student will have to conduct a research on the viability of the plan, design a business model canvas and prepare a business plan. Student will have to apply theoretical knowledge from the other courses they have learnt and connecting it with real life practical issues and decisions.

The outcome of the exercise is a 30 -40 page report in the form of a business plan as per the popular structure that has an executive summary, market need / problem, business idea /solution, market research data, concept of the product / service, business model, details of feasibility study, financial details, Funding plan, organization structure, Entry, growth and preparation for challenges, projections, filled up forms for various stages of new venture registration. Students will be expected to apply theories and concepts from their models in the project. The Entrepreneurship Project is independent, supported by the student's mentor.

Essential Reference:

2. Hisrich, Robert D, Manimala, J. Mathew, Peters, Michael P. and Shepherd, Dean A, (2015). Entrepreneurship. New Delhi: Tata-McGraw-Hill.

Recommended References:

1. Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radical Changes
2. Technology Entrepreneurship: Taking Innovation to the Marketplace by by Thomas N. Duening, Robert A. Hisrich, Michael A. Lechter,
3. Create Radically Successful Businesses. Random House Digital, Inc.
4. Osterwalder, A & Pigneur, Y. (2010) Business Model Generation: A Handbook for Visionaries,
5. Effectuation: Elements of Entrepreneurial Expertise, Saras D Sarasvathy, Edward Elgar Publishing Ltd (1 March 2009)

DISCIPLINE SPECIFIC ELECTIVES (Finance)

Course Name: Strategic Financial Management	**Course Code: MBA541F**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This course develops insights into the strategic aspects to investments. It goes beyond the conventional valuation metrics and focuses on value creation from investors' perspective. It discusses the eight strategies of value creation -Value Octogen and the challenges of the pursuit of creating and sustaining value.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Interpret the wealth creation metrics of the business CLO2 Compare different value-based management approaches Analyse the value creation strategies of the firm CLO4 Examine the approaches for value creation of a listed company	

CLO5 Evaluate the ethical aspects of value creation

Pedagogy: This course is delivered primarily through hands on sessions on creation of equity valuation model using spreadsheet and using real company and live data.

Syllabus

Unit I Corporate Objective- Traditional value creation metrics **3 Hours**

The value creation framework – Theories of shareholder wealth maximization- Stakeholders theory- enlightened value maximization- Price maximization vs Value maximization- Market Short termism – Creation of Shared Values - Traditional measures of value creation - EPS, ROI, EBIT, EBITDA, ROCE, RONA etc. New metrics of Market to Book Ratio (MBR), Total shareholder Return (TSR)

Unit II Value Based Management **9 Hours**

Methods and Key Premises of VBM; Marakon , Alcar Approach- Mckinsey and Stern Stewart Approaches- Economic Value Added (EVA and Market Value Added (MVA) and Future Growth Value (FGV ; BCG Approach- Total Business Return (TBR) ,), Cash Value Added (CVA), Cash Flow Return on Investment (CFROI) and Wealth Added Index – VBM for Divisional Performance Measures

Unit III Strategies of Value Creation **9 Hours**

Innovation and Business Model - Capital Allocation (Uisng real option valuation for capital budgeting) – Financing decisions (bankruptcy prediction models)- Strategic Cost Management- Organization architecture – Creation performance linked compensation plans- Financial Risk management – Mergers and acquisitions

Unit IV Steller Value Creators **6 Hours**

Case studies of Steller Value creators- Practices of Value creation- Dividend Policy and Firm Value; Implications of Real World Imperfections; Dividend Policy Formulation; Rationale and Objections to Share Buybacks; Share Buybacks and Valuation - Managing liquidity crisis and navigating the downturn.

Global companies delivering consistent value to shareholders- Indian examples of Steller value creation

Unit V Corporate Governance and Ethics in Finance **3 Hours**

Ethical dilemmas in finance function- Ethics in capital budgeting decisions - Types of Corporate Governance Mechanisms; Key Principles of Good Corporate he Governance; Corporate Governance Around the World; Board of Directors; Auditing; Investor Communication – Voluntary disclosures- Framework of Transparency

Text Book

Chandra, Prasanna (2017). *Strategic Financial Management- Managing for Value creatio*n. New Delhi:

Reference Book

Damodaran, Aswath 4th edition (2015). *Applied Corporate Finance*. New Delhi: Wiley publications

Chandra, Prasanna (2017). *Projects: Planning, Analysis, Selection, Financing*. New Delhi: Tata McGraw-Hill.

Young, S. and O'Byrne, S. (2000). *EVA and value-based management: A practical guide to implementation*. New Delhi: Tata McGraw-Hill.

Assessment Outline:

Sl No	Particulars	Weightage
1	CIA-I	20
2	CIA-II-mid term	25
3	CIA-III	20
4	End Term exam	30
5	Attendance*	05

*Refer to Students Handbook for particulars

Course Name: Financial Risk Management	**Course Code: MBA542F**
Total number of hours: 30 Hrs	**Credits: 3**

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

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

CLO1 Understand the importance of risk management to an organization

CLO2 Measure risk using VaR and other techniques prescribed in Basel Accords.

CLO3 Develop an ethically and socially responsible outlook in the context of risk management in the financial sector space with specific reference to banking.

CLO4 Evaluate risk exposure of firms

CLO 5 Apply risk management tools to real corporate situations

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions, PPTs, Video tutorials, Case studies, research articles, articles from business dailies.

Syllabus

Unit I Introduction to Risk **3 Hours**

Risk defined, Types of risk, Risk Management failures: What are they and when do they happen within an organization? Financial disasters due to risk management failures and its implications to organizations, extreme market movements – instances from the past, creating value with risk management.

Unit II Regulations, Basel III **3 Hours**

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

Unit III Market Risk & Interest Rate Risk **9 Hours**

Measures of Financial risk – Mean – Variance framework- an understanding, Standard deviation, covariance and correlation, coefficient of variation, portfolio risk, Normal distribution- key properties and its application to finance domain from risk management perspective, measures of skewness and kurtosis and their effects of risk assessment, log normal distribution and its application to finance, Value at risk methods, EWMA model, Expected shortfall, Scenario analysis, Coherent risk measures.

Interest rate risk: Interest rate risk management in banks, bond duration- DV01, bond convexity, hedging interest rate risk with DV01 and interest rate swaps, Forward rate agreements, Bond VaR.

Unit IV Credit Risk **9 Hours**

Principles of credit risk management: Forms of credit risk – Settlement risk, Counter party risk & Sovereign risk, Common sources of credit risk management, measuring credit risk – Probability of default, Loss given default, Exposure at default, Expected & Unexpected loss, and use of derivatives to manage credit risk, Economic capital and RAROC

Unit V Liquidity and Operational Risk **6 Hours**

Liquidity risk & Interest rate risk: Management of Asset Liability Management in banks, liquidity risk management in banks, principles of 'sound stress testing practices and supervision'.

Operational Risk: Operational risks in banks, Measuring and managing operational risks

Essential references:

Hull, J. C. (2015). Risk Management and financial institutions. (4th ed.). Toronto: Wiley India.

Recommended references:

1. RBI's Master Circulars on Risk Management
2. BCBS Consultative Document
3. Dun., & Bradstreet. (2006). Financial risk management. (1st ed.). Tata McGraw Hill.
4. Crouhy, M., Galai, D., & Mark, R., (2006). The essentials of risk management. The McGraw Hill Companies.
5. Williams, A. C., Young, P., & Smith, M.L. (1998). Risk management & insurance. The McGraw Hill Companies.
6. Risk Management materials from GAARP and FRM.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III a	25
4	CIA–III b	25
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Specialisation Electives (Finance). Students to choose 1 out of 3 subjects.

Course Name: Fixed Income Securities (FIS)	**Course Code: MBA543F**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This course introduces students to the world of fixed-income securities and their markets, yield measures, risk factors, and valuation measures and drivers. After undergoing this course, the students would be able to calculate yields and values of fixed-	

income securities. They would also be able to estimate the risks and expected returns for fixed income instruments, to analyse the term structure of interest rates and yield spreads, and to evaluate fixed income instruments with embedded options and unique features.

Course Learning Outcomes: On completing this course, the student should be able to:
CLO1 Understand the world of fixed-income securities and their markets, yield measures, risk factors, and valuation measures and drivers.
CLO2 Calculate yields and values of fixed-income securities.
CLO3 Estimate the risks and expected returns for fixed income instruments.
CLO4 Analyse the term structure of interest rates and yield spreads.
CLO5 Evaluate fixed income instruments with embedded options and unique features.

Pedagogy: This course uses multiple pedagogies like interactive lectures, students' discussions, numerical solving and case studies.

Syllabus

Unit I Introduction to Debt Market **3 Hours**

Features of debt securities, credit risk characteristics and distribution of government securities; stripped Treasury securities; collateralized debt obligation; corporate bonds, structured notes, commercial paper, negotiable CDs and bankers' acceptances; asset backed securities, motivation for issuance and external credit enhancements; primary and secondary markets for bonds. Accrued interest, full price and clean price; options embedded in a bond issue, margin buying and repurchase agreements.

Unit II Valuation of Debt Securities **6 Hours**

Steps in the bond valuation process, difficulties in estimating the expected cash flows; valuation of coupon and zero-coupon bonds; changes in price of a bond if the discount rate changes and/ or maturity approaches; arbitrage-free valuation approach and possibility of arbitrage profit if a bond is mispriced. Yield measures - limitations and assumptions, yield to maturity (YTM), bond equivalent yield (BEY)

Unit III Risks Associated with Bonds **9 Hours**

Risks associated with investing in bonds, Malkiel's Bond Price Theorem – relationship between a bond's coupon rate, price, par value and yield required by the market; impact of bond maturity, coupon, embedded options and yield level on interest rate risk; price of a callable bond, option-free bond and embedded call option; interest rate risk of a floating rate security; duration and dollar duration of a bond; yield-curve risk; disadvantages of callable bonds; reinvestment risk; credit risk and credit ratings; liquidity risk, exchange rate risk.

Unit IV Interest Rate Risk and Yield Spreads **6 Hours**

Interest rate policy tools; shapes of yield curves; term structure of interest rates; spot rates, yield spreads, credit spreads; impact of liquidity, issue-size and embedded options on yield spreads; after-tax yield of a taxable security and tax-equivalent yield of a tax-exempt security; LIBOR and its importance. Duration, convexity, full valuation approach and the duration/ convexity approach for measuring interest rate risk. Effective and modified duration/convexity, impact of yield volatility on the interest rate risk of a bond.

Unit V Yield Measures and Bond Portfolio **6 Hours**

Sources of return from investing in a bond; Treasury spot rate curve and calculation of value of a bond using spot rates; Spot rates, forward rates, valuation of bonds using forward rates using bootstrapping; relationship between nominal spread, zero-volatility spread, option-adjusted spread and option cost. Bond portfolio strategies – active and passive, bond immunization principles, optimum bond portfolio.

Essential Reference:

1. Bond Markets, Analysis and Strategies, Frank J. Fabozzi

Recommended References:

1. Fixed Income Securities, Bruce Tuckman
2. Handbook of Fixed Income Securities, Frank J. Fabozzi
3. Handbook of Fixed Income Securities and Credit Derivatives, A.V. Rajwade

Assessment Outline:

Sl No	Particulars	Weightage
1	CIA-I	20
2	Mid-term	25
3	CIA-III	20
4	End-term	30
5	Attendance*	05

*Refer to Students Handbook for particulars

Course Name: Analytics for Finance (AFF)	**Course Code: MBA544F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a 3-credit course offered to students of finance specialization. Businesses today accumulate large amounts of data through their transaction processing systems. There is tremendous potential in such data to extract vital information for better business decision making. The course covers concepts and applications of analytics models that are indispensable for analysing financial data. It offers students hands-on experience in exploratory data analysis for solving real-life business problems.

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

CLO1 Conduct exploratory analysis of economic and financial data.
CLO2 Construct financial analytics models.
CLO3 Perform statistical tests to check the robustness of analytics models.
CLO4 Interpret results and decipher the link between theory and practice.
CLO5 Understand and apply analytical tools and models to solve business problems.

Pedagogy: Each topic will be covered starting with conceptual explanation of the analytical method followed by a data-based exercise using EViews, R, Python etc. Assessments are also based on data -based exercises where students are expected to convert business problems in analytical terms, identify and run the appropriate analytics model, extract, interpret and report the results.

Syllabus

Unit I Introduction to Analytics for Finance **3 Hours**

Terminology, evolution of data analytics, machine learning, structured and unstructured data, supervised and unsupervised learning. Introduction to prediction, classification, association, clustering and time-series. Applications of analytics in finance.

Solving Analytics Problem through CRISP-DM Framework and SEMMA process. Problem identification, data mining/preparation, modelling and interpretation. Ethics in data collection process.

Unit II Exploratory and Predictive Models **6 Hours**

Exploratory data analysis –Data cleaning, outlier treatment, data visualization, univariate and bivariate analysis, model fit metrics, model diagnostics, overfitting, oversampling. Application in finance – best performing stock identification

Predictive data analysis – Multiple linear regression using R, model building, assumptions, diagnostic testing, issues in prediction. Time series models using R.

Unit III Classification Models **9 Hours**

Introduction to classification – concepts and applications in finance. Decision Trees – concept of partitioning, data pre-processing, model training, model building in R. Logistic Regression – building model in R, classification table and AUC. Support Vector Machine (SVM) & Random forest – introduction, hyper plane, maximal and soft margin classifier, kernels, models using R. Neural networks – introduction, structure of neural networks, information flow, types of layers, training a neural network, neural network in R.

Unit IV Cluster Analysis Techniques **9 Hours**

Introduction to cluster analysis, applications of cluster analysis in finance, cluster analysis process – attributes selection, distance calculation, selecting clustering algorithm, determining number of clusters, visualizing cluster results, interpretation and validation. Types of clustering – hierarchical and non-hierarchical methods. Building clustering models in R. Case study on the application of clustering analysis technique in financial data analysis.

Unit V Emerging applications of analytics in finance **3 Hours**

Association – extracting and inspecting association rules, mining techniques, visualization of product association. Social network analysis, big data analytics, cognitive analytics, deep learning, text analytics. Latest trends and cases from industry.

Essential references:

3. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley
4. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., Multivariate data analysis, 7th edition, Prentice hall, 1998

Recommended references:

4. Applied Multivariate Statistical Analysis by Richard A. Johnson, Dean W. Wichern, PHI Learning
5. Maindonald, J., & Braun, J. (2006). Data analysis and graphics using R: an example-based approach (Vol. 10). Cambridge University Press.
6. Practical Data Science with R by Nina Zumel and John Mount, 2014

Assessment Outline:

Sl No	Particulars	Weightage
1	CIA-I	30
2	CIA-II	30
3	CIA-III	35
4	Attendance*	05

*Refer to Students Handbook for particulars

Course Name: Digital Technologies in Finance	**Course Code: MBA 545F**
Total number of hours: 30	**Credits: 3**

Course Description: Digital Technology in Finance is offered as an elective course in the fifth trimester with 3 credits. Digital technologies such as internet banking and mobile wallets have transformed the accessibility to financial services, particularly in developing economies. The course is designed to provide students an understanding of digital technologies and its applications in finance. The course will expose students to how the application of technology is reconfiguring financial services business models, thereby creating a social impact.

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

CLO1 Understand the market of financial technologies
CLO2 Explain how financial technologies are disrupting the market
CLO3 Determine the risks arising from innovative technologies
CLO4 Recognize the regulatory aspects of new technologies
CLO5 Analyze the social impact of financial technologies

Pedagogy: The course will be delivered through lectures, classroom discussion, presentations and industry interaction

Syllabus

Unit I Introduction to fintech **6 Hours**

What is financial technology? The evolution of fintech: Fintech evolution 1.0 – infrastructure; evolution 2.0 – banks; evolution 3.0 & 3.5 – start-ups and emerging markets; basics of blockchain; banking and the e-book transition; current trends in financial technologies. Fintech in banking – technology giants becoming non-bank banks; traditional banks collaborating with fintech start-ups.

Unit II Payment, cryptocurrencies and blockchain **6 Hours**

Introduction, digitization of financial services, individual payments, developing countries and digital financial services: mobile money and regulations; alternative finance and technologies. Basics of cryptocurrencies; Introduction to blockchain. Fintech and funds – crowdfunding, peer to peer (p2p) and marketplace lending.

Unit III Data and fintech **6 Hours**

Introduction, history of data regulation, data in financial services, applications of data analytics in fintech, open banking apps for start-ups in EU (PSD2, Gini), data protection – GDPR compliance and personal privacy. Digital identity; AI and governance; new challenges of AI and machine learning; data, metadata and differential privacy; cybersecurity issues

Unit IV Regtech in the financial sector **6 Hours**

Introduction to regulatory technologies (Regtech); evolution of regtech; regtech ecosystem – financial institutions, start-ups, challenges and regulators. Privacy concerns in regtech. Regtech in the financial sector – the entrepreneur's perspective and the regulator's perspective. Balancing innovation and regulation challenges in India, smart regulation.

Unit V Impact of digital technologies **6 Hours**

Developing market and the social impact of digital technologies; smartphone, fintech and education – helping financial inclusion; opportunities to adopt digital technologies in India. The future of data-driven financial services, fintech big trends – looking forward.

Essential Reference:

Chishti, S., & Barberis, J. (2016). *The Fintech book: The financial technology handbook for investors, entrepreneurs and visionaries*. John Wiley & Sons.

Recommended References:

1. Phadke, S. (2020). *FinTech Future: The Digital DNA of Finance*. Sage Publications Pvt. Limited.
2. Realini, C., & Mehta, K. (2015). *Financial Inclusion at the Bottom of the Pyramid*. FriesenPress.

Assessment Outline:

Sl No	Particulars	Weightage
1	CIA-I	20
2	CIA-II-mid term	25
3	CIA-III	20
4	End Term exam	30
5	Attendance*	05

*Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (Human Resource)

Course Name: Organizational change and development	**Course Code: MBA541H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course is offered as a human resource elective in the second year. This course introduces students to the social science techniques and 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 Objectives: 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.

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

OCD CO1:Evaluate types of organizational changes(Evaluate)

OCD CO2: Devise a plan for overcoming resistance to change.(create)

OCD CO3: Diagnose the change scenario using models of change.(Analyze)

OCD CO4: Develop interventions for team effectiveness. (Create)

OCD CO5: Design interventions for individual development of employees.(create)

OCD CO6: Prepare organizations for the techno-structural and comprehensive change situation. (Create)

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

Syllabus

Unit I Introduction to organizational change and development **7 Hours**

Definition, history, and evolution of Organizational change and OD. Theories of planned change-Theory O and Theory E, types of planned change, critique of planned change, who is the OD practitioner? Professional OD, values and ethics, strategic focus. Attitude towards change: Theory of psychological reactance, Overcoming resistance to change, Commitment to change –Creating readiness for organizational change

Unit II Diagnostic techniques and feedback in OD **6 Hours**

Diagnosing organizations, open-systems model, Force field analysis, Weisbord six box model, Congruence model, Grid OD, Tichy's TPC framework, Stream analysis, Kilmann Model, Mckinsey 7s framework, Extended 7S framework, Burke- Litwin model, Appreciative inquiry, Survey feedback

Unit III Human process interventions **5 Hours**

Interpersonal and group process approaches – T-groups, process consultation, third party interventions and team building. Organization process approaches – organization confrontation meeting, inter group relations interventions, large group interventions, and grid OD

Unit IV Restructuring organizations **5 Hours**

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

Unit V Human resource management interventions **7 Hours**

Developing and assisting members – career planning and development interventions, resources planning and strategy, workforce diversity interventions, and employee wellness interventions ,mergers and acquisitions
Evaluation and Future of OD intervention-Sustaining change after intervention evaluation – Ending an engagement, Global issues in OD, OD in International business, and future of OD (Self-learning)

Essential Reference:

Cummings, T G and Worley C G (2013). Organization Development and Change, South-Western College Publishing.

Recommended References:

1. French, W L and Bell C H (2007). Organization Development: Behavioural science interventions for organizational improvement, Pearson Education.
2. French W L., Bell, C H and Vohra, V, (2009). Organization Development: Behavioural science interventions for organizational improvement. Dorling Kindersley (India) Pvt. Ltd.
3. Harvey D and Brown D R (2004). An Experiential approach to Organization Development. 7/e, Pearson Education.
4. Kotter, J P (1996). Leading Change. Boston: Harvard Business School Press. ISBN # 0-87584-747-1.
5. Nilakant, V and Ramnarayan S (2006). Change Management: Altering mindsets in aglobal context. Response Books.
6. Singh, K (2006). Organization Change and Development. Excel Books
7. Ramanarayn, S. and Rao T V (2011). Organization Development: Accelerating Learning and Transformation. SAGE Publications.
8. Sharma, R. (2012).Organizational Change and Transformation. Tata McGraw Hill.

Course Name: International Human Resource Management	**Course Code: MBA542H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered to the students of the MBA program specializing in Human Resources. An increasing number of firms have activities spread around the world and a critical reflection on the impact of IHRM on business activities and individuals in this context is of vital importance. In this course, various aspects of IHRM will be studied, with a special focus on (a) Strategic and Organizational Perspectives on IHRM (b) IHRM Practices (c) International Assignments and Employment Practices (d) Developments in IHRM Policy and Practice.

Course Objectives: International Human Resource Management (IHRM) is about the worldwide management of human resources. IHRM can be traced back to the growth of international business operations and the development of multinational firms with their formal and informal approaches to personnel administration and management. The purpose of this course is to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms.

Course Learning Outcomes: On having completed this course student should be able to:
CO1: Define, explain and compare perspectives and theories related to IHRM
CO2: Critically analyse theories, perspectives, and practical problems facing contemporary firms by making use of in-depth understanding of research in IHRM
CO3: Systematically illustrate, define, categorise, and analyse a broad range of issues and problems facing MNCs in their IHRM activities
CO4: Use concepts and tools for explaining and developing theories and methods which can be integrated into practical applications of IHRM
CO5: Present, both in speech and writing, the impact of IHRM in MNCs and evaluate ethical matters related to IHRM

Pedagogy: This course uses multiple pedagogies of interactive lecture, students discussions & presentations, case and article analysis.

Syllabus

Unit I Introduction to IHRM **9 Hours**

Defining International HRM, Differences between Domestic and International HRM and moderating factors. IHRM Strategic framework. The cultural context of IHRM – Hofstede, GLOBE and other culture models. Organizational Context - Standardization and localization,

Factors driving standardization or localization, IHRM in cross border mergers and acquisitions - due diligence, retention of key talent, competitive advantage in the global economy.

Unit II Resourcing for Global Markets **3 Hours**

Approaches to staffing – EPRG Theory. Types of International assignments (long term, short term, commuter, rotational, contractual, virtual), Roles of expatriates and non-expatriates, Recruitment and selection of expats, Expat failure and success, Dual career couples.

Unit III Training and Development **6 Hours**

Expatriate training – pre-departure training. Developing staff through international assignments, Trends in International training and development, Re-entry and career issues, Repatriation process, designing a repatriation program.

Multinational performance management, Managing performance of international employees, Performance appraisal of international employees.

Unit IV International compensation **6 Hours**

Components of international compensation for expatriates, Approaches to international compensation of expatriates, Complexity and challenges.

Unit V International Labour Relations (IIR) **6 Hours**

Key players, Types of unions and historical context, Approached to IIR, Global bodies that affect IIR, Trade union response to MNEs, Trading blocks and codes of conduct for HRM practices, to limit MNE power influence, Key issues, Managing HR in off shoring countries, IHRM future trends and challenges.

Essential Reference:

1. Dowling, P J., Festing,M. & Engle, A D (2013, 6e). International Human Resource Management. Cengage Learning.

Recommended References:

1. Adler, N.(2010). International Dimensions of Organizational Behavior. South-Western College Publishing
2. Armstrong, M.(2013). Armstrong's Handbook of Human Resource Management. 11th edition, Practice, Kogan page.
3. Briscoe, D.R. (2012). International Human Resource Management. Prentice Hall.
4. Hill, C.W.L., (2013). International Business. McGraw – Hill Publications
5. Mendenhall M. & Oddou G., (2010). Readings and Cases in International Human Resource Management. South-Western College Publishing.

Course Name: Agile HR	**Course Code: MBA543H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: Agile management principles are transforming the world of work. Agile HR has emerged as a popular discipline with the goal of empowering HR professionals to design policies & processes that facilitates responsiveness and adaptiveness of activities and structures towards achieving business excellence. In this course students will be exposed to the concept of HR Agility and principles of an agile enterprise, acknowledge talent as the new currency of competitiveness, &embrace lean agile values mindset.

This is a cross-functional elective course offered in the fifth trimester to students across all specializations. In this course Students learn various aspects of Agile HR in terms of concepts, operations, opportunities and challenges.

Course Objectives: This course is designed to enable students understand one of the emerging concepts on managing volatility in organizations. How to apply Agile principles to formulate people strategy and &what methodologies to be implemented in people operations that will help substantially enhance organizational productivity is central to this course.

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

CO1: Describe and contrast traditional organization structures with Agile organization design, discuss the pros and cons of each approach and explain the necessity of incorporating agile principles

CO2: Comprehend Lean & Agile HR practices in strategy formulation &apply in Operations, culture assessment and behavioural change management

CO3: Analyze existing organizational structure and develop an action plan for delivering value in an iterative agile method

CO4: Evaluate talent elements needed to help support an Agile transition in an organization and explain how different contexts can influence the approach taken

CO5: Design HR Practices that enables business agility, maximizes collaboration among teams & build new skills that will enable cross-functional teams

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions & presentations, HBR case and article analysis, scenario based activities, research article and reports review & experiential learning exercises.

Syllabus

Unit I Introduction to Agile HR & Design Thinking **6 Hours**

Developing the agile mindset, The agile environment, Building culture of Agility, Design thinking- Co-creating employee experience, Driving agility

Unit II Organization design **6 Hours**

Organization structure, Understand Agile Organisations, Dave Snowden's Cynefin model, Agile HR services, The Primacy Of The Customer, Descaling Work For Small Teams, The Organization As Network

Unit III Managing Redundancy& Risk **6 Hours**

Redundancy-Meaning, Sources of redundancy, Planning, Implementation ,Impact of redundancy on organizations, Alternatives to Redundancy, Agile Risk management

Unit IV Agile People Management Practices **6 Hours**

Difference between Traditional Management & Agile management practices, Role of HR in the current context, Redesigning Talent practices, People and agility-creating an agile workforce, Agile People Ops Framework (APF)

Unit V The Future of work **6 Hours**

Forces shaping future of work, Skill shift-Automation and the future of workforce, Creative economy, Lean concepts for a creative economy, Emerging concepts of agile HR

Essential Reference & Recommended References:

1. Agile People: A Radical Approach for HR & Managers(That Leads to Motivated Employees) by Pia-Maria Thoren(2017), Lioncrest Publishing

2. HBR's 10 Must Reads on Reinventing HRby Ram Charan, Dominic Barton & Dennis Carey (2019),HBR Press.
3. Agile Transformation: Structures, Processes and Mindsets for the Digital Age by Neil Perkin (2020), Kogan page
4. Human Resources Strategies: Balancing Stability and Agility in Times of Digitization(Future of Business and Finance) by Armin Trost(2018),Springer
5. HR Disrupted: It's time for something different by Lucy Adams(2017),Practical Inspiration publishing
6. The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization by Jacob Morgan (2014),Wiley
7. The Right Talent: The Agility-Focused Interviewing Approach(TM) to Hiring the Right Candidate Every Timeby Steven Lock(2015),Candid Creation Publishing
8. Agile Human Resources: Creating a Sustainable Future for the HR Profession by Kelly Swingler(2018),Business Expert Press.

DISCIPLINE SPECIFIC ELECTIVES (Marketing)

Course Name: Retailing Management	**Course Code: MBA 541M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a marketing elective in the fifth trimester. It gives a complete insight on the knowledge of retailing and prepares students for careers in the area of organized retailing. Students opting for this elective specialize in the various aspects of retailing; – multichannel retailing, retailing strategy, customer relationship management, information systems and supply chain management, managing merchandise, store management etc.

Course Objectives: This course attempts to provide insights on the knowledge of retailing and prepares students for careers in the area of organized retailing.

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1:Compare various retail formats and technological advancements for setting up appropriate retail business
CLO 2: Identify the competitive strategies for retail business decisions
CLO 3: Examine the site location and operational efficiency for marketing decisions
CLO 4: Analyse the effectiveness of merchandising and pricing strategies
CLO 5: Assess store layout and planogram for retail business

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

Syllabus

Unit I The World of Retailing **6 Hours**

Level of Knowledge: Conceptual and Basic

Introduction to world of Retailing: Economic, Social, Legal, Ethical, Significance and Opportunities. Trends in retailing, Wheel of Retailing, and Retailer's Characteristics.

Types of Retailers: Food and General Management Merchandise Retailers, Non Store Retail Formats, Services Retailing and Types of Ownership.

Omni-channel Retailing: Retail channels, Electronic retail and shopping in future.

Technological Advancements in Retail: Artificial Intelligence, Chat Bots, Augmented Reality – 3D, IoTs, Self Check Outs.

Unit II Retailing Strategy **6 Hours**

Level of Knowledge: Conceptual and practical knowledge

Retail Market Strategy: Planning and development, Target Market and Retail Formats, Building Sustainable Competitive Advantage, Strategic Retail Planning Process and Business Operations.

Retail Financial developments: Structure of Business, Investment Decisions, Financial Evaluation and Strategic Profit Model.

Unit III Retail Location and SCM **5 Hours**

Level of Knowledge: Conceptual and Application

Retail locations and site selection: Planned Vs. Unplanned Locations

Retail Locations: Catchment Analysis, Trade Area Analysis, Huff-Gravity Model. Information Systems

Distribution: Supply Chain Management, Physical Distribution, Inventory and Warehouse Management.

Unit IV Merchandise Management **8 Hours**

Level of Knowledge: Conceptual and mini project

Merchandise Planning: Category Management, Sales Forecasting and Assortment Planning Process.

Buying Merchandise: Branding Strategies, Sourcing Decisions and Vendor Management.

Pricing strategies: Objectives, Pricing Calculations and Approaches, Price Adjustments.

Retail Communication Mix: Developing Brand Loyalty and Image, Selecting Promotional Mix, Planning Retail Communication Process.

Unit V Store Management **5 Hours**

Level of Knowledge: Conceptual, Application and mini project

Retail Store Operations – KPI's and KRA's, Customer Footfalls Tracking, Customer Services, Resolving Issues and Complaints, Shop Lifting & Shrinkage.

Store Design: Designing a Planogram, Types of Store Layout and Design, Objectives Of Good Store Design, Space Planning. Visual merchandising:, Merchandise Presentation Techniques, Importance of Atmospherics.

Essential Reading:

1. **Michael Levy**, Barton Weitz, Ajay Pandit., ***Retailing Management***. McGraw Hill, Eighth Edition, **Reprint 2017**.
2.

Recommended References:

1. Berman, B., Evans, J. R. *Retail Management-A Strategic approach. McGraw Hill* (8e).
2. Newman, A. J. & Cullen, P., *Retailing: Environment and Operations*. Ed-Indian edition, New Delhi, Thompson.

3. Bajaj, C. Bajaj, T. R. & Nidhi, V. S., *Retail Management*. Oxford University Press, India.

4. Gilbert David, *Retail Marketing Management*. Pearson Education, India.

Course Name: Strategic Marketing Management	**Course Code: MBA542M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course is designed to provide students, knowledge about market-driven and market driving strategies for the success of a firm. The focus is on understanding the role of strategic decision making in marketing across different areas from segmenting, product decisions, pricing, distribution, ethical practices to name a few of them. Students would have the opportunity to practice creative problem solving and decision-making through case studies finally leading to design and development of market-driving strategies.

Course Objectives: This course attempts to provide students, knowledge about market-driven and market driving strategies for the success of a firm.

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1: Appreciate marketing as an idea that has strategic relevance and not just as an operational function.
CLO 2: Identify pressing issues in the area of marketing and be able to get to the source of the problem and offer logical and relevant recommendations.
CLO 3: Have insightful perspective on customer centric value creation, value capturing and delivery.
CLO 4: Identify, appreciate, apply, critique and evaluate strategic marketing initiatives prevalent in businesses.
CLO 5: Create strategic marketing plan/blue print that can be readily implemented in the given context.

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

Syllabus

Unit I Foundations of Strategic Marketing Management **6 Hours**
Defining the organization's business, mission, and goals; Identifying organizational growth opportunities; Formulating product-market strategies; Budgeting marketing, financial and production resources; Developing reformulation and recovery strategy

Unit II Strategic segmentation and opportunity analysis **6 Hours**
Opportunity analysis – Opportunity identification; Opportunity-organization matching; Opportunity evaluation; Strategic segmentation and variables; Market sales potential and profitability

Unit III Product and service Strategy and Strategic Branding **6 Hours**
Offering portfolio; Modifying offering mix and rationalization; Life cycle concept; Brand equity and strategic brand management process; Analyzing competitive landscape

Unit IV Channel strategy and Management **6 Hours**

Channel selection decision; Capitalizing on internet driven growing distribution channels; Dual distribution and multi-channel marketing; Satisfying intermediary requirement and trade relations; Qualitative and quantitative assessment of modifying channel decisions

Unit V Pricing strategy and Management **6 Hours**

Pricing considerations; Product line pricing; New offering pricing strategy; Pricing and competitive interaction

Essential Reference:

Kerin, R. A., and Peterson, R. A., (2011).*Strategic Marketing Problems; Cases and Comments*, 12th Ed, Dorling Kindersley

Recommended References:

1. Kumar, N. (2004). *Marketing as Strategy*. Massachusetts: Harvard Business School Publishing
2. Anderson H. C. and Vincze W. J., (2004), *Strategic Marketing Management* 2nd Ed, Boston: Houghton Mifflin Company
3. HBR's 10 Must Reads on 'Strategic Marketing', HBSP

Course Name: Advertising and Public Relations	**Course Code: MBA543M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a marketing elective in the fifth trimester. It gives an insight into advertising and prepares students for decisions in advertising and media in their respective roles in marketing. Students opting for this elective gain an insight on the role and significance of public relations for brand building and crisis management.

Course Objectives: To make the students aware about the basics of advertising and public relations

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

CLO 1: Explain the basics of advertising with reference to technological, ethical and regulatory aspects of business
CLO 2: Construct creative brief through multiple research methods
CLO 3: Appraise Ad appeals and copies for Ad campaigns.
CLO 4: Prepare a media plan and sales promotion plan for clients.
CLO 5:Examine ethics and values in communicating to stake holders.

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

Syllabus

Unit I Introduction to Advertising & Ethics and Regulation **6 Hours**

Advertising, Advertising campaigns, IMC; Roles and functions Advertising, Types of advertising, Key Players in the Advertising Process. Brief History of Indian Advertising; Trends affecting advertising-Digital Age & Challenge of Sustainability; **Artificial intelligence in advertising**

Advertising Regulation- Social Role of Advertising; Advertising to Vulnerable sections of Society; Self-Regulation (ASCI) & Legal Regulation; Ethics in Advertising

Unit II Research and Planning in Advertising **6 Hours**

Customer Insight and use of Research; Strategic Planning and Planning Process; Brand Communication Plan; Target Audiences; Ad Objectives-Advertising as a Communication Model; Ad Exposure Model; Setting Advertising Objectives; Account Planning; Creative Brief.

Understanding Segmentation, Positioning, Consumers and Branding for better advertising insights – Self-learning (CCD Video)

Unit III Creating Effective Advertising **7 Hours**

Creative Advertising and the Process; Informational and Transformational Appeals; Copywriting; Ad Copy Testing; Ad Production

Unit IV Effective Advertising Media **4 Hours**

Media planning, Media Terms; Media Plan & Media Buying; Effectiveness of Media and ROI. Trends in Media & Media Choices – Self-learning (CCD Video)

Sales promotion, Point of Purchase, Support media, Event Sponsorship, Product Placements, Branded Entertainment, Direct marketing, Personal Selling – Self-learning

Unit V Public Relations **7 Hours**

Purpose of PR; Stakeholders for PR – Employees, Investors, Community, Customers, Media; Public Issue Campaigns, Debates and Crisis Management; PR Ethics, Standards and Values

Essential Reference:

1. Center, A. H. (2007). *Public Relations Practices: Managerial Case Studies & Problems* (6th ed.). New Delhi: PHI Learning.
2. W.D. Wells, S. M. (2007). *Advertising: Principles and Practice* (7th ed.). New Delhi: Pearson Education India.

Recommended References:

1. Aaker, A. D., Batra, R. & Myers, J. G. (2013). *Advertising Management*, 5th Edition. Pearson Education India.
2. Belch, G. E., Belch, M. A. &Purani, K .(2009). *Advertising and promotion*. New Delhi: Tata McGraw Hill Education.
3. Clow, K. E. &Baack, D. (2007). *Integrated advertising, promotion and marketing communication*. New Delhi: Pearson Education India.
4. Jethwaney, J. & Jain, S. (2012). *Advertising management*. New Delhi: Oxford University Press.
5. Terence, S. (2007). *Advertising and promotion-An IMC approach*, Canada Thomson South-Western
6. Thomas, D. (2005). *Principles of advertising and IMC*. New Delhi: Tata McGraw Hill Education.

DISCIPLINE SPECIFIC ELECTIVES (Business Analytics)

Course Name: Big Data Analytics	**Course Code: MBA541B**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a three-credit course offered as a Functional Core during fifth trimester for Business Analytics Specialization students. The course encompasses fundamentals of Big Data, Big Data architecture and Big Data ecosystem and basics of Cloud Computing. By the end of the course, students will be able to independently work on Big Data platforms spanning different domains.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understand the significance of Data, Bigdata and its eco system.
CLO2 Comprehend Spark Programming.
CLO3 Differentiate NOSQL Database from Relational Database.
CLO4 Experiment Datawarehouse, MapReduce, ETL process in Big Data.
CLO5 Comprehend Cloud Computing and Services to support Big data solutions.

Pedagogy: This course uses multiple pedagogies like interactive lecture, and hands-on assignments in Hive, HBase, Spark etc.

Syllabus

Unit I Introduction to Big Data **2 Hours**

Introduction to Big Data, different types of data, Challenges in handling Bigdata Why Big Data Solutioning, Understanding the Big Data Ecosystem: The components of a Big Data architecture. File system – HDFS. Hive. Hadoop. Kerberos. Pig. Cassandra, In Memory Computing, Other products.

Unit II Programming with Spark **5 Hours**

Introduction to PySpark. Downloading, installing and getting started with PySpark. PySpark - Spark Context Programming with Resilient distributed datasets, PySpark – SparkConf, PySpark – StorageLevel, PySpark – Mllib. PySpark - Serializers

Unit III NoSQL DB: HBase: **8 Hours**

What is HBase, CAP Theorem, Other NoSQL Databases, Starting HBase Shell, HBase Shell Commands, General Commands: Data Definition Language: Data Manipulation HBase Command: HBase MemStore

Unit IV Working with Data Ware House/ ETL **10 Hours**

Hadoop – MapReduce: What is MapReduce, MapReduce data flow, Usage of MapReduce, MapReduce Word Count Example.
Hive architecture and installation. Comparison with traditional databases. HiveQL: Create Database, Create Table: External and Managed Table, Loading Data, querying data, sorting and aggregating.
Sqoop: Extract-transform-load (ETL) layer, Sqoop: Import, Export, Where clause.

Unit V Big Data and Cloud Computing **5 Hours**

Introduction to cloud computing, cloud computing concepts, cloud computing applications, cloud systems and infrastructure, cloud services, cloud providers, cloud security, Big Data applications in cloud (Google Cloud/Amazon Web Services/Azure).
Self-Study: Big Data Analytics in Healthcare, Big Data Analytics in Ecommerce, Big Data Analytics in Social Media, Big Data Analytics in Multimedia, Bigdata in Mobile Communications. Ethics of Big Data in Cyber Security.

Essential references:

1. Seema Acharya and Subhashini Chellappa. Big Data and Analytics. 1st Edition. Wiley (2015)

Recommended references:

1. https://data-flair.training/blogs/data-analytics-tutorial/
2. https://www.tutorialspoint.com/hbase/index.htm
3. https://www.guru99.com/hive-tutorials.html
4. https://www.thorntech.com/2018/09/big-data-in-the-cloud/
5. https://www.datameer.com/blog/big-data-in-the-cloud/
6. https://www.datasciencecentral.com/profiles/blogs/how-cloud-computing-technology-helps-in-big-data-analysis
7. https://www.whizlabs.com/blog/big-data-and-cloud-computing/
8. Radha Shanthamani, M Vijayalakshmi. Big Data Analytics. 2nd Edition. Wiley (2017)
9. Mohammed M. Alani, Hissam Tawfik Mohammed Saeed, Obinna Anya Applications of Big Data Analytics- Trends, Issues, and Challenges

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Machine Learning Algorithms – 2	**Course Code: MBA542B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Functional Core during fifth trimester for Business Analytics Specialization students. The course encompasses fundamental concepts behind neural networks, clustering and association mining techniques predominantly segmentation and profiling models. By the end of the course, the students would be able to independently work on these models to address varied business problems.

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

CLO1 Perform classification and predictive analysis of the data

CLO2 To understand and apply un-supervised machine learning algorithms to solve various business problems

CLO3 Design and develop appropriate analytical models of classification and prediction for real-time business scenarios

CLO4 Analyze and interpret the data for real life business problems using various algorithms

CLO5 Propose feasible solutions for real life business problems under investigation

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

Syllabus

Unit I Ensemble Learning **3 Hours**

Boosting, Adaptive Boosting (AdaBoost), Xtreme Gradient Boosting (XGBoost)

Unit II Introduction to unsupervised learning and PCA **7 Hours**

Dimensionality Reduction Techniques- Principal Component Analysis and Factor Analysis, Feature selection using PCA, PCA based regression and Anomaly detection using PCA

Unit III Introduction to Clustering **7 Hours**

Introduction to cluster analysis- Hierarchical methods, Introduction to hierarchical and partitioning clustering, process of hierarchical and partitioning clustering, different types of hierarchical clustering methods, Non-hierarchical methods, Partitioning methods in cluster analysis- K-means clustering and its process, partitioning around medoids, interpretation of scree plot and cluster plot, to perform hierarchical and partitioning cluster analysis, case study.

Introduction to Partitioning methods, Density-based clustering, and Model-based clustering.

Unit IV Association mining techniques **8 Hours**

Introduction to association mining techniques, product recommendation in retail market, introduction to Market Basket Analysis (MBA), creating and exploring dataset, Item frequency plot, support, lift and confidence measures and their interpretations and Apriori Algorithms. Introduction to recommender lab.

Unit V Neural Networks **5 Hours**

Introduction, Structure of neural networks, Information flow, Types of layers, Training a neural network, Back Propagation, MLP algorithm, Neural networks in R

[Total - 30 Hours]

Essential References

1.U Dinesh Kumar (2017), Business Analytics: The Science of Data - Driven Decision Making, WILEY

Recommended References

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

Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). WILEY

Assessment outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Specialisation Electives (Business Analytics). Students to choose 1 out of 2 subjects.

Course Name: Deep Learning	**Course Code: MBA543B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Functional Elective during fifth trimester for Business Analytics Specialization students. The course focuses on the foundations of Deep Learning and its applications in various domains as it is one of the most highly sought-after skills in AI.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understand the essentials of Neural Network.
CLO2 Comprehend the working of deep learning models and its framework. using Deep Learning Programming Framework.
CLO3 Apply CNN using Deep Learning Programming Framework.
CLO4 Apply RNN using Deep Learning Programming Framework.
CLO5 Discuss applications of Deep Learning Models in various domains.

Pedagogy: This course uses multiple pedagogies like interactive lectures, Case and article analysis and Hands-on approach.

Syllabus

Unit I Introduction to Neural Networks **8 Hours**
Structure of Neuron, Network Architecture, Perceptron and its types, Linear and Non-Linear Problems, Activations Functions, Supervised Learning with Neural Networks, Gradient Descent, Vanishing Gradient, Feed forward Neural Networks, Back Propagation Algorithm.

Unit II Introduction to Deep Learning **6 Hours**
Need for Deep Learning, Deep Feedforward Networks, Regularization, Optimization for Training Deep Models, Overview of Deep Learning frameworks, Introduction to Deep Learning Programming Framework.

Unit III Convolutional Neural Network **5 Hours**
Convolution Operation, Pooling, Variants of Basic Convolution Functions, CNN, Application of CNN.

Unit IV Recurrent Neural Network **5 Hours**
Understanding the simple recurrent unit (Elman unit), Recurrent and Fully Recurrent Neural Network, Application of RNN.

Unit V Applications of Deep Learning **6 Hours**
Applications of Deep Learning Models different domains like Computer Vision, Natural Language Processing, Speech Recognition with case studies, Future of Deep Learning.

Essential references:

1. Ian Goodfellow, Yoshua Bengio, Aaron Courville, Deep Learning, MIT Press
Francois Chollet, Deep Learning with Python.

Recommended references:

1. Suresh Samudrala, Machine Intelligence: Demystifying Machine Learning, Neural Networks and Deep Learning, Notion press.

2. Simon Haykin, Networks and Learning Machines, Pearson.

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Text and Social Media Analytics	**Course Code: MBA544B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Functional Elective during fifth trimester for Business Analytics Specialization students. The course introduces the students to the basic and intermediate levels of text and social media analytics. The coverage includes (a) basics of language processing, use of machine learning to analyze text and social media data, sentiment analysis, and, (b) the use of common software tools to carry out text, social media, and social network analysis.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Demonstrate the applications of Natural Language Processing using Python programming.
CLO2 Measure text similarity with the purpose of clustering words and sentences.
CLO3 Determine sentiment from text reviews using Python programming.
CLO4 Analyze social media data and networks.
CLO5 Develop Python programs for case scenarios involving text and social media data

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

Syllabus

Unit I Natural Language Processing (NLP) 3 Hours

Natural language; text corpora and lexical resources.
Introduction to NLP, overview of the applications: semantic analysis – question answering systems including chatbots; contextual recognition including coreference resolution, speech recognition, word sense disambiguation, named entity recognition (NER); text summarization including topic modelling; text classification including feature extraction and sentiment analysis. Ethical practices in handling data.

Unit II Text Pre-processing, Similarity and Clustering 6 Hours

Text pre-processing: tokenization – sentence and word tokenization; normalization – cleaning text, removal of special characters and stop words, stemming, lemmatization; parts of speech (PoS) tagging – utility of ngrams.
Text similarity: Information retrieval; feature extraction – Bag of Words, TF-IDF, and word2vec models; term and document similarity; similarity measures – cosine similarity, Jaccard similarity and Levenshtein distance; Document clustering using k-means clustering, hierarchical clustering and affinity propagation.

Unit III Sentiment Analysis **6 Hours**

Defining the sentiment analysis problem – objective and tasks; understanding affect, emotion, mood, and opinion; setting up dependencies; preparing the data for analysis; supervised machine learning using SVM; unsupervised lexicon based techniques; model performance evaluation.

Unit IV Social Media Analytics **9 Hours**

Introduction; social media and social media networks; social media data – structured and unstructured data. Applications.

Data analysis and visualization: Collecting and extracting social media data; statistical analysis of data – key metrics like CTR, number of views, CPM; extracting useful patterns; social network analysis; creating network graphs; node importance – key influencers; modelling network dynamics and growth.

Unit V Case Studies **6 Hours**

Natural language processing and sentiment analysis of customer reviews.

Social media network analysis of Facebook data.

Sentiment analysis of Twitter data with a specific reference to the ethics of using social media data.

Essential references:

1.Dipanjan Sarkar: Text Analytics with Python: A Practitioner's Guide to Natural Language Processing 2nd Edition. Apress (2019).

2. Marco Bonzanini: Mastering Social Media Mining with Python. 1st edition. Packt Publishing (2016).

Recommended references:

1. Steven Struhl: Practical Text Analytics: Interpreting Text and Unstructured Data for Business Intelligence. 1st edition. Kogun Page (2015).

2. Bing Liu: Sentiment Analysis: Mining Opinions, Sentiments, and Emotions. 1st edition. Cambridge University Press (2015).

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester (Departmental)	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (FinTech)

Course Name: FinTech Personal Finance and Payments	**Course Code: MBA541T**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course will help students in understanding the basics of personal finance and equip them for making informed financial decisions. This course will enable the students to develop required competencies needed to become a wealth manager innovative, opportunity-driven, market-ready and entrepreneurial manager.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1: Summarize the impact of Fintech on financial planning process.
CLO2: Identifying the role of fintech in investment and portfolio management.
CLO3: Examine the role of fintech in Individual Lending, Insurance and Pension .
CLO4: Analyze the role of fintech in Payments Systems.
CLO5: Assess the payment fintech landscape in India.

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

Syllabus

Unit I Fintech and Personal Finance **7 Hours**

Fintech and Personal Financial Planning, Mapping Fintech to the financial planning Process. Personal Financial Management apps, Tax Filling and Processing, Spend Management and Financial Planning, Advantage of Fintech in personal financial planning-Increased efficiency, Accuracy, Compliance & Disclosure, Bias, Conflicts and Emotions, Engaging Clients, Real Time Big Data, Scenario Planning, Financially Literate clients.
Case Studies: Clear Tax, FinBox, MoneyFrog, CreditSeva, MoneySmart, AdviseSure,

Unit II Fintech, Investments and Portfolio Management **6 Hours**

Fintech in Investment Management: Robo Advisors- Fully Automated, Advisor Assisted. Online Financial Advisors, Digital Asset manager, Digital Advisor, Hybrid Advisory.
Fintech in Portfolio Management: Social Trading Platforms, Trading Applications
Case Studies: Motif Investing (US), Personal Capital (US)

Unit III Fintech, Individual Lending, Insurance and Pension **7 Hours**

Fintech and Lending-Alternate Lending: Peer to peer lending-Direct Disbursal Model, Partner assisted disbursal model, Marketplace Lending (MPL)- MPL Platform as Originator, MPL Platform to route to NBFC, MPL Platform as matchmaker, Segment Based Lending, Crowdfunding, Online Lenders – on-book lending by NBFCs, Credit scoring platforms.
Fintech and Insurance: Insurtech, Peer to peer Insurance. App only insurance,
Fintech in Retirement Planning: Fintech and Retirement Marketplace, Fintech and Retirement Security, Fintech and Decumulation during retirement,
Case Studies: Faircent, Biz2Credit, Vote4Cash.in, Lending Club (US), Kreditech (Germany), Funding Circle (London), PolicyBazar, Coverfox

Unit IV FinTech and Payment Systems **7 Hours**

History of Payment methods, Current Global trends in Payments methods, How ACH and Real Time payments work, Complex payment process of credit cards, Cost burden for merchants, Two-Sided Payment Market, Concerns of Payment Markets-Fairness to consumers and merchants, Efficiency of transactions, Consumer fraud, Future of Payment networks and Payments FinTech- Bitcoin and blockchain technology, Person to person mobile Tech,
Case Studies: PayTM, Simpel, Citruspay, Kyash, Klarna, Square, Adyen

Unit V Payment Fintech in India **3 Hours**

Payment Fintech in India- M-wallets and PPIs, Merchant Payments and PoS Services, International Remittance, Crypto Currencies, Payment Interfaces-UPI 2.0, Bharat Bill payment system, Contactless cards, BHIM-Bharat Interface for money, Cloud based POS, USSD, Aadhaar Enabled Payments, Bharat QR Code. Fintech and Financial Inclusion.
Case Studies: Ezetap, Milaap, Eko India

Essential References:

Susanne Chishti, Tony Craddock, Markos Zachariadis & Robert Courtneidge(2019). The PAYTECH Book: The Payment Technology Handbook for Investors, Entrepreneurs, and FinTech Visionaries.

Susanne Chishti & Thomas Puschmann(2018). The WEALTHTECH Book: The FinTech Handbook for Investors, Entrepreneurs and Finance Visionaries. Wiley Publishing.

Sabine L.B Vander Linden, Shacn M. Millie, Nicole Anderson & Susanne Chishti(2018). The INSURTECH Book: The Insurance Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries. Wiley Publishing.

Susanne Chishti & Janos Barberis(2016). The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries. Wiley Publishing

FPA (2017). Mapping Fintech to the Financial planning process. Financial planning Association of Australia. Available at: https://fpa.com.au/wp-content/uploads/2017/11/FPA_Fintech_White_Paper_Nov_2017.pdf

WEF (2017), Beyond Fintech: A Pragmatic Assessment Of Disruptive Potential In Financial Services, Report by World Economic Forum(WEF) in collaboration with Deloitte. Available at: http://www3.weforum.org/docs/Beyond_Fintech_-_A_Pragmatic_Assessment_of_Disruptive_Potential_in_Financial_Services.pdf

OECD (2018), Financial Markets, Insurance and Private Pensions: Digitalisation and Finance. Available at: http://www.oecd.org/finance/Financial-markets-insurance-pensions-digitalisation-and-finance.pdf

Agnew & Mitchel(2019). The disruptive impact of Fintech on retirement systems. Available at: https://pensionresearchcouncil.wharton.upenn.edu/wp-content/uploads/2020/01/FinTech-Chapter-1-Agnew-and-Mitchell.pdf

FintechGlobal(2019). WEALTHTECH100: Meet the Leaders of the Global WealthTech Industry. Available at: http://fintech.global/globalwealthtechsummit/wp-content/uploads/2019/04/WealthTech_100_summary_2019.pdf

Deloitte (2017). Innovation in private banking and wealth management. Available at: https://www2.deloitte.com/content/dam/Deloitte/ch/Documents/financial-services/ch-fs-en-innovation-in-private-banking-and-wealth-management.pdf

KPMG (2016). Fintech in India. A global growth story. Available at: https://assets.kpmg/content/dam/kpmg/pdf/2016/06/FinTech-new.pdf

KPMG(2017). Value of Fintech Available at: https://assets.kpmg/content/dam/kpmg/uk/pdf/2017/10/value-of-fintech.pdf

Delloite and IAMAI (2017). Fintech in India: Ready for breakout. Report by Delloite and IAMAI. Available at: https://www2.deloitte.com/content/dam/Deloitte/in/Documents/financial-services/in-fs-fintech-india-ready-for-breakout-noexp.pdf

FPSB(2016) Fintech and the future of Financial planning. Available at: https://www.fpsb.org/wp-content/uploads/2016/10/161005_rpt_FintechPaper_FINAL_REV.pdf

Recommended References:

1. Personal Finance with Financial Planning Software, Jeff Madura, Addison Wesley
2. Wealth Management: The Financial Advisor's Guide to Investing and Managing Your Client's Assets, Harold R. Evensky, McGraw-Hill.
3. Personal Finance , Jack R Kapoor, Les R Dlabay, Robert J Hughes McGraw Hill Education (India) Pvt Ltd, New Delhi
4. Personal Finance: Turning Money into Wealth and Student Workbook, Arthur J. Keown, Prentice Hall
5. Security Analysis and Portfolio Management, Kevin S., PHI, New Delhi

Evaluation Pattern:
CIA 1 20%
CIA 2 25%
CIA3 20%
ESE 30%
Attendance 5%

Course Name: Business Process Management and Reengineering	**Course Code: MBA542T**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the fifth trimester to students across of Fintech specialization. In this course Students learn various aspects of Business process management and engineering with special focus on financial sector.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understanding the concepts of Business process reengineering.
CLO2 Understanding the concepts of Business process management.
CLO3 Apply the business process tools and techniques.
CLO4 Analyze the role of digital technologies in BPM and BPR
CLO5 Examine the impact of BPM and BPR on the financial sector.

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

Syllabus

Unit I Introduction to Business Process reengineering **6 Hours**
Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, Steps to implement BPR: Reengineering Approaches :a)

Big Bang Approach, b) Incremental Approach, c) Evolutionary Approach, BPR Methodologies: a) Hammer/Champy Methodology, b) Davenport Methodology, c) Manganelli/Klein Methodology, d) Kodak Methodology

Unit II Process Management & Improvement **3 Hours**

Process management and improvement tools -Six Sigma, Total Quality Management (TQM) and other process management and improvement methods.

Unit III Business Process Design **9 Hours**

Business Process Design Framework: Business process design framework based on process modelling and simulation. Business Process Tools and Techniques: Workflow design principles and tools used for business process analysis. General process charts, process activity charts, process flow diagrams, flow charts.

Unit IV Advanced & Emerging topics in BPR **9 Hours**

(a) Digital Transformation of Business processes; (b) Cognitive science in Business Process re-engineering; (c) BPR and Brilliant Factory processes; (d) Use of Artificial Intelligence in BPR; (e) E-Governance; (f) SMAC and BPR; (g) Process performance and digital technologies –KPI redefinition.

Unit V Application of BPM and BPR in Financial Sector **3 Hours**

BPM and Banking, BPM and Insurance Industry, BPM and financial services. BPR and Banking, BPR and Insurance industry and BPR and financial services.

Essential references:

- Michael Hammer & James Champy(2006) . Reengineering the Corporation: a Manifesto for Business Revolution
- Srinivasan (2019), Business Process Reengineering
- Vikram Sethi & William R King(1998). Organizational Transformation Through Business Process Reengineering
- R.Radhakrishnan and S.Balasubramanian(2010). Business Process Reengineering: Text and Cases
- Marlon Dumas , Marcello La Rosa , Jan Mendling & Hajo A. Reijers (2018). Fundamentals of Business Process Management. Springer.

Recommended references:

- Pwc(n.d.). Business Process Management -The next wave in operational effectiveness. Available at: https://www.pwc.com/sk/en/bpm-cee/assets/bpm-overview.pdf
- Kumar V. (16 March 2015) Leveraging BPM for Banking Available at: https://www.finextra.com/blogposting/10672/leveraging-bpm-for-banking
- Decker (28 December 2019). 4 Ways Business Process Management Solutions Can Transform Big Banks. Available at: https://www.entrepreneur.com/article/344344
- Processmaker (n.d). Available at: https://www.processmaker.com/wp-content/uploads/2016/03/whitepaper_PM_BPM-Banking.pdf
- Glykas, M., Valiris, G., Kokkinaki, A., & Koutsoukou, Z. (2018). Banking business process management implementation. *International Journal of Productivity Management and Assessment Technologies (IJPMAT)*, *6*(1), 50-69.
- Capgemini(2017). Business Process management for insurance, Available at https://www.capgemini.com/cn-zh/wp-

content/uploads/sites/12/2017/07/Business_Process_Management_for_Insurance.pdf

- Menon(2018). BPM path to profitability in insurance. Available at: https://www.infosys.com/industries/insurance/white-papers/Documents/BPM-path-profitability.pdf
- IBM (2011). Simplify, Satisfy, Sustain: Business Process Management (BPM) for financial services success. Available at: https://www.ibm.com/downloads/cas/ZK1VKN0B

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: FinTech Application to Capital Markets	**Course Code: MBA543T**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This Course highlights the importance of Fintech applications in Capital Markets. The students get knowledge on major Financial Markets and how to integrate the market information in day to day modelling. The session covers briefly on modern techniques like Text Analytics, Sentiment analysis in comparision with Technical and Fundamental analysis with live case studies. An unit on Alogrithm Trading is incorporated to provide an insight on applications of algorithms in commodities and trading.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Demonstrate an understanding of the Capital Markets
CLO 2 Apply data integration techniques on capital market data
CLO3 Analysing stock data using Text analytics
CLO4 Demonstrate an understanding of machine learning applications in Trading
CLO5 Demonstrate an understanding of Fintech applications in capital markets.

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

Syllabus

Unit I Introduction to Capital Markets & Stock Exchanges **4 Hours**
Introduction to Capital Markets, Global and Indian Context, SEBI Guidelines-Understanding Stock Market Index, Case Study – BSE Sensex, Nifty, NASDAQ, Dow Jones, S&P 500,

Unit II Data Mining and Exchange Integration for Capital Markets **9 Hours**
Introduction to Data providers and Data integrators, Bloomberg, Reuters, IRESS, etc. Programming for Data Integration using (R/Python/ VBA), Data Exchange Labs

Unit III Text Analytics for Company and Stock markets **9 Hours**

Fundamental Analysis and Technical Analysis, Understanding Sentitment Analysis, Bayesian Techniques for Text Analytics and Mining. Twitter Analytics for Stock Sentiment Analysis. Python Labs

Unit IV Algorithm Trading **5 Hours**

Understanding Sell side and Buy Side transactions. Basics of Algorithm Trading, Machine Learning for Algo Trading, Case Studies

Unit V Fintech Applications **3 Hours**

Evolution of fintech; Fintech models; Fintech risks, Payments innovations, Digital currencies, Infrastructure funds, Strategic challenges/Active/passive; roboadvisers

Essential References

Artificial Intelligence in the Capital Markets: State-Of-The-Art Applications for Institutional Investors, Bankers & Traders by Robert A. Klein (Author, Editor), Roy S. Freedman (Author, Editor), Jess Lederman (Editor)

Recommended References

Case Study and Hands on Lab

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (Entrepreneurship & Innovation)

Course Name: Management of Technology & Innovation	**Course Code: MBA541N**
Total number of hours: 30 Hrs	**Credits:** 3
Course Description: The management of technology and innovation is both an art, as well as a science. Students require abilities to identify changes in technologies and its adoption, diffusion and absorption. They also need to understand as to how technology builds competitiveness. This course also embraces the emerging technologies and possibilities of start-ups using these technologies. Also, it would address the issues related to intellectual property rights and technology commercialization.	
Course Learning Outcomes: On having completed this course, student should be able to: CLO1 Understand how Technology and Innovation is useful in Business CLO2 Analyze the role of evolution of technology and innovation. CLO3 Formulate Technology and Innovation strategy for the firms. CLO4 Evaluate the role of emerging technologies CLO5 Examine the IPR issues and the process of registering patents, etc.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs.	
Syllabus	

Unit I Introduction to Technology and Innovation – Management Aspects 5 Hours
Concept and Meaning; definition, evolution and growth of technology, forms and types; process technology, product technology, sources of innovation types of innovation adoption of innovation

Unit II Technology Adoption, Diffusion, and Absorption 7 Hours
Technology adoption, technology diffusion, innovation diffusion process, role of technology absorption

Unit III Technology and Innovation Strategy and Competitiveness 10 Hours
Technology strategy, innovation strategy and management, competitive advantage-components of competitive advantage, creating competitive advantage using value chain, technology/innovation, evaluation or assessment

Unit IV Knowledge of Emerging Technologies 3 Hours
Artificial Intelligence, Blockchain technology, internet of things, machine learning, with practical applications

Unit V Intellectual Property Rights & Technology Commercialization 5 Hours
Meaning, process of application, rights of IPR holders, benefits of IPR, process of technology commercialization, launch of product vs outright sale of IPR

Essential Reference:
Shane, S., Technology Strategy for Managers and Entrepreneurs, Pearson Education, New Delhi

Recommended References:
1. Afuah, A., Innovation management: strategies, implementation and profits, Oxford University Press

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Corporate Entrepreneurship	**Course Code: MBA542N**
Total number of hours: 30 Hrs	**Credits:** 3

Course Description: This course takes a fresh and comprehensive look at different important elements of entrepreneurship within organizations. Hence, corporates try to renew themselves through internal entrepreneurial behaviour, but also by initiating start-ups and acquiring start-ups to experiment with new technology. This course examines the various forms of corporate entrepreneurship and the relationship with corporate strategy in particular.

Course Learning Outcomes: On having completed this course, student should be able to:
CLO1 Develop a basic knowledge of what is corporate entrepreneurship and how entrepreneurship within a corporation is similar to or different from start-up entrepreneurship.
CLO2 Be able to assess the degree to which the environment within an established company supports or constrains entrepreneurship.
CLO3 Develop an appreciation for how to apply the entrepreneurial process to the operations of a department or a functional area within a large established organization.
CLO4 Find creative ways to overcome barriers to entrepreneurship in established companies.
CLO5 Gain an appreciation for how to formulate corporate objectives and strategies that support entrepreneurial behaviour.

Pedagogy: This course uses multiple pedagogies like interactive lectures, students' discussions, and real-world examples and case studies.

Syllabus

Unit I **5 Hours**

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

Unit II **6 Hours**

Entrepreneurial orientation and strategy - anticipating and dealing with disruptive innovation - agile management and digital transformation - business opportunities - detecting business opportunities - user driven innovation

Unit III **7 Hours**

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

Unit IV **6 Hours**

Selecting, evaluating, and compensating corporate entrepreneurs, venture funding, implementing corporate venturing in the organization, diagnosing the climate for innovation, design thinking - customer driven innovation - customer intelligence - marketing research entrepreneurial culture and mindset - entrepreneurial mindset and opportunity creation - decentralization and entrepreneurial teams

Unit V **6 Hours**

Entrepreneurial Management: Motivation, incentives, and corporate control - Entrepreneurial management systems - Human resources for entrepreneurial spirit management, Business Model Alignment - Change management strategies - New business development approaches

Essential Reference:

Donald F Kuratko, Corporate Entrepreneurship, Now publishers inc,

Recommended References:

1. Kuratko, D. F., & Hoskinson, S. (2019). The Challenges of Corporate Entrepreneurship in the Disruptive Age (Vol. First edition)

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Management of Start-ups and Small Business Management	**Course Code: MBA543N**
Total number of hours: 30 Hrs	**Credits:** 3

Course Description: This course will also focus on the small business, generating business ideas for starting small enterprise. The course will develop required competencies needed to become an innovative, opportunity-driven, market-ready and entrepreneurial manager.

Course Learning Outcomes: On having completed this course, student should be able to:
CLO1 Understand challenges of Start-ups and small businesses
CLO2 Evaluate Financial, Legal and management issues and constraints with start-ups and small businesses
CLO3 Learn abilities to scale-up start-ups and small business amid challenges
CLO4 Examine Sustainability and growth of start-ups and small businesses
CLO5 Comprehend various functional aspects of small business management

Pedagogy: This course uses multiple pedagogies like interactive lectures, discussions on contemporary issues and news analysis and power point presentations

Syllabus

Unit I **6 Hours**

Startup opportunities: the new industrial revolution – the big idea- generate ideas with brainstorming- business startup – ideation- venture choices – the rise of the startup economy -the six forces of change – the startup equation- entrepreneurship in India. government initiatives, MSMEs vs startups

Unit II **5 Hours**

Starting up financial issues: feasibility analysis – the cost and process of raising capital – unique funding issues of high-tech ventures – funding with equity – financing with debt- funding startups with bootstrapping- crowd funding- strategic alliances.

Unit III **6 Hours**

Startup survival and growth: stages of growth in a new venture- growing with the market – growing within the industry- venture life patterns- reasons for new venture failures- scaling ventures – preparing for change – leadership succession. support for growth and sustainability of the venture.

Unit IV **6 Hours**

Small business - definition – characteristics – categories – dynamic role of small business in

Indian economy – interrelationship between small- and large-scale industries– generating business ideas for starting small enterprise.

Unit V **7 Hours**

Management of small business: production management – financial management – marketing management– strategic management – personal management – and office management in small business enterprises.

Essential Reference:

Poornima M Charantimath - Entrepreneurship Development & Small Business Enterprises 2005, Pearson Education

Recommended References:

1. Tim Mazzarol, Sophie Reboud - Small Business Management_ Theory and Practice 2020, Springer Singapore.
2. Timothy S. Hatten, Small Business Management Entrepreneurship and Beyond

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1

Course Name: Advanced Data Analysis for Managers	**Course Code: MBA 561E**
Total number of hours: 30 Hours	**Credits: 3**
Course Description: This paper is offered as a cross functional elective subject for 3 credits, in the fifth trimester, as a follow up to the first course, which introduced statistical analysis. We introduce advanced statistical techniques that will be helpful in data analysis and in taking managerial decisions.	
Course Objectives: 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.	
Course Learning Outcomes: On having completed this course student should be able to: CLO 1 Identify trends in the data to support future decision making. CLO 2 Apply appropriate non-parametric analytical technique for the given set of data. CLO 3 Design specialized multivariate analysis technique appropriate for the given decision scenario. CLO 4 Analyze structural relationships between variables to support complex decision situations **CLO 5 Develop models to understand the significant relationship between variables.**	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' problem solving & case discussions, user of SPSS and AMOS software for data analysis	

Syllabus

Unit I Multiple Regression, Logistic Regression and Modeling **7 Hours**
Multiple Regression Model, Assumptions, Testing for significance, Multicollinearity, Estimation and prediction, Categorical independent variables, Residual analysis, Autocorrelation in multiple regression Spreadsheet modelling, model estimation of Binary logit, multinomial logit, discrete choice models, and probit models Using SPSS for Logistic regression and Probit models.

Unit II Business Forecasting and Decision Analysis **8 Hours**
Business forecasting** - Time series analysis, components of time series. Decomposition - Trend, Seasonality and Cyclical fluctuations. Smoothing models - moving average, weighted moving average and exponential smoothing models. Forecasting performance measures - MSE, RMSE, MFE, MAPE measures.(Using IBM SPSS for Time Series Analysis.) Decision making under uncertainty and risk. EMV and EOL approach. Perfect information and EVPI. Decision tree analysis - one-stage and two-stage decision making using Baye's theorem.

Unit III Nonparametric Tests **4 Hours**
Advantages and Disadvantages, Chi-square test - the nonparametric perspective, Run test, Sign Test, Mann-Whitney U test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.
Using SPSS in conducting Nonparametric tests.

Unit IV Multivariate Analysis and Specialized Techniques **8 Hours**
Discriminant analysis, Factor analysis, Cluster analysis– Fitting the model, validation of the model fit and model performance assessment. Multidimensional Scaling (MDS), Fitting the model, validation of the model fit and model performance assessment. Using IBM SPSS for specialized multivariate analysis.

Unit V SEM Modelling **3 Hours**
Causal modelling, Path Analysis and Structural Equation modelling using SPSS AMOS software

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

Reference Books:
1. Levin, R.I., Rubin, D. S., Rastogi S., Siddiqui, M.H. (2013).*Statistics for management*. New Delhi: Prentice Hall India Publications.
2. Hair, J.F., Black, W.C.Jr., Babin, B.J., Anderson, R.E. (2010).*Multivariate Data Analysis, 7th Edition.* Pearson Education India.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Business Problem Framing	**Course Code: MBA561B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Cross Functional Elective during fifth trimester for MBA students. The course aims at sensitizing the students on the need for structuring unstructured business problems using general management tools. The likelihood of success of efforts aimed at solving a problem depends on how well a problem is framed and how well it is communicated. This is even more pertinent in today's dynamic business environment with an information overload. It is therefore important that students, as future managers, learn to think critically and apply this learning to approach problems from many perspectives. The course draws exercises and cases from various functional domains and industries.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Demonstrate the importance of appropriately framing business problems
CLO2 Make use of appropriate multi-framing strategies for decision making under uncertainty
CLO3 Examine the role of data and information in framing a problem statement
CLO4 Discover the impact of business environmental scanning on problem framing
CLO5 Infer the hidden traps in decision making

Pedagogy: This course uses both theoretical and hands-on approach to deliver the concept of Problem Framing and Solving. The pedagogy includes case studies, hands-on sessions and discussions.

Syllabus

Unit I Problem Framing and Solving: an overview **4 Hours**
Introduction to problem framing and problem solving in managerial decision making. Need for critical thinking and creative solutions to problems in a business organization. Problem framing skills of a business manager in the enhancement of business potential

Unit II Multi Framing and Scenario Planning **10 Hours**
Dealing with uncertainties, Multi framing as a tool for identifying a problem and outlining what an acceptable resolution might look like, The Reframing Matrix, Using Decision Trees for decision making under uncertainty, Scenario Planning & What-If Analysis for creating Scenarios.

Unit III Using Information for Problem Framing & Solving **8 Hours**
Using estimates, forecasts, information and prior decisions for problem framing and solving, Role of experts in problem framing. **The Analytics framework for Problem Solving. McKinsey's 8 step framework for problem solving**

Unit IV Trends: What they are, how to use them **4 Hours**
Understanding trends, events and their relationships in a company's environment, Trends and their impact of problem framing. The confluence of trends and its cross impact in decision making, can ignoring the "explicit" trends help organizations think creatively?

Unit V Trade-offs, Red Teaming & The Psychology of Problem Framing **4 Hours**
Factors driving trade-off decisions with a particular reference to emerging markets, Red-Teaming: How to think like the enemy, the psychology of Problem Framing- Narrow

Bracketing – risk taking, overconfidence, Reference points – risk taking, value, loss aversion, The liability of "newness"

Recommended references:

1.Thomas Wedell-Wedellsborg (2020) *What's Your Problem?* Harvard Business Review Press

2.Paul Bracken (2008) "*How to Build a Warning System"* Managing Strategic Surprise (Cambridge University Press)

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II (Departmental)	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Project Management	**Course Code: 561L**
Total number of hours: 30 Hours	**Credits: 3**

Course Description:

This course is offered in the 5th trimester

- To educate and prepare a diverse group of professionals with the knowledge, analytical ability, management perspectives and skills.
- To prepare students for careers in management and leadership positions.
- To acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for intelligent decision-making

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

CLO1 Understand the project management framework including project management lifecycle, knowledge areas and process groups and associated issues

CLO2 Understand project management techniques for project selection; work breakdown structure; cost, quality, time & budget optimisation.

CLO3 Apply methodologies for efficient project team performance

CLO4 Analyze business scenarios by using techniques for expediting and optimising projects

CLO5 Evaluate project risks for controlling project performance parameters.

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

Syllabus

Unit I Project Management Framework **3 Hours**

Definition of project, Need for project management, Project life cycle, Project stake holders

Unit II Project Management Parameters : Scope, Time , Quality , Cost , Selection **10 Hours**

Defining project scope, Establishing project priorities, Work break down structure, Process breakdown structure, Responsibility matrices Factors influencing the quality of estimates, Estimating guidelines for times, costs and resources, Macro and micro estimating, Methods for estimating, Level of detail, Developing budgets, Types of costs, Refining estimates and contingency fund, Selection of project

Unit III Project Teams **3 Hours**

Five stage team development model, Situational factors affecting team, Building high performance project teams, Managing virtual project teams, Project Management Maturity Model (PMMO).

Unit IV Project Expediting **7 Hours**

Gantt chart, Crashing of projects, Cost analysis for project crashing, Project procurement

Unit V Project Risk and Control Management **7 Hours**

Risk concept, Risk identification, Risk assessment, Risk response development, Contingency planning, Contingency funding and time buffers, Risk response control, and Change control management

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

Course Name: International Business	**Course Code: MBA561S**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the fifth trimester to students across all specializations. In this course Students learn various aspects of International Business in terms of concepts, operations, opportunities and challenges.

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

CLO1 Identify the internationalization process of firms in a globalised era.

CLO2 Demonstrate the motives in the formation of international Institutions and agreements.

CLO3 Interpret the relevant theories and concepts to various practices of global business.

CLO4 Assess the impact of the current EXIM policy on international business.

CLO5 Examine the reasons for the success or/and failure of international business strategies.

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

Syllabus

Unit I Introduction **6 Hours**

Globalization and the need for International business, Nature of international business, drivers of cross-border business, routes of global business and active players in multinational business. Concept of Internationalization.
Mode of Entry- Foreign Direct Investment, Strategic Alliance and Networks.
International Business strategy - Industry Analysis, Intra-Industry Trade Porter's five forces model, Three Generic Strategies: Cost leadership, Differentiation,

Unit II International Business environment & International Institutions in International Business **6 Hours**
International business environment – Political, Economic, Legal, Technological and Cultural factors
International Institutions in International Business* (self learning Module): International Institutions in International Business: WTO and Regional Economic Integration (European Trade Union, Asian Trade Agreements Like APEC, ASEAN, African Trade Agreements, Western hemisphere trade agreements like NAFTA, CAFTA,
MERCOSUR, Andean Community)*
Free Trade Agreements- Trade Diversion Vs Trade Creation.

Unit III International Trade Theories **6 Hours**
Theories of Global Trade and Investment- Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Product Life Cycle Theory, Strategic Trade Theory, Porter's National Competitive Advantage.

Unit IV International Trade Policy **6 Hours**
Introduction to Trade Policy, Tools for trade policy – Tariffs, Non-Tariff trade Barriers, Quotas, Purpose of protectionism, EXIM Policy

Unit V Managing Business Functions **6 Hours**
Marketing – benefits of international markets, major activities in international marketing
Operations management – strategic issues in operations management, International financial management – financing foreign trade.
International human resource management,
Social responsibility and ethical issues in international business – national differences in ethics and social responsibility, codes of conduct for MNC's, International Business and Sustainability, profits: with special focus on south Asia.

Essential references:

Peng M W and Srivastava D K (2019). 2nd Edition, Global Business, CENGAGE Learning Publications

Recommended references:

1. Charles W.L. Hill, Arun K Jain (2012). 10th Edition, *International Business, Tata*-McGraw-Hill Publications
2. Czinkota M.R., Ronkanen, I.A. & Moffett M.H (2011). 8th Edition, *International Business.* New Delhi: Wiley
3. John D. Deniels and Lee H Daniels &Radebaugh, (2010). 13th Edition, *International Business,* Pearson Education Publications
4. Andrew Harrison, et al,(2000). *International Business,* Oxford University Press
5. John B. Cullen, K. Praveen Parboteeah (2011). 5th Edition*, Multinational Management: a strategic approach,* South-Western Cengage Learning
6. K. Aswathappa (2010). *International Business.* Tata McGraw-Hill Publications

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

GENERIC ELECTIVES (Students to choose 1 out of 3 subjects) - Basket 2

Course Name: Neuroscience for Managers	**Course Code: MBA562H**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This is a cross-functional elective course offered in the fourth trimester to students across all specializations. In this course Students learn various aspects of neuroscience and their application to management of organizations.

Course Objectives: This course attempts to enable students to apply concepts of neuro sciences to significant areas of management such as leadership, emotional intelligence, marketing and decision making.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 understand the concept of neurosciences and its application in the area of management.
CLO2 demonstrate the need for applications of neurosciences to area of leadership.
CLO3 to examine the relationship between emotional intelligence and neurosciences
CLO4 analyze the process of decision making in the light of neurosciences
CLO5 understand the area of neuromarketing and its application in the marketing world

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

Syllabus

Unit I Introduction to Neuro sciences **6 Hours**
Definition, Trends in neurosciences , Applications of neurosciences in various settings, the SCARF model ,the transition from neuro science to neuro management Definition and history of neuro management,

Unit II Neuroscience of Leadership: Leadership Approaches **6 Hours**
the autocratic controlling approach (Trait theories, Behavioral theories), motivational approach and engagement approach (the Fielder model Situational Leadership theories, Path Goal Theory, Leadership Partnership Model), the transformational model (Charismatic leadership, transactional and transformational theories) the adaptive model (neuroscience / neuro leadership)**:** History and Definition, Importance of neuro leadership, Emerging trends in neuroscience and neuro leadership, Biology behind inspirational leadership / resonant leadership

Unit III Neuroscience of emotional Intelligence: **6 Hours**
Introduction, Significance of emotions, Historical development of the concept, Physiology of emotions, The Marshmallow experiment and its significance. Emotional Intelligence and

Intelligence Quotient, The EI models of John Mayer, Peter Salovey and Daniel Goleman. Neuroscience of empathy

Unit IV Neuroscience of decision making: 6 Hours

Introduction, reciprocal exchange: trust, reciprocating trust , responding to breaches of trust, seeking forgiveness: sharing and resource distribution, deciding whether to be fair , responding to unfairness and inequity , altruism , norm abiding decision making , social learning , competitive social interactions,

Unit V The Neuroscience of Marketing: 6 Hours

Definition of Neuromarketing: Areas of application : Brand equity, Consumer decision making, Emotion and the effect of advertising ,branding

Essential Reference:

Dimitriadis, N &Psychogios,A(2016). Neuroscience for leaders: A brain adaptive leadership approach .Kogan Page 2nd Edition,

Recommended References:

1. Ringleb,Al H and Rock,D (2008) The emerging field of neuro leadership Neuro leadership journal
2. Rock,D and Cox,C (2012) SCARF in 2012: Updating the social neuroscience of collaborating with others Neuro leadership journal
3. Zak,P.J.(2017) The Neuroscience of trust , Harvard Business Review

Course Name: Sustainable Finance and Investments	**Course Code: MBA562F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course is designed to create an awareness of how financial instruments can be utilized to solve critical social and environmental challenges. In a developing country like India, bridging the financing gap for meeting the sustainable development goals is a daunting task for policy makers and corporates alike. This course attempts to answer the question 'how can financial markets and strategies deliver social impact without compromising on returns?' and 'how can the corporate support in raising capital for sustainable development?'. The course combines the concepts of finance, macroeconomics, public policy, international relations, impact investment and social enterprises.

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

CLO1 Understand the need to complement the traditional risk-return models to include social impact.

CLO2 Develop a theoretical base on how to supplement traditional risk-return models.

CLO3 Evaluate evolving business models to meet sustainable development goals.

CLO4 Identify opportunities for collaboration between public and private sector participants.

CLO5 Analyze and comment on concepts, frameworks and models to source impact investments.

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

Syllabus

Unit I Introduction and overview **3 Hours**

What is sustainability? The importance of sustainability, the transition challenge, externalities – international negotiations, role of UN, the economics of sustainable development, evolution of socially responsible finance.

Unit II Sustainability and Corporate Sector **6 Hours**

Corporate argument for sustainability as a strategy, implications for risk, performance, governance and value of companies, changing business models, social enterprises, integrated reporting – metrics and data, coalitions for sustainable finance.

Unit III Financing Sustainability **9 Hours**

Investing in long-term value creation, different ways of raising capital for sustainability – national level (carbon tax) and company level – carbon credit, crowd funding, equity instruments – impact funds; bond instruments – social investment bonds, green bonds, impact bonds, blue bonds; alternative financial instruments – VC with an impact, banking – new forms of lending, insurance – to manage long-term risk.

Unit IV Impact Investment **9 Hours**

Defining impact investment, the role of evolving public policy, building a multi-asset class sustainability portfolio, aligning investors to specific benefits, ESG, embedding ESG into CAPM model ('alpha' and 'beta').

Unit V Future Outlook **3 Hours**

Transition management, integrated thinking, introducing PRME – principle of responsible management education, ethics and sustainability. Evolving regulatory environment and international policies. Creating a corporate action plan and rewiring businesses for sustainability.

Essential References:

1. Schoenmaker, D., &Schramade, W. (2018). Principles of Sustainable Finance. Oxford University Press.
2. Labatt, S., & White, R. R. (2003). *Environmental finance: a guide to environmental risk assessment and financial products* (Vol. 200). John Wiley & Sons.

Recommended References:

1. Impact Investing: Transforming How We Make Money by Making a Difference, by Antony Bugg- Levine & Jed Emerson
2. Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership (Wiley Finance) by Cary Krosinsky, Nick Robins and Stephen Viederman
3. Social Finance, 1st ed (Oxford University Press), by Alex Nicholls, Rob Paton and Jed Emerson

Assessment Outline:

Sl No	Particulars	Weightage
1	CIA-I	30
2	CIA-II	30
3	CIA-III	35
4	Attendance*	05

*Refer to Students Handbook for particulars

Course Name: Strategic Brand Management	**Course Code: MBA562M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered as a marketing elective in the sixth trimester. This course aims to develop conceptual knowledge of branding as part of marketing decision making and familiarize concepts of developing a brand, manage brand portfolio, brand lifecycles, brand extensions & rebranding decisions.

Course Objectives: This course aims to offer knowledge, application and insights on branding activities at the strategy level.

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1: Discover the dynamic nature of successful brands and explore brand success factors
CLO 2: Demonstrate skills in Brand asset management and managing relationships among brands
CLO 3: Categorize and develop brand identity system with a strategic focus on building integrated brands.
CLO 4: Appraise different type of brand extensions and evaluate brand portfolio strategy.
CLO 5: Design brand personality emotion and integrate brand as a differentiator.

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

Syllabus

Unit I Brand Definition and Success **4 Hours**

Level of Knowledge: Conceptual and Basic

Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, Brand success

Unit II Brand Equity **6 Hours**

Level of Knowledge: Conceptual and Application

Cost based methods, Price based methods, Customer based brand equity,
Brand asset management strategy, Role of brand equity on mergers and acquisition. Leveraging equity for employee retention.

Unit III Brand Identity **8 Hours**

Level of Knowledge: Conceptual and Application

Brand Identity, The Identity structure, Developing Brand Identity system
Clarifying & elaborating Brand identity system
A strategic process for Building Integrated brands, Brand Vision, Brand Objectives
Choosing brand Elements, Designing & Implementing Branding Strategies
Leveraging Secondary brand knowledge

Unit IV Brand extension & Brand Portfolio strategy **8 Hours**

Level of Knowledge: Conceptual and Application

Types of brand extension, Need for brand extension Pros & Cons of brand extension
Category of related extensions & unrelated extensions
Brand portfolio strategy. Creating relevance, differentiation, leverage & clarity

Unit V Brand Personality &Brand Repositioning **4 Hours**

Level of Knowledge: Conceptual and Application

Importance of Brand Personality Emotion cantered definitions Brand image
Brand Image and country of origin, celebrity, user status,
Positioning and re-positioning Relevance to consumers Search for a viable position
Making the brand serious, contemporary Brand as a differentiator in attracting investors.

Essential Reference:

1. Lane Kevin Keller., (2006). *Strategic Brand Management.* Pearson education

Recommended References:

1. Richard, E., Percy, L. (2007). *Strategic Brand Management.* Oxford University press
2. Aaker, D. S. (2005). *Building Strong Brands.* Shcuster publishing
3. Kapferer, J. N. (2009). *The New Strategic Brand management.* Kogan page.
4. YLR Moorthy, *Brand Management,* Vikas publishing

OTHERS

Course Name: Campus to Corporate	**Course Code: MBA511**
Total number of hours: 15 Hours	**Credits: 1**
Course Description: This course is offered to MBA students during the fifth trimester. Mentors provide support to the students in resume preparation, group discussion and mock interviews. Mentors inculcate the responsible citizenship behaviour like timeliness, punctuality, professional approach among the students through activities and role modelling.	
Course Objectives: The course grooms the students to bring in the professional aspect in their attitude and behaviour. It also ensures the students are placement ready to face the industry after their MBA program. The course develops students to strengthen their conceptual and professional skills.	
Course Learning Outcomes: By the end of the course, the student should be able to: CO1: Exhibit professionalism in their attitude and behaviour CO2: Develop leadership qualities CO3: Groom themselves to be ready for the industry stint	
Pedagogy: This course adopts Group Discussions, mock interviews, one-one interaction with mentor	
Syllabus	

Unit I Group Discussions Analytical topics from Business, Society, Technology among others	**5 Hours**
Unit II Research Discussion Review of Literature, Master Thesis, Report writing	**3 Hours**
Unit III Placement readiness Resume Building, Mock Interviews, Personal Grooming, SWOT analysis	**7 Hours**

TRIMESTER – VI
CORE SUBJECT

Course Name: Business Sustainability, Governance and Ethics	**Course Code: MBA631**
Total number of hours: 30 Hrs	**Credits:3**
Course Description: This is a core course offered in the sixth trimester to students across all specializations. The purpose of the course is to in still a sustainability, good governance and ethical-oriented mindset and aspiration among students, at the broad level. To inspire them to apply it further in their respective streams, career and lives, so as to contribute to the society and the planet as holistic, responsible individuals and ethical business leaders.	
Course Objectives: To develop a capacity for sustainable business approaches along with good governance considering ethically and morally justifiable reasoning and to apply them in business contexts.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Understand about business sustainability as a strategy imperative. CLO2 Demonstrate ability to transform and nurture environment friendly, socially responsive and ethically governed business entities. CLO3 Interpret the impact of relevant governance models. CLO4 Evaluate the reasons for the success or/and failure of various business entities not following ESG theme as their strategies.	
Pedagogy: This course uses multiple pedagogies like interactive lecture, case studies, student's discussions and PPTs, research article, a field visit, and form of experiential learning.	
Syllabus **Unit I** **Sustainable Business Management Strategies** **5 Hours** Introduction to sustainability and sustainable business management, guiding principles of business sustainability; Social, Ecological and Economic indicators of sustainability. Enablers, risks, opportunities and challenges of sustainable businesses. Business opportunities for integrating sustainability issues within the core Business Strategy. **Case study:** Unilevers's new global strategy: Competing through Sustainability **Unit II**	

Managing Sustainable Businesses **6 Hours**

Sustainable supply chains: Designing sustainable products and services, Re-features in Supply Chain Design (Re use, Recycle, Re-manufacture), Cradle to Cradle protocol. Life Cycle Analysis (LCA). Stakeholder engagement models.

Case Study: Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability.

Unit III

Transforming to sustainable businesses **4 Hours**

Sustainable business models – Product service system (PSS). Tools for transformation such as Innovation, Collaboration, Technology, Process improvement, bio-mimicry and performance measurement systems. Measuring and reporting sustainability.

Unit IV **10 Hours**

Understanding Corporate Governance and Roles and Responsibilities in Corporate Governance

Overview, historical perspective, issues in corporate governance, Indian model of governance, theoretical basis, obligation to stakeholders. Shareholder rights, investor protection in India, other stakeholders including employees, institutional investors, creditors, community. Role of Board of Directors, Committees, Auditors, Banks, Public Policy, SEBI, Government.

Unit V

Business Ethics, Values, and Code of Ethics **5 Hours**

Nature of business ethics and values, Sources of ethical and philosophical systems, cultural experience and legal system. Factors influencing business ethics–leadership strategy and performance, environment corporate culture, individual characteristics. Managing codes of ethics, ethics committees, hotlines, ethics training programs and laws enforcing ethical conduct.

Essential Reference:

- Fernando, AC (2011) *Corporate Governance: Principles, Policies and Practices* (2 Edition). Pearson Education.
- A C Fernando, (2013), *Business Ethics – An Indian Perspective*, New Delhi, Pearson Education.

Recommended References:

1. Young Scott.T, Kanwalroop Dhanda. Kathy (2013) *Sustainability – Essentials for Business*- SAGE Publications.
2. Perta Molthan-Hill (2015), *The business students Guide to sustainable management. Principles and Practice,* Greenleaf Publishing Ltd. U.K.
3. Manfred Pohl, Nick Tolhurt (2012) *Responsible business- How to manage a CSR strategy successfully* Wiley Publications.
4. Daniel Albuquerque, (2010), *Business Ethics – Principles and Practices*, Oxford University Press.

DISCIPLINE SPECIFIC ELECTIVES (Human Resource)

Course Name: Technology for HR	**Course Code: MBA641H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The course is offered to third trimester and six trimester MBA students of all specializations. Technology in Human Resources is a specialization in the field of Human Resources that addresses how organizations can use Technology to leverage efficiencies in HR function.HR technology is increasingly being used by small, medium, and large employers to meet the needs of its stakeholders. What sets high-performing organizations apart from others is how they use technology to deliver HR services. these trends will impact human resources management (HRM).

Course Objectives:

- To learn Software and associated hardware for automating the human resources function in organizations.
- It includes employee payroll and compensation, talent acquisition and management, workforce analytics, performance management, and benefits administration.
- Learn and link Technology / HR ERP packages to other HR functional areas viz. HR establishment, Recruitment, Selection, Performance Management, Training & Development& Employee Relations.

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1: Examine application of technology used for HR processes
CLO 2: Develop HR Technology strategy to support business strategy.
CLO 3: Investigate various HR modules used in SAP success factor
CLO 4: Evaluate various HRMIS products available in the market
CLO 5: Appraise future HR technologies trends.

Pedagogy: This course is based on class discussion and Hands-on experience-based learning pedagogy. Here the emphasis is "learning by doing". The activities will be planned, designed, executed and closed by individual as well as teams. Anchor faculty of the course will coordinate all the monitoring and evaluation activities related to this course.

Syllabus

Unit I Introduction to Technology in Human Resources **12 Hours**

Perspectives on Technology, Process Modelling, Business process integration, Looking at HR modules in terms of process. Scope of technology in HR Processes. How technology can automate routine HR processes. Orientation on e-HR processes, scope, advantages, implementation. Understand Future of HR.

Emerging HR technologies

Gig economy and HR agility. HR and emerging technologies – AI, Robotics, NLP, Blockchain, Big Data.

Unit II HR Technology Strategy **3 Hours**

HR Technology strategies; Strategic choices in Technology that support business Strategy and HR strategy; Developing a total strategy.

Unit III HR Modules **3 Hours**

Core HR and Payroll, Time and Attendance Management, Performance and Compensation, HR Analytics and Workforce Planning, Workplace Transformation, Technology and Digital

HR, Employee Self-Service, Social Connect: Connect, communicate and collaborate across the organization.

Unit IV Success Factor **6 Hours**

Introduction to SAP ECC and success factors; Platform to applications sit on/ Cloud (what is cloud and benefits of moving to cloud); Integration between SAP ECC and SF; Employee life cycle; Recruitment, On-boarding; Master Data Maintenance; Performance Management; Benefits; Workflows; Payroll; Laws (Maternity / Paternity); Requirement documents / Blue Print; Testing; Go-Live.

Unit V HR Automation Products available in the Market **6 Hours**

Available HR ERP products in market. HRMIS: Indent, Objective, Scope, Design, Implementation, benefits & limitations. Look at HR Automation Products available in the market. Mobile Supported HRMIS products.

Products: Adrenalin HCM, Sum HR, Ramco HR, Far Vision, Zing HR, Go for HR, greytHR, PeopleSoft, Dynamics HR Management, Oracle's E-Business Suite Human Capital Management, JD Edwards EnterpriseOne Human Resources Management.

Essential Reference:

1. Satish M Badgi, (2012), *Practical Guide to Human Resource Information systems*, PHI Learning Private Limited, New Delhi

Recommended References:

1. Ronald R. Sims (2007), *Human Resource Management: Contemporary Issues, Challenges, and Opportunities,* Information Age Publishing.
2. Arpita Gopal (2008),*Engineering MIS for Strategic Business Processes*, Excel Books,
3. Jerry N. Luftman(2011), *Managing IT Human Resources: Considerations for Organizations and Personnel,* Business Science Reference.
4. Dr. Ch. Seetha Ram(2010), *Information Technology in developing Human Resources*, Deep & Deep Publication Pvt. Limited.
5. Kwasi Kotoko Emmanuel, Konadu Amponsah Adelaide & Attah Kumah Emmanuel, (2014), *Information Technology in Human Resource Management Functions*, LAP Lambert Academic Publishing

Specialisation Electives (Marketing) Students to choose 1 out of 2subjects

Course Name: Neuro Marketing	**Course Code: MBA641M**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: Basic neuroscience made steady progress throughout the 20th century with only small areas of application outside of medicine. Over the past few years, however, breakthroughs in measurement and computation have accelerated basic research and created major applications for business and technology. Currently, applications to marketing research and product development are experiencing explosive growth that has been met with both excitement and skepticism	
Course Objectives: This course provides an overview of developments in neuroscience and its applications in the realm of marketing.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1: Demonstrate the knowledge and application of neuro-science in the area of marketing and consumer psychology.	

CLO2: Conduct simple neuro marketing experiments to analyse and establish elements of consumer buying behaviour.
CLO3: Develop new methods to learn consumption patterns using neuro marketing tools.

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article, and a form of experiential learning through laboratory experiments

Syllabus

Unit I Introduction to neuro marketing **6 Hours**

Combining consumer behaviour & neuroscience: The evolution of neuro-anatomical perspective. The psychological and behavioural and innovation and product development perspective. Behavioural models & measures. Innovation and evaluating ideas for new products, including trial, repeat studies and models for new products.

Unit II The measurement perspective **6 Hours**

Physiological (eye movements, pupil size, skin conductance, heart rate) and neural measurement (EEG, PET, fMRI, single cell recordings) procedures; neuroscience & commercial marketing research. The basics of quantitative modeling: process models, modular production systems and neural networks.

Unit III Vision, attention and eye tracking **6 Hours**

The visual system, including the eye, retina, midbrain, visual cortex, and related association areas; visual attention, including goal-directed and stimulus-driven pathways in the parietal and frontal lobes; locating and identifying objects.

Unit IV Emotions **6 Hours**

Emotions, advertising and branding: Intensity and valence of emotion; measures of emotion. Hierarchy of effects models; evaluative conditioning; neural correlates of brand preferences and brand loyalty.

Unit V Learning and memory **6 Hours**

Valuation, inter-temporal choice, self-control, reward, and reinforcement learning; Wanting, liking and deciding; Neuro-ethics.

Essential Reference:

Ramsoy Z. T. (2015*). Introduction to Neuro marketing and Consumer Neuroscience*(First Edition). Neurons Inc ApS, Rorvig, Denmark.

Recommended References:

1. Gazzaniga, Ivry, & Mangun (2014), *Cognitive Neuroscience: The Biology of Mind*, 4th edition, New York, NY: Norton & Co.
2. Michael V. Marn, Eric V. Roegner, Craig C. Zawada (2004). The Price Advantage. Wiley Publication. E-BOOK
3. Purves, Cabeza, Huettel, LaBar, Platt, & Woldorff (2013), *Principles ofCognitive Neuroscience*, 2nd edition, Sunderland, MA: Sinauer & Associates.

4. Glimcher & Fehr (2014), *Neuroeconomics: Decision Making and the Brain*, 2nd edition, London, UK: Academic Press.
5. Holmqvist, Kenneth, Nystrom, Marcus, Andersson, Richard, Dewhurst, Richard, Jarodzka, Halszka, et al. (2011) *Eye Tracking: A comprehensiveguide to methods and measures*, Oxford University Press.

Course Name: Rural Marketing	**Course Code: MBA642M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This paper is offered as a marketing elective(Proposed) in the sixth trimester. Consumers in rural markets exhibit attitudes and lifestyle that differ from the consumers in urban markets. The behavior differences they exhibit not only requires understanding this market but also use a different approach to researching this market. The conventional approach to understanding and researching this market may not be appropriate. The variations in infrastructure also requires use of novel communication and distribution channels not familiar to marketers in urban markets. This course will add an important dimension of Marketing to the Marketing students

Course Objectives: This course attempts to provide insights on the knowledge of retailing and prepares students for careers in the area of organized retailing.

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1:Develop a clear idea on issues faced in rural markets
CLO 2: Have an understanding of the differences between urban and rural consumer behavior and influences on the behavior
CLO 3: Develop framework that helps value creation for rural markets
CLO 4: Identify suitable channel and communication options
CLO 5: Contrast approaches of suitable mechanisms to reach to and communicate with the rural markets given the absence of infrastructure

Pedagogy: The objectives of the course is sought to be achieved by helping the participants to undergo meaningful exercises in decision making in a variety of real life Rural Marketing situations. Case discussions, exercise and conceptual discussion are the common form of learning used for this course**.**

Syllabus

Unit I Introduction: Issues and understanding rural markets **6 Hours**
Issues in Rural Marketing and characteristics of rural markets, Influence on rural consumers and its implications for marketers, Segmenting Rural Markets

Unit II Delivering value **6 Hours**
Researching rural markets to understand needs, Developing product for rural market, Delivering value, Value through Innovation

Unit III Communicating value **6 Hours**
Communicating and positioning, Educating on value-offering, Communication and diffusion process

Unit IV Reaching the rural market **6 Hours**

Issues in reaching rural markets, Rural retailing, Traditional rural marketplace, Non-Conventional methods of reaching rural markets-1, Non-Conventional methods of reaching rural markets-2

Unit V Strategy in rural market **6 Hours**
Competing in existing market, Entry strategy for rural markets, Rural-urban marketing strategy differences

Essential Reading:
Sanal Kumar Velayudhan (2007), *Rural Marketing – Targeting the Non-Urban Consumer* Second Edition, Response Books (Sage Publications), New Delhi

DISCIPLINE SPECIFIC ELECTIVES (Business Analytics)

Course Name: Cloud Computing and Internet of Things	**Course Code: MBA641B**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a three-credit course offered as a Functional Core during sixth trimester for Business Analytics Specialization students. It provides the ground-up coverage on the high-level concepts of cloud and IOT landscape, architectural principles, techniques, design patterns, security challenges and real-world practices.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1. To understand the essentials of Cloud Computing and its models
CLO2. To comprehend the Cloud Architecture and Virtualization in Cloud
CLO3. To understand the basics of Internet of Things (IOT)
CLO4. To identify security issues in the Cloud and IOT
CLO5. To relate cloud services with IOT applications using leading service providers

Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations and case studies

Syllabus

Unit I Cloud Computing Fundamentals **6 Hours**
Introduction to Cloud Computing, Basic Concepts, Evolution of Cloud Computing

Unit II Cloud Platform Architecture and Virtualization **6 Hours**
Cloud platform architecture, Deployment Models, Service Models. Basics of Virtual Machines - Hypervisor. Types of Hardware Virtualization, virtualization of CPU, Memory and I/O devices.

Unit III Internet of Things **6 Hours**
IoT Architecture, Devices and Sensors, IoT communication and protocols, IIOT

Unit IV Cloud &IoT Security **6 Hours**
Cloud Computing Security Architecture, Cloud Infrastructure security. Security and Privacy for IoT/Cloud Computing

Unit V Application of IoT and Cloud **6 Hours**

IoT and cloud integration, Application development and cloud processing using AMAZON Web Services, AZURE Cloud Services.

Essential references:

1. Virtualization: A Beginners Guide, Danielle Ruest, Nelson Ruest, — McGraw-Hill Osborne Media, 2009.
2. Cloud Security A Comprehensive Guide to Secure Cloud Computing Ronald L. Krutz Russell Dean Vines
3. Cloud Computing: A Practical Approach Anthony T. Velte Toby J. Velte, Ph.D. Robert Elsenpeter
4. Beginning Serverless Computing Developing with Amazon Web Services, Microsoft Azure, and Google Cloud
5. Cloud Computing: Implementation, Management and Security, CRC Press, 2017. Rittinghouse, John W., and James F. Ransome
6. Internet of Things: A Hands-On Approach Paperback – 2015 by Arsheep Bahga (Author), Vijay Madisetti (Author)

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Specialisation Electives (Finance). Students to choose 1 out of 2 subjects.

Course Name: Financial Engineering (FE)	**Course Code: MBA641F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course deals with the design of tailor-made debt, equity and hybrid instruments to solve specific problems which cannot be solved using conventional instruments. Such instruments are also called structured product. This course looks at situations which demand structured products, their design and pricing. We also look at innovative instruments and processes such as securitization process, types of credit derivatives, collateralized debt obligations (CDOs), and credit-linked notes (CLNs). The course also looks at the risk-return characteristics of these instruments and its economics. The ethical aspects of using structured products in the backdrop of 2018 financial crisis will also be discussed.

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

CLO1 Identify the need for structured products.
CLO2 Design and construct structured products.
CLO3 Analyse the risk-return characteristics of structured products.
CLO4 Validate the performance of structured products.
CLO5 Acknowledge the ethical aspects of structuring new products.

Pedagogy: Each topic will be covered starting with conceptual explanation of financial engineering method followed by a data-based exercise.

Syllabus

Unit I Introduction to Financial Engineering **6 Hours**

Definition and evolution of financial engineering, types of structured finance products, structured finance in India. Securitization – introduction, illustration, benefits to investors, asset-backed securities.

Deploying customized and special structures, hidden risks of structured finance market, regulatory aspects. Ethical aspects of structuring new products – what caused financial crisis of 2008? Role of structured finance products in the crisis.

Unit II Structured Products in Derivatives **6 Hours**

Interest rate derivatives – interest rate forward and future contracts, swaps, options, caps and floors. Credit derivatives – documentation & credit derivative terms, credit default swaps, credit default swap index, basket default swaps, asset swaps, total return swaps, economics of a total return swap.

Unit III Securitization and Structured products **6 Hours**

Basic principles of securitization, illustration of securitization, reasons and benefits, use of interest rate derivatives in securitized transactions, credit enhancement. Collaterized debt obligations (CDOs) – family of CDOs, basic structure of a CDO, CDOs and sponsor motivation, compliance tests.

UnitIV Synthetic financial products **6 Hours**

Introduction to synthetic products, examples of synthetic financial products, investor risk in synthetic transactions. Synthetic CDOs – motivation for synthetic CDOs, mechanics, funding mechanics, variations in synthetic CDOs, single-tranche synthetic CDO, advantages of synthetic structures. Structuring concepts in securitization – creating asset side of the cash flow, matching liability with the asset side, excel modelling.

Unit V Structured product for financing **6 Hours**

Synthetic money market structures – commercial paper, asset-backed commercial paper, synthetic funding structures. Credit-linked notes (CLNs) – illustration, motivation, settlement, forms of credit linking. Structured notes – definition, motivation for investors & issuers, issuance forms & issuer, creating structured notes, examples.

Essential Reference:

- Fabozzi, F. J., Davis, H. A., & Choudhry, M. (2006). Introduction to structured finance. John Wiley.

Recommended Reading

1. Tavakoli, J. M. (2008). Structured finance and collateralized debt obligations: new developments in cash and synthetic securitization (Vol. 509). John Wiley.
2. Knop, R. (2002). Structured products: A complete toolkit to face changing financial markets. John Wiley.

Assessment Outline:

Sl No	Particulars	Weightage

1	CIA-I	30
2	CIA-II	30
3	CIA-III	35
4	Attendance*	05

*Refer to Students Handbook for particulars

Course Name: Mergers, Acquisitions & Restructuring	**Course Code: MBA642F**
Total number of hours: 30 Hours	**Credits: 3**

Course Description: This course aims to make students understand the corporate strategies from mergers and acquisitions perspective. Different issues concerning valuation during M&A forms a part of this course learning. The legal and regulatory issues being so important to M&A, forms a part of the course learning.

Course Objectives: This course attempts to make students understand, evaluate, frame and execute the corporate mergers and acquisitions strategies in finance domain.

Course Learning Outcomes: On having completed this course student should be able to:
CL01 - Understand the Concepts and importance of Mergers, Acquisitions and Corporate restructuring to the business world.
CL02 - Evaluate the effectiveness of pre- and post-merger performances.
CL03 - Assess the effectiveness of different legal and Cultural aspects in Mergers, Acquisitions and Corporate restructuring transaction
CL04 -Determine the value of a company for a Mergers, Acquisitions and Corporate restructuring deal
CL05 - Demonstrate a working knowledge of the Takeover defences

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions, excel computations

Syllabus

Unit I Overview of Mergers and Acquisition and Corporate Restructuring 7 Hours
Introduction. History of Merger Movements. Forms of Corporate Restructuring: Expansions, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell Offs, Spinoffs, Split offs, Split ups, Divestitures, Employees Stock Option Plans (ESOPs), Equity Carve Outs, Master Limited Partnership (MLP). Corporate Control Premium, Buybacks, Standstill Agreements, Leveraged Buyouts. *Merger Process:* Five-stage model. Economic rationale for M&A. Major types of Mergers- Horizontal mergers - Vertical mergers - Conglomerate mergers - Concentric Mergers. Framework for analysis of mergers. Organization learning and organization capital. The Role of industry life cycle, Product life cycle in M&A.

Unit II Cost and Benefit of Merger 7 Hours
Cost and benefit analysis of merger (mergers as a capital budgeting decision) - Share exchange ratio - Problems of calculating pre and post merger performances.

Unit III Valuation 10 Hours
Multiples – various kinds of multiples and how to view this from the perspective of M&A. What are the factors which impact the multiple and how to find the right multiple to value the company. Risk free rate of return – Key things to remember while doing cross border M&A. Beta- What factors impact beta. Levered and unlevered beta. Valuation during special situation of M&A- growth companies, distress companies, stable growth companies, listed and unlisted companies, volume and liquidity discount, companies with negative cash

flows, cash risk companies, IRR expectations, control premium. Valuation for cash Vs stock deals. Common mistakes / biases at the time of valuation. Negotiation for valuation in M&A deals – convert structure, warrant structure and other ways of structuring options. Special situation in valuation – SEBI valuation rules, takeover code valuation rules, FDI valuation rules.

Unit IV Legal and Cultural Aspects in Merger **3 Hours**

Organizational and human aspects – managerial challenges of M & A - - Legal and regulatory frame work of M & A – provisions of companies act 1956 - Indian Income Tax act 1961 - SEBI takeover code

Unit V Take Over Defences **3 Hours**

Takeover defences – financial defensive measures – Coercive offers and defence – anti-takeover amendments – poison pill defence.

[Total 30 Hours]

Essential Reading

Donald M. DePamphilis., Mergers, Acquisitions, and Other Restructuring Activities (10th Edition). Elsivier

Recommended Reading

1. Weston., Fred,(2001). *Mergers & Acquisitions*. McGraw Hill.
2. Galpin., Timothy J, Herndon, Mark. Jossey Bass,(2007). *The Complete Guide to Mergers andAcquisitions: Process Tools to Support M&A Integration at Every Level*. 2nd edition.
3. Feldman, Mark L / Spratt, Michael Frederick., (1999). *Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change.* 1st edition, New York: Harper Business.
4. (2001).*Harvard business review on mergers and acquisitions.* Boston: Harvard Business School Press.
5. Burrough., Bryan, Helyar, John,(1990). *Barbarians at The Gate: The Fall of RJR Nabisco.* 1 st e, New York: Harper & Row;. xvi, 528 p., 32 p of plates ISBN: 0060161728. Collins Business 2008.
6. Gaughan., Patrick A, (2010). *Mergers-What Can Go Wrong and How to Prevent it.* 1st edition, Wiley Finance.
7. Damodaran., Ashwath,(2009), *Damodaran on Valuation.* 2e, John Wiley.

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Behavioural Finance	**Course Code: MBA643F**
Total number of Hours: 30 Hours	**Credits: 3**

Course Description: This course seeks to provide comprehensive knowledge to the students about irrational investor behaviour and about how to create individual investor portfolios that account for their irrational behaviour. This course will also help students become more introspective about their own behaviour and enable them to create a portfolio that works best for themselves.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Understand different behavioural biases exhibited by investors.
CLO2 Analyse why clients make the decisions that they do and whether their behaviour needs to be modified or adapted.
CLO3 Design portfolios for different clients after taking their behavioural biases into account.
CLO4 Review work done by some of the key people who have shaped the current body of behavioural finance thinking.
CLO5 Design an experiment to test for the behavioural biases exhibited by different individuals.

Pedagogy: This course uses multiple pedagogies like interactive lecture, discussions, presentations, video tutorials, case studies, research articles, etc

Syllabus

Unit I Introduction to Behavioural Finance 3 Hours
What is Behavioural Finance? – The Big Picture, Standard Finance v/s Behavioural Finance, The Role of Behavioural Finance in Creating a Successful Advisory Relationship; The History of Behavioural Finance – Historical Perspective on the link between Psychology and Economics, Modern Behavioural Finance, Psychographic Models used in Behavioural Finance; Introduction to Behavioural Biases – Definition and Categorisation, Differences between Cognitive and Emotional Biases.

Unit II Belief Perseverance Biases 6 Hours
Cognitive Dissonance Bias, Conservatism Bias, Confirmation Bias, Representativeness Bias, Illusion of Control Bias, Hindsight Bias – Description, Practical Application, Research Review, Diagnostic Testing and Advice.

Unit III Information Processing Biases 6 Hours
Mental Accounting Bias, Anchoring and Adjustment Bias, Framing Bias, Availability Bias, Self-Attribution Bias, Outcome Bias, Recency Bias - Description, Practical Application, Research Review, Diagnostic Testing and Advice.

Unit IV Emotional Biases 6 Hours
Loss Aversion Bias, Overconfidence Bias, Self-Control Bias, Status Quo Bias, Endowment Bias, Regret Aversion Bias, Affinity Bias - Description, Practical Application, Research Review, Diagnostic Testing and Advice.

Unit V Application of Behavioral Finance to Asset Allocation and Behavioural Investor Types 9 hours
Application of Behavioural Finance to Asset Allocation, Best Practical Allocation, Guidelines for Determining Best Practical Asset Allocation, Investment Policy and Asset Allocation, Case Studies. Behavioural Investor Type Diagnostic Process, Background of the Development of Behavioural Investor Types, Psychographic Models of Investor Behaviour, Early Psychographic Models, The Behavioural Alpha Process – A Top-Down Approach, Behavioural Investor Types – Preserver, Follower, Independent, Accumulator.

Essential Reading
Michael M Pompian, Behavioural Finance and Wealth Management, Wiley Finance.

Recommended Reading
Daniel Kahneman, Thinking, Fast and Slow, Penguin Books.
HershShefrin, Beyond Greed and Fear, Oxford University Press.

Assessment Outline:

S. No.	Particulars	Weightage
1	CIA I	10
2	CIA II	25
3	CIA III	35
4	CIA IV	25
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (FinTech)

Course Name: Cyber Security Technology and Application	**Course Code: MBA641T**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: This is a cross-functional elective course offered in the fifth trimester to students across all specializations. In this course Students learn various aspects of International Business in terms of concepts, operations, opportunities and challenges.	
Course Learning Outcomes: On having completed this course student should be able to: CLO1 Demonstrate the understanding of the cyber security concept and its need CLO 2 Demonstrate the understanding of the cyber crimes lanscape CLO3 Illustrate the Cyber crimes in context of financial services industry CLO4 Demonstrate the understanding of evolution of cybersecurity technology CLO 5 Evaluate the digital strategy for cyber security	
Pedagogy: This course uses multiple pedagogies like interactive lecture, presentations, students discussions, HBR case and article analysis, and a field visit in the form of experiential learning.	
Syllabus **Unit I Introduction to Cybersecurity** **3 Hours** Overview of Cyber Security, Need of Cyber security, Cyber Crime-Definitions, Cyber crime:The legal perspective, Cyber crime: The Indian perspective, Cyber crime and Indian ITA 2000. Global perspective on Cyber crimes **Unit II Introduction to Cybercrimes** **3 Hours** Cyber Crime, Types of Attacks-Reconnaissance, Passive attacks, Active attacks. Social Engineering. Cyber café and Cyber crimes, Botnets-The fuel for cyber crime, Attack Vector, Cyber crime and Cloud Computing, Tools and Methods used in Cyber crime-Proxy servers and anonymisers, Phising, identity theft, Password cracking, Keyloggers and spyware,	

Virus and worms, Trojan horses and Backdoor, Steganography, DoS and DDoS attacks, SQL injection, Buffer Overflow, Attacks on Wireless networks,

Unit III Cyber Crimes in Financial Services Industry **9 Hours**

Evolving Cyber threat landscape in Financial services industry, Account Takeovers, Payment systems-Fraudulent money transfers, counterfeiting of storedvalue cards, ATM Skimmimg, Point of sales terminals,Mobile Banking exploitation, Advanced persistent threats, Insider and internal Threats, Denial of service attacks, Securities and Market Trading Breaches, Third-Party-Payment Processor Breaches, IT Supply Chain Infiltration, Financial and Non-financial impact of cyber crimes- Issuance of regulatory fines for insider trading or non-compliant use of customer data, Damaged Brad reputation, loss of competitive position, lost invester confidence, lost clients, Legal repurcussions, increased security risk, Loss of critical personeel, business disruption, Future tech threats-Bring your own technology, NFC, Big Data and the cloud, Mobile, Self mutating computer virus, Wearables, payemts technology, Old source code, Bio Hacking, New types of attacks

Unit IV Cyber Security Technology **6 Hours**

Evolution of cyber security technology, Legacy cyber security systems, Advancements in cyber security technology -Artifical intelligence, Machine learning, Big data, Cognitive computing, Apps 3.0, Mobile virtualisation, Tokenisation, Bring your own identity, Biometerics, Homomorphic encryption, Quantum Cryptography, Polarised security screens, Thin Clients, Advanced forensics, New signature based Solutions, Data elemental protection,

Unit V Digital Strategy for Cyber Security **9 Hours**

Reactive, proactive and operational security. Implementing proactive security-Vulnerability assessment, penentration testing, social engineering assessment, web application security assessment. Reactive cybersecurity- Monitoring, response, disaster recovery, forensic investigations. Operational security-security opertions and continouous monitoring, proactive versus reactive security, Threat intelligence systema and its importance, Digital forensics, Real time incidence response system

Essential References

1. Ozkaya (2019). Cybersecurity: The Beginner's Guide: A comprehensive guide to getting started in cybersecurity. Packt Publishing.
2. Diogenes(2019). Cybersecurity – Attack and Defense Strategies: Counter modern threats and employ state-of-the-art tools and techniques to protect your organization against cybercriminals, 2nd Edition. Packt Publishing.
3. Godbole & Belapure(2011). Cybersecurity:Understanding cyber crimes, computer forensics and legal perspectives . Wiley Publishing

Recommended References:

Akinbowale, O.E., Klingelhöfer, H.E. and Zerihun, M.F. (2020), "Analysis of cyber-crime effects on the banking sector using the balanced score card: a survey of literature", *Journal of Financial Crime*, Vol. 27 No. 3, pp. 945-958. https://doi.org/10.1108/JFC-03-2020-0037

World Bank(2020). Financial Sector's Cybersecurity: A Regulatory Digest. Available at: http://pubdocs.worldbank.org/en/361881595872293851/CybersecDigest-v5-Jul2020-FINAL.pdf

IIF(2017). Cyber Security & Financial Stability: How cyber-attacks could materially impact the global financial system. Available at: https://www.iif.com/Portals/0/Files/IIF%20Cyber%20Financial%20Stability%20Paper%20Final%2009%2007%202017.pdf?ver%3D2019-02-19-150125-767

Lockheed Martin Corporation (2015), Guide to Cybersecurity for Financial Services Firms. Available at: http://www.cutoday.info/content/download/26039/218761/version/1/file/Lockheed+Martin+Guide+to+Cybersecurity.pdf

Smith (2015). The Future of Data Security in Financial Services. Available at: https://thefsforum.co.uk/app/uploads/2015/10/DataSecurityGFF.pdf

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

DISCIPLINE SPECIFIC ELECTIVES (Entrepreneurship & Innovation)

Course Name: Family Business Management	**Course Code: MBA641N**
Total number of hours: 30 Hrs	**Credits:** 3
Course Description: Today, there is a great need of job creators rather than only increasing the workforce of job seekers. Keeping this in mind, this course of Family business has been designed. The purpose of this course is to motivate and equip the students with the necessary knowledge and skills which are required to start and manage not only a enterprise but also to manage successfully a family business as well.	
Course Learning Outcomes: On having completed this course, student should be able to: CLO1: Describe and demonstrate the knowledge of the various issues and aspects relating to management of Family Business. CLO2: Understand and Analyze the various factors relating to family business conflicts, succession of family enterprises. CLO 3: Evaluate and Point out the various issues relating to Governance of Family Business. CLO4 Examine the succession planning issues and development of right successor CLO5 Discover the dynamics of family business and changing contours of family business	
Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, research article, and form of experiential learning.	

Syllabus

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

Family Business: Concept of Family Business- Importance and Characteristics of Family Business, Uniqueness of Family Business- what makes the family enterprise so successful? Difference between family-owned firm and family-controlled firm, Family Business v/s Non family Business, Systems theory perspective, 3 Circle Model of Family Business, Life cycle of Family Business- Ownership, business and family dimension, Advantages of FB, key challenges facing the family businesses in India.

Unit II Understanding the Family Business Dynamics **6 Hours**

The Family systems theory, role of genograms in family system- family and ownership of business dichotomy- responsibilities and rights of a shareholder of a family business, effective governance, family constitution, planning for succession in law, conflicts in the family, resolving the conflicts, stages of conflict

Unit III Family Business Governance **6 Hours**

Family Business and governance: meaning and challenges to family governance, advisory board and board of directors- responsibilities, family meetings and family councils– role and benefits, family offices, board and family council- how they work together, professional management, effective outside boards.

Unit IV Governance Structure and Succession Planning **6 Hours**

Family business governance, family constitution, content and process, managing the transition of ownership and decision-making, managing successor development strategy

Unit V Family Business in Transition **6 Hours**

Managing change: adapting to the future; the changing role of women in family business; professionalization of family business; lessons from long-running family businesses

Essential Reference:

1. Ernesto J. Poza and Mary S. Duagherty (2015) Family Business, Cengage Learning, New Delhi.
2. Gersick, K.E., Davis, J.A., Hampton, M.M., & Lansberg, I. (1997). Generation to Generation: Life Cycles of the Family Business. Harvard Business School Press.

Recommended References:

1. Ramachandran, K., The 10 Commandments for Family Business, N. Delhi: Sage Publishing
2. Ward, J., Perpetuating the Family Business: 50 Lessons Learned from Long Lasting, Successful Families in Business, N York: Palgrave Macmillan

Assessment Outline:

Sl. No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III	20
4	End Trimester Exam	30
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

GENERIC ELECTIVES (Students to choose 1 out of 4 subjects) Basket 1

Course Name: Personal Financial Planning	**Course Code: MBA 661F**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course introduces students to two important areas in Finance. They are financial planning and wealth management. Two approaches are used in this course. One is an individual's financial planning and asset allocation. The basic premise is that for students to do well in wealth management career, they should be able to manage their own personal wealth. Through this course students are exposed to the world of different investments opportunities.

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

CLO1 Demonstrate an understanding of the theories and concepts of the financial planning process and wealth creation

CLO2 Create a personal financial plan

CLO3 Analyse the risk-return characteristics of different asset classes available to individuals for investing

CLO4 Create portfolio for a client based on their risk tolerance, constraints and unique life circumstances

CLO 5 Evaluate tax implications of a particular plan

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions, PPTs, Video tutorials, Case studies, research articles

Syllabus

Unit I Overview on Financial Planning and Wealth Management **5 Hours**

Introduction to wealth management, Concepts of being rich, concept of asset classes, Risk and return trade-off and risk profiles. Introduction to financial planning, Life cycle analysis, Financial planning process

Unit II Asset classes **12 Hours**

Equity, Debt, Mutual Funds, Gold, Real Estate, Challenges in investing in Real Estate, Urban Vs Rural, Residential Vs Commercial, Land Vs Build Properties, REIT, Private Equity, Venture Capital, Structured Notes, Quant Funds and Offshore Opportunities

Unit III Investing through Insurance **3 Hours**

Role of insurance as a risk mitigant, Introduction to various types of risks, Concept of insurable risks from an investor's perspective, Various insurance products available – Life and Non-Life, Concept of Human Life Value (HLV) and methods of computing HLVs.

Unit IV Asset allocation strategies **6 Hours**

Asset allocation decision from an Investor's perspective, Active Vs passive strategies, Asset allocation strategies – Strategic Asset Allocation, Constant Weighting Asset Allocation, Tactical Asset Allocation, Dynamic Asset Allocation, Insured Asset Allocation, Integrated Asset Allocation.

Unit V Personal Tax Planning **4 Hours**

Personal Tax planning and tax computation.

Recommended Books:

How to get rich and retire early, S G Raja Sekharan (2013), Maple Press

Additional Suggested Reading:

1. The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets by Harold Evensky, Stephen M. Horan, Thomas R. Robinson, Roger Ebbotson
2. From the Rat Race to Financial Freedom by Manoj Arora
3. Wealth Management by Ashiya Manish
4. All about Investing by Facrber Esme
5. Introduction to Financial Planning by Indian Institute of Banking & Finance
6. Personal Finance by Kapoor Jack R., Dlabay L.R., Hughes R.J.

Wealth Management, Finance Essentials Series by Dunn & Bradstreet

Assessment Outline:

Sl.No	Particulars	Weightage
1	CIA- I	20
2	CIA-II	25
3	CIA-III a	25
4	CIA–III b	25
5	Attendance*	05

Note: * Refer to Students Handbook for particulars

Course Name: Innovation and Design Thinking	**Course Code: MBA 661S**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a choice based core paper offered in the sixth trimester to students across all specializations. The course focuses on the manager's or leader's role as an innovator and facilitator of innovation by others. Design thinking is a method of applying creativity to come up with novel solutions to tough problems. The second part of the course helps develop an appreciation as well as skills for design thinking.

Course Objectives: This course attempts to make students understand the design thinking process and its elements, different dimensions of innovation and its implications in design products, processes and services.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 To illustrate the students on the evolution of design thinking and innovation
CLO2 To identify the concept of human centred design
CLO3 To construct problem framing and definition
CLO4 To determine idea generation and concept development
CLO5 To recommend the organisation for innovation

Pedagogy: This course uses multiple pedagogies like interactive lecture, students' discussions and PPTs, info graphics and form of experiential learning through in class hands on experiments on design thinking steps.

Syllabus

Unit I Introduction **6 Hours**

Understanding innovation by looking at how it is defined, various types of innovation, Base of the pyramid innovation, frugal innovation, managing disruptive innovation, open

innovation, factors influencing innovation in organizations, innovation and firm size, building systematic organizational innovation capabilities.

Unit II The design process and business model innovation **6 Hours**
What is design thinking? The design process and business model innovation. Design research, visualization.

Unit III Human-centered design & achieving deep customer understanding **6 Hours**
Journey mapping, value chain analysis, and mind mapping.

Unit IV Identifying opportunity areas: Problem framing and definition **6 Hours**
Brainstorming and rapid concept development, assumption testing, rapid prototyping.

Unit V Idea generation, concept development and implementation **6 Hours**
Customer co-creation, learning launches, and storytelling.

Essential Reading

1. Brown, Tim (2012). *Change by Design*. Harper Business.
2. Liedtka, Jeanne M, Ogilvie, Tim. (2011). *Designing for growth: A Design thinking toolkit for Managers*. New York: Columbia Business School Publishing.

Recommended Reading

1. Krishnan. Rishikesh T. & Dabholkar, Vinay M, (2013). *8 steps to innovation*. HarperCollins Publishers India.
2. Afuah, Allan (2009). *Strategic Innovation: New Game Strategies for Competitive Advantage*. Routledge.

Course Name: Wellbeing at Work	**Course Code: MBA661H**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course explores key definitions of wellbeing at work, theoretical approaches to wellbeing from occupational psychology and explores both positive and negative aspects of workplace welfare. The course will also discuss methods of assessing employee wellbeing, gain an overview of the key issues related to wellbeing at work, and consider the factors affecting wellbeing. This is a cross-functional elective course offered in the sixth trimester to students across all specializations.

Course Objectives: The course presents historical context of wellbeing and existing definitions, overview of theoretical approaches to wellbeing in occupational psychology, overview of wellbeing across individuals' working lives, positive and negative aspects of wellbeing at work, key issues around wellbeing for employees, managers and organizations.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Explore the historical context of wellbeing and existing definitions
CLO2 Critically evaluate theoretical approaches to wellbeing in organisational psychology
CLO3 Discuss the impact of wellbeing on individuals' working lives
CLO4 Identify the positive and negative aspects of wellbeing at work
CLO5 Assess and measure wellbeing and work engagement

Pedagogy: This course uses multiple pedagogies like interactive lecture, students discussions and PPTs, research article and experiential learning.

Syllabus

Unit I The context of wellbeing **6 Hours**

Context of wellbeing: Historical context of wellbeing, context for wellbeing at work, Happiness and Wellbeing, stress factors at work, causes of stress, recognizing stress, cost of stress,

Unit II Approaches to wellbeing **6 Hours**

Theoretical approaches to wellbeing: Hedonic and eudaimonic perspective, psychological wellbeing and subjective wellbeing, positive affect and negative affect, flourishing, life satisfaction,

Unit III Wellbeing at work **6 Hours**

Evidence from research studies, drivers of wellbeing at work – personal resources, organizational system, functioning at work, experience at work, Positive and negative aspects of wellbeing at work; The key issues around wellbeing for employees, managers and organizations

Unit IV Factors affecting wellbeing **3 Hours**

Factors affecting wellbeing - Biology and wellbeing, demographics and wellbeing.

Unit V Measuring Wellbeing and Engagement **9 Hours**

Measuring wellbeing and work engagement. Model on dimensions of wellness, tripartite model of wellbeing, PERMA model of wellbeing, McCallum & Price's model of holistic wellbeing, VIA character strengths and action plan. Measuring Work engagement – work engagement and related concepts, Gallup Q12, Utretch Work Engagement Survey (UWES), Job Demands and Resources (JD-R) model and COPSOQ3.

Essential Reference:

Diener, E., Oishi, S., & Tay, L. (2018). Handbook of well-being. Salt Lake City, UT: DEF Publishers.

Recommended References:

1. McKee, A. (2014). Being happy at work matters. Harvard Business Review
2. NEF, K. J., Mahony, S., & Saamah Abdallah, J. M. (2014). Well-being at work: A review of the literature
3. Beard, A. (2015). The happiness backlash. Harvard Business Review
4. Fisher, C. D. (2014). Conceptualizing and measuring wellbeing at work. Wellbeing Burr et al (2019), The third version of the Copenhagen Psychosocial Questionnaire (COPSOQ)

GENERIC ELECTIVES (Student to choose 1 out of 3 subjects) – Basket 2

Course Name: E-Business	**Course Code: MBA662L**
Total number of hours: 30 Hrs	**Credits: 3**
Course Description: The subject enhances the level of practical knowledge of E-Business thereby helping students to appreciate the integral part played by electronic means of doing business. It prepares them to be able to implement digital technologies in business.	
Course Objectives: This course attempts to enhance the level of practical knowledge about E-Business thereby helping students to appreciate the integral part played by electronic means of doing business.	
Course Learning Outcomes: On having completed this course student should be able to:	

CLO1 Understand the business models and technology of e-business.
CLO2 Analyse the technological platforms, social media, m-commerce and social media networks based business models in the context of e-business.
CLO3 Apply e-business models in supply chain, retailing, and service sectors.
CLO4 Evaluate the ethical dimensions of e-business.
CLO5 Develop managerial and technological skills to manage electronic media, social network and e-business.

Pedagogy: This course uses multiple pedagogies like interactive lecture, classroom discussions, presentations, HBR cases, and article analysis.

Syllabus

Unit I Introduction of Electronic Business: Models, Concepts, and Technology 6 Hours
Overview of E-Commerce, Unique features of E Commerce, Types, origins and growth of E Commerce, Electronic Commerce Business models, Infrastructural requirements, E-commerce and internet, World Wide Web Wireless and handheld devices, Cloud based e-business

Unit II Business Applications 6 Hours
Online Retailing, E-SCM, collaborative commerce, online services (Financial services, travel & online career services), E-Governance

Unit III Building an E-Commerce site and Search optimization 6 Hours
Systematic approach to building an EC web site, Choosing Software, tools, hardware for EC, Search engine marketing (SEM) and Search engine optimization (SEO)

Unit IV Introduction Mobile Technologies and M Commerce 6 Hours
Introduction – Infrastructure of M–Commerce – Types of Mobile Commerce Services – Technologies of Wireless Business – Benefits and Limitations, Support, Mobile Marketing & Advertisement, Non– Internet Applications in M–Commerce – Wireless/Wired Commerce Comparisons.

Unit V Social Media and Social Media and Networks based business models 3 Hours
Social media applications for E-Business, Social media analytics, Networks and Platform Based Business Models

Unit VI Ethical and legal issues 3 Hours
E-Commerce and ethics, Privacy regulations and information rights - Indian and global perspectives

Essential Reference:
Laudon, Kenneth. C., & Traver, Carol. Guercio. *E-commerce- business. Technology Society* (13th ed.) India: Pearson Education.

Recommended References:
1. P T Joseph S J, *E-Commerce: An Indian Perspective*. Fourth Edn, India: Prentice -Hall of India Pvt. Ltd. Publications.
2. Schneider Gary P., *Electronic Commerce*. Fifth Edn, USA: Thomson - Course Technology Publications.
3. Bhasker Bharat, *Electronic Commerce Framework. Technologies and Applications*. Third Edition, India: Tata McGraw Hill Co. Ltd. Publications.

4. Schneir Bruce and Ferguson Neils., *Practical Cryptography*. Wiley- Dreamtech India Private Ltd. Publications.
5. Awad Elias M., *Electronic Commerce", From Vision to Fulfillment*. PHI Publications.
6. Kalakota Ravi B and Whinston Andrew B., Latest, *Frontiers of Electronic Commerce*. USA: Addison Wesley Publications

Course Name: Designing for New Products and Experiences	**Course Code: MBA662M**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This course is offered as a core elective for students of all specializations in the fifth trimester. The three-credit course is designed by converging principles of new product development and design thinking to offer a new approach towards designing innovative customer value propositions. The course gives emphasis on developing value propositions that are not only tangible in nature but also intangible. Experiences, being one of the most inimitable values that companies are trying to create is given significant scope and focus in this course. The course is offered in workshop mode and the students will be expected to work in groups on chosen projects. The assessment will be continuous with a summative group report expected to be submitted by student teams at the end of the course.

Course Objectives: To enable students to apply principles of design thinking in developing new products

Course Learning Outcomes: On having completed this course student should be able to:
CLO 1: Apply principles of design thinking in developing new products.
CLO 2: Conduct in depth customer research and develop insights.
CLO 3: Develop prototypes of products and experiences.
CLO: 4 Create effective presentations for launching new products and experiences

Pedagogy: This course uses multiple pedagogies like interactive lecture, student discussions, workshops , case study, Research articles and experiential learning.

Syllabus

Unit I Introduction to new product development and design thinking 4 Hours
The conventional linear new product development model is introduced with merits and limitations. Design thinking as an approach to innovation is introduced with the fundamental principles and processes

Unit II Problem identification 4 Hours
Understanding used cases, understanding customer pain points, product consumption and usage challenges, intangibles and experiential challenges and scope for improvement

Unit III Empathy 5 Hours
Ethnographic research paradigms to conduct in depth research on users, user experiences and user challenges.

Unit IV Problem definition 5 Hours
Defining the problem after in-depth customer research, developing a compelling point of view and developing specific criteria for new product/experience to be created

Unit V Idea generation and brainstorming **6 Hours**

Developing new ideas to address the challenges identified during research and specified during problem definition stage. New tools for brain storming and concept development

Unit VI Rapid prototyping and co-creation **6 Hours**

Prototyping tools and techniques. Frameworks for rapid prototyping. Elevator and napkin pitches. Pitching new products and feedback. Developing frameworks for co-creating experiences with users

Essential Reference:

1. Brown, Tim (2012). *Change by Design*. Harper Business.
2. Kahn, Kenneth, B, (2012) PDMA handbook of new product development, 3rd Ed, Wiley
3. Liedtka, Jeanne M, Ogilvie, Tim. (2011). *Designing for growth: A Design thinking toolkit for Managers*. New York: Columbia Business School Publishing.

Course Name: Business Law	**Course Code: MBA662S**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: This is a cross functional elective course offered in the sixth trimester to students across all specializations. This course emphasizes the importance of law and various enactments relating to business. It also enables a student to have good knowledge in the Commercial, Corporate, and Information Technology, IPR Law and Security Legislations for entrepreneurs and managers which is very essential.

Course Objectives: Business Laws in the Real Time business environment is very important for the students across all specializations. The objective of this course is to understand the Legal Aspects of the Business which are important for them as Prospective Business Entrepreneurs' and Managers. To identify laws and their uses in decision making for managers along with drafting contracts and agreements.

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

CLO1 Understand Business Legal regime and its modus operandi.
CLO2 Interpret the various enactments and its impact on business.
CLO3 Assess the impact of the current applicable laws on the various business entities.
CLO4 Enable to draft and examine various types of contracts.

Pedagogy: This course uses multiple pedagogies like interactive lecture, student's discussions and PPTs, Supreme Court, High Court and Tribunal Case laws, Circulars, and Notifications issued from time to time.

Syllabus

Unit I Introduction & Law of Contract **6 Hours**

Meaning of Law, Purpose of Law, Sources of Law, Classification of Law, National and International Law, Law of contract – definition, Classification of a contract (including quasi contracts), offer or proposal, acceptance (including exceptions), consideration (including exceptions) introduction to capacity to contract (including exceptions), Discharge of contracts, remedies of breach of a contract, Contract of indemnity and guarantee (including

exceptions and types)]. Contract of bailment and pledge (including duties and rights and termination of bailment and pledge), Principal and agent, Introduction to E – Contract and E Commerce (Objectives and its implications on the market) (To discuss Case Laws)

Unit II Non Corporate and Corporate Law **8 Hours**

Brief introduction of Non corporate entities like Sole Proprietorship, HUF, Societies and definition and process of Partnership, Rights and Duties of Partners, Termination of partnerships, LLP Act, Definition of a company, Incorporation and its procedure, Types and procedures of conducting meetings (including AGM, SM and EGM), Shares and its types, Directors and kinds of directors, Qualification, Appointment and removal of directors, Resolutions and types of resolutions and its procedure, Qualifications, Rights, Duties and disqualifications of an auditor, borrowings loans debentures and investments, Prevention and oppression of management and its procedure, Winding up of a company and its procedure. (To discuss Case Laws and only Companies Act 2013 provisions with amendments to be discussed)

Unit III Security Legislations **4 Hours**

Negotiable Instruments Act: Promissory notes, Bills and cheques, crossing of cheques, Negotiation, Presentment of negotiable instrument, Banking: SARFESI Act (Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002), Purpose, Introduction and risk management in securitization, Debt recovery tribunals its objectives and its purposes, Prevention of Money Laundering Act (objectives and purposes), Insurance Act - Essential Elements of Insurance Contracts, (To Discuss Case Laws)

Unit IV Property Law **6 Hours**

Classification of Property – Moveable and Immovable Property / Tangible and Intangible Assets- Definition and Essentials of sale, Sale and Agreement to Sell – Rights and Duties of Seller and Buyer – Rights of an unpaid seller, Conditions and warranties (including types of warranties),(Sale of Goods Act. Rights and Liabilities of Parties - Mortgage of Immovable Property - Hire Purchase / Lease of Property, Exchange / Gift / Assignment of Property, IPRs-Introduction, Trade Related Intellectual Property Rights (TRIPS), Definition of patents, Register of patents
and its procedure, Revocation of patents, Definition of copy right, Copy rights and it ownership, Infringement of copy right, Definition of a trade mark, Functions of a trade mark, Procedure and duration of a trade mark, Assignment and transmission of trade mark. (To Discuss Case Laws)

Unit V Consumer protection and economic laws (self learning module) **6 Hours**

1. **Tax Laws**: Classification of Taxes and overview of the Acts on Income Tax, Central Goods and Service Tax Act, 2017, which covers Excise , Sales Tax, VAT, Service Tax, Customs Duty Acts. (To Discuss Case Laws)
2. **Consumer Protection Act**, 1986: Definition of consumer, Consumer Protection Councils and Consumer Redressal Forums(To Discuss Case Laws)
3. **Information Technology Act**, 2000: objectives, meaning of digital signature, protection of transfer of information under this act, (To Discuss Case Laws)

4. **Right to Information Act**: Objectives, Definition of information, Organizations covered under this act, Exceptions under RTI Act(To Discuss Case Laws)
5. **Environment laws**: Types of Pollution, Rule of Strict Liability and Absolute Liability, Applicability of Criminal Law, Environmental Legislations in India – An Overview (To Discuss Case Laws)
6. **Alternative Dispute Resolution Mechanisms**: Overview of Arbitration and Conciliation Laws in India (To Discuss Case Laws)

Essential Reference:

Kumar Ravinder. (2018). Legal aspects of business (4th Edition.). New Delhi: Cengage Learning

Recommended References:

1 Albuquerque Daniel, Legal Aspects of Business(2nd Edition, Oxford University Press, 2015

2 Saravanavel and Sumathi, Business Law for Management, (5thEdition), 2017, Bombay, Himalaya Publishing House

3 Jabwala, N.H. (2017).The law of contracts (33rd Edition), Bombay: C, Jamunadas & Co Publications.

Master Thesis / Alternative Options (All specializations)

Course Name: Master Thesis	**Course Code: MBA681**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description

Master Thesis is an optional three credit research-based course that is done by students during their 5th and 6th trimesters. The course is open to all MBA students. A guide is allocated to every student to advise and guide him/her in conducting literature review, formulating the research problem, collection of data, analysis and preparation of report.

Course Objective

This course attempts to enable the student to identify and formulate relevant research questions, to get
them trained in report writing and to prepare them for a consulting career.

Learning Outcomes

- To enable the student to identify and formulate relevant research questions by integrating
  knowledge from different sources.
- To help the students to get trained in report making which focuses on problem solving based on
  empirical evidence and data visualization techniques.

- To prepare the student for a consulting career.

Review of Literature
The literature used should support the researcher's arguments relating to his/her research question and
aim and objectives of the study. It should uphold methodology. The literature review should be comprehensive and up to date. All the papers referred for literature review have to be properly referred
strictly following the APA guidelines.

Methodology
The research methodology has to be predominantly survey-based research and primary data. The use of secondary data will be encouraged only if valid justifications are provided. The methodology should include data collection methods, type of data, tools used, pilot study details, method of analysis.

Analysis
Analysis should be done using SPSS/ Excel or any other tool appropriate for the study. Qualitative
research alone should not be encouraged. However, a mixed methodology approach (qualitative study
along with a quantitative study) is acceptable. Presentation and analysis of qualitative data and
quantitative data have to be done as appropriate.

Discussion
While discussing the results, they should be linked to the literature review. It should be discussed how
similar/ different is the study result with reference to literature review and what could be the reasons for such similarity/difference. The implications of the study should be discussed at two levels- academic implications and industry implications.

Reporting
The thesis should be of minimum 70 pages (20000 words) and maximum 100 pages (25000 words).Theses should be printed only on one side of the paper. APA formatting style should strictly be followed for referencing. The reporting (formatting, styling, structure of report) should be in adherence to the APA (6 th ed.).

Assessment focus and evaluation
Assessment and evaluation of the master thesis will be based on the parameters as discussed in detail
below. The marks for master thesis is split over 5th and 6th trimester. The final evaluation comprises of 25 marks by research guide in the 5th trimester and the average of external evaluation and internal evaluation (125 marks) in the 5th & 6th trimester.

Bibliography
1. American Psychological Association. (2009). Publication manual of the American Psychological
Association (6th ed.). Washington, DC.
2. Chawla, D. (2011). Research Methodology Concepts and Cases. New Delhi: Vikas Publications.

3. Cooper, D., & Schindler, P. (2009). Business research methods (4th ed.). New Delhi: Tata
McGraw Hill Publication

Course Name: Capstone Project	**Course Code: MBA683**
Total number of hours: 30 Hrs	**Credits: 3**

Course Description: The Business Analytics Capstone project is a three-credit course offered to Business Analytics Specialization students in their fifth and sixth trimesters. A capstone project is a mode of experiential learning, carried out at the culmination of the program. It gives the students an opportunity to apply what they have learnt about how to make data-driven decisions to a real business challenge faced by various companies.
The students will have to choose a reputed organization and study a specific business problem associated with it. The specific role that the student will be playing in the organization and the scope of their work in the company will have to be finalized in consultation with the corporate mentor and with the approval of the academic mentor.
The students are required to submit a final report in the specific format detailing their learning in the organization in addition to apprising their academic mentor of the weekly progress.

Course Learning Outcomes: On having completed this course student should be able to:
CLO1 Develop the ability to design an analytics research project.
CLO2 Articulate a business problem based on the theoretical and practical understanding acquired from various courses.
CLO3 Devise a methodological framework using the conceptual and practical knowledge gained through the courses to decipher effective solutions.
CLO4 Appraise the business problem using appropriate analytical techniques using tools namely IBM SPSS, R Programming, Python, Tableau, Cognos, QlikView and IBM Watson to arrive at feasible solutions.
CLO5 Report the findings and solutions of the project verbally and in writing.

Pedagogy: The students are required to identify an organization and the topic/problem for study during their fourth trimester in consultation with their corporate mentor approved by the academic mentor. Students are required to undergo a minimum period of 6 weeks of study. They need to produce the Initial Information Report giving the details of the project, company and corporate mentor before the end of the first week of their joining. The student will need to be in constant touch with the academic mentor explaining the progress of the project. The students will be evaluated based on their frequent interactions with the mentor, panel review, presentations at various stages, review by an industry expert and the conference presentations.

Assessment Outline:

Sl. No	Particulars	Weightage
1	Panel Review I	20
2	Panel Review II	20
3	Preliminary Report	20
4	Panel Review III	15
4	Project Report, Presentation & Viva-voce	30
5	Evaluation by External Supervisor	30
6	Conference Presentation/Publication	15