



THIAGARAJAR SCHOOL OF MANAGEMENT (AUTONOMOUS)

**Re-accredited by NAAC with 'A+' Grade
NIRF 2023 – All India Rank in Management Category: 90
PambanSwamy Nagar, Thirupparankundram,
Madurai - 625005**



MASTER OF BUSINESS ADMINISTRATION

Two-Year AICTE Approved Full-Time Residential Programme

Affiliated to Madurai Kamaraj University

ACADEMIC REGULATIONS FROM

17-July-2024

MBA 2024-2026 BATCH

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Thiagarajar School of Management (Autonomous)
Madurai
Board of Studies – MBA
Agenda

A Board of Studies meeting for MBA programme is conducted on **17 July 2024** (Wednesday) at 11:30 am.
The agenda for the meeting is given below:

1. Overview by Dr. Murali Sambasivan, Director.
2. MBA Programme structure presentation by Dr. M. Balaji, Dean-MBA.
3. To review and approve the MBA programme structure, the scheme of examinations and related matters for the batch of 2023-2025.
4. To review and approve the MBA programme structure, the scheme of examinations and related matters for the batch of 2024-2026.
5. Any other matter with the permission of the Chair.

Dean-MBA



Thirupparankundram, Madurai 625 005, Tamil Nadu.

(Autonomous college affiliated to Madurai Kamaraj University)

OUR VISION

A leading academic institution of choice amongst management students and faculty and employers alike, respected for grooming ethical managerial and entrepreneurial leadership through high quality teaching, training and research.

OUR MISSION

- *To promote wide application of professional management principles, practices and attitudes in the management of economic and social institutions, primarily through teaching, training, research and consultancy.*
- *To groom young men and women into technically proficient, managerially competent, and socially purposeful professionals deeply committed to upholding and practising highest standards of probity.*
- *To help transform entrepreneurial ideas into scalable and sustainable economic and social institutions.*
- *To promote responsible leadership by seamlessly weaving ethical values, social dimensions and long-term sustainability into all aspects of our activities and academic programmes.*

OUR MOTTO

Learn to Learn

TSM's Programme Educational Objectives (PEOs) are as given below:

1. To develop industry ready graduates
2. To prepare TSM graduates for effective leadership
3. To inculcate the habit to think and act ethically
4. To cultivate in TSM graduates application-oriented learning along with integrated, multi/cross-functional perspective.
5. To impart a strong sense of inclusiveness and sustainability in TSM' graduate's work ethic.

Program Outcomes:

1. Understands and integrates effectively the disciplinary and cross-disciplinary competencies to solve business problems
2. Understands and analyzes effectively the local and global environments to solve business problems
3. Demonstrates critical thinking and analytical skills in correctly identifying business problems, analyzing and solving them to help decision making
4. Demonstrates written communication skills through reports, term papers, project paper/case study
5. Demonstrates oral communication/ presentation skills through presentation in the class/forums
6. Demonstrates the usage of technology skills for problem solving and communication
7. Demonstrates the ability to be a leader
8. Understands business from ethical perspectives by being able to identify ethical and cultural issues, stakeholders, and appropriate action
9. Demonstrates life-long learning skills in an unstructured environment by being able to retrieve information with little or no assistance and by being able to apply concepts learnt

Introduction to MBA Programme

TSM offers a 2-year MBA programme preparing young men and women for rewarding career in any walk of economic or social activity that calls for application of management and/or information technology tools and inputs. TSM seeks to develop young men and women into technically proficient, managerially competent, ethically sensitive and socially responsible professionals.

Regulations for MBA Degree Programme

TSM-MBA Program is divided into 6 trimesters over 2 years, with a summer internship at the end of first year. TSM seeks to constantly review the design, content and delivery of various courses for their continued relevance and need for updating in the context of changing business environment and management practices. As noted, there is a growing emphasis on project work and case studies as part of the regular courses at the school. While working on projects sponsored by organizations, students get the opportunity to interact with practicing managers and gain insights into real-world problems.

Conditions For Admission

Candidates for admission to the programme leading to the Degree of Master of Business Administration (MBA) during the 2022-24 session should have passed any Degree examination or any other examination of any recognized University or authority for the time being accepted by Madurai Kamaraj University (MKU) as equivalent thereto and subject to amendments as may be made by the MKU from time to time.

Duration Of the Programme

- (i) Minimum duration: The program leading to the Degree of Master of Business Administration (MBA) will extend over a period of 2 years comprising of 6 trimesters with 3 trimesters per academic year.
- (ii) Maximum duration: The candidate shall complete all the passing requirements of the MBA Degree program within a maximum period of 4 years (12 trimesters), the period being reckoned from the commencement of the trimester to which the candidate was first admitted.

TSM MBA Programme

TSM MBA programme is a general management programme, with opportunities for functional specialisation. TSM has set a quality policy that emphasizes on developing young management graduates who, besides meeting the immediate needs and expectations of the industry, would also evolve into empowered individuals with an urge for constant and continuous learning and bias for action. The Programme is spread over 6 trimesters equally spread over the 2 years, with each trimester of approximately 12 weeks duration.

MBA Programme: I Year

The first year seeks to build the foundation through a rigorous set of core courses on all major functions such as Marketing, Finance, Operations and Human Resources Management and disciplines such as Economics and Organizational Behaviour. A broad perspective of the industrial environment is presented, and a sound foundation is laid for advanced and more specialized learning in the second year. The scheduling of various courses through the 3 trimesters is done balancing academic logic and the learning difficulties from the student perspective.

At the end of the first year, students are required to undergo internship of 6-8 weeks duration in an organization working on a project relating to any functional area. The objective is to help students gain insights into the actual working of an organization, its structure, systems and processes and apply some of the tools and techniques learned in solving real world problems in an organizational setting.

MBA Programme: II Year

TSM endeavors to offer a bouquet of electives currently permitting specialization in the areas of Finance, Marketing, Operations, Analytics and Human Resources Management. The elective courses focus on applications of tools and techniques in a variety of managerial situations and seek to offer sharper insights and broader perspectives in the areas of specialization.

Structure of Programme

The overall structure of the MBA Programme is:

- Orientation Programme (prior to the beginning of Trimester 1)
- Trimesters 1 to 6
- Summer internship project
- Rural Development Immersion Programme

COURSE STRUCTURE AND SCHEME OF ASSESSMENT MBA (2024-2026) BATCH

(Minimum Total Credits Requirement for Completion: 109.0)

COURSE CODE	Title of the Paper	Sessions	Credits	Marks allotted		
				CA	ET	Total
TRIMESTER 1						
23MT11	Organizational Behaviour - I	24	3	60	40	100
23MT12	Managerial Economics	24	3	60	40	100
23MT13	Data Analysis for Management – I	24	3	60	40	100
23MT14	Accounting for Decision Makers	24	3	60	40	100
23MT15	Marketing Management – I	24	3	60	40	100
23MT16	Contemporary Business Communication - I (Oral)	20	2	100	-	100
23MVA11	Value Added Course*	8	1	100	-	100
Total		148	17			
TRIMESTER 2						
23MT21	Organizational Behaviour – II	16	2	60	40	100
23MT22	Economic Policies for Managers	24	3	60	40	100
23MT23	Data Analysis for Management – II	16	2	60	40	100
23MT24	Marketing Management –II	24	3	60	40	100
23MT25	Managerial Cost Accounting	16	2	60	40	100
23MT26	Operations Management	24	3	60	40	100
23MT27	Corporate Finance – I	16	2	60	40	100
23MT28	Contemporary Business Communication - II (Written)	20	2	100	-	100
23MVA21	Value Added Course*	8	1	100	-	100
Total		164	19			
TRIMESTER 3						
23MT31	Corporate Finance-II	24	3	60	40	100
23MT32	Strategic Management	24	3	60	40	100
23MT33	Decision Making with Optimization Techniques	16	2	60	40	100
23MT34	Human Resource Management	24	3	60	40	100
23MT35	Legal Aspects of Business	24	3	60	40	100
23MT36	Business Research Methods	24	3	60	40	100
23MT37	Applied Business Analytics	24	3	60	40	100
23MT38	Business, Government and Society	16	2	60	40	100
23MV31	Comprehensive Viva -Voce	-	2	100	-	100
23MVA31	Value Added Course* (Rural Development Immersion Programme)	7-8 days	1	100	-	100
Total		176	24			
TRIMESTER 4						
	5 electives to be chosen	120	15	60	40	100
23MT41	Business Ethics and Corporate Governance	16	2	60	40	100
23MT42	ESG Strategies for Business		2	60	40	100
23MI41	Summer Internship/Project (8 weeks Duration) (Internal)	-	2	100	-	100
223VA41	Value Added Course*	8	1	100	-	100
Total		160	21			
TRIMESTER 5						
	5 electives to be chosen	120	15	60	40	100
23MV51	Comprehensive Viva-Voce	-	1	100	-	100
23MVA51	Value Added Course*	8	1	100	-	100
Total		144	16			
TRIMESTER 6						
	4 electives to be chosen	96	12	60	40	100
Total		104	12			
Grand Total		896	109			

Note: Value Added Course Credits is not considered for Calculating CGPA.

**MBA (2024-2026) Batch
INDICATIVE LIST OF ELECTIVES**

IV Trimester	V Trimester	VI Trimester
FINANCE AREA		
Advanced Financial Analysis	Company and Business Valuation	Computational Finance*
Financial Markets & Institutions	Financial Derivatives	Strategic Financial Decision Making
Financial Risk Management	Integrated Banking	Strategic Cost Management*
Security Analysis and Portfolio Management	Market Microstructure	Fintech & Sustainability
	Financial Modelling Through Spreadsheet*	
MARKETING AREA		
Consumer Behavior	Services Marketing	B2B Marketing
Sales and Channel Management	Fintech Marketing	Retail Marketing
Customer Relationship Management	Advanced Marketing Analytics*	Social Entrepreneurship*
Healthcare Marketing	Neuro Marketing	Brand Management
	Digital Marketing	
OPERATIONS AREA		
Supply Chain Management	Fundamentals of Operations Analytics*	Strategic Sourcing
Environment & Sustainability Development	International Logistics Management	Strategic Cost Management*
Corporate Quality and Sustainability	Project Management	Lean Six Sigma & Business Excellence
	Digital Transformation of SupplyChains	
HUMAN RESOURCE AREA		
Labour Legislation and Administration	Foundations of Effective Leadership	Managerial Counseling
Contemporary HR Practices	Talent Management	Interpersonal Effectiveness
Applied People Analytics*	Learning and Development	Positive Psychological Capital
Sustainable HRM	Rewards and Compensation Management	Political Behavior in Organizations
SYSTEMS & BUSINESS ANALYTICS AREA		
Data Visualization for Decision Making	Big Data in Management*	BlockChain Technologies
Applied People Analytics*	Financial Modelling Through Spreadsheet*	Computational Finance*
	Advanced Marketing Analytics*	Deep Learning & Neural Networks
	Fundamentals of Operations Analytics*	
	Disruptive Technologies for Digital Transformation	
	Artificial Intelligence and MachineLearning	
FAMILY BUSINESS AND ENTREPRENEURSHIP AREA		
Enterprise, Entrepreneurship and New Business Venturing	Entrepreneurial Marketing	Social Entrepreneurship*
Business Model Innovation	Entrepreneurial Finance	
Family Business Management		
GENERAL MANAGEMENT & PUBLIC POLICY AREA		
	Entrepreneurship	Public Policy and Management
		Course of Independent Study
		Diplomatic Communication Praxis

*Courses common in more than one area.

Value-added courses:

- Value-added courses are those courses designed to enhance the standard of students beyond those levels specified in academic curriculum. Value-added courses are interdisciplinary and prepare students for the all-round development to meet industry demands as well as develop their own interests and aptitudes.
- Value Added Course is not mandatory to qualify for any programme and the credits earned through the Value-Added Courses shall be over and above the total credit requirement prescribed in the curriculum for the award of the degree.
- A student will be permitted to register only one Value Added Course in a Trimester. The duration of value-added course is 8 sessions and carries 1 credit.

Indicative List of Value-Added Courses:

- Excel for Managers
- Corporate Readiness Toolkit
- Rural Development Immersion Programme
- Art and Science of Healthy Living
- Design Thinking
- SQL for Managers
- Wealth Management
- Truth of Everything
- Into the World of Life and Business
- Good, Bad and Bias Behaviour
- Gender Socialisation & Sensitization
- Taking charge of your Life
- Employment Communication
- Critical Thinking

Total No of Credits:

Trimester	Total Credits
I	17
II	19
III	24
IV	21
V	16
VI	12
Total	109

Note: Value Added Course Credits is not considered for Calculating CGPA.

Attendance Requirement:

There will be a minimum of 75% attendance requirement to write the end-term examination.

Attendance Percentage in a Course	Marks to be added/subtracted in the CA
≥95%	5
91-94	3
86-90	2
85	0
75-84	-2
<75%	REDO THE COURSE

Continuous Assessment

There will be continuous assessment of a student's performance throughout the trimester and grades will be awarded by the faculty concerned or by the appropriate committees appointed for the purpose on the basis on following:

Evaluation components	Range of Marks
Mid term	25-30
Term paper/Project/Assignments/Quiz/Seminars*	25-30
Attendance	5
Total Continuous Assessment	60
End term (Exam for 100 Marks)	40
Total Marks	100

* Course Faculty may choose the combination of components and its weightage

Evaluation components may vary for elective courses.

Course Evaluation:

60% - Continuous Assessment and 40% - End-Term Examination.

Passing Minimum is 50% in the aggregate of continuous assessment and end-term examination.

End-Term Examinations:

- Physical Hall ticket is not required for the end-term examinations. However, Identity card is mandatory. Students can also access their e-hall tickets available in the ERP portal as approved by CoE office.
- No-Dues form is required only for III and VI Trimester. Students will be permitted to write the III/VI trimester end-term examinations only after settling the dues.

Announcement of Results:

- CA marks for a course to be sent to Programme Office within the deadline as mentioned by the Programme Office.
- The Programme Office will send the consolidated CA marks for all the courses to the CoE office.
- CoE office will call for an instructors meeting to discuss the results.
- CoE office will arrange a transparency session in which students can see their evaluated answer scripts. Any discrepancies to be sorted out during the session itself.
- Principal will convene a Programme Executive Committee (PEC) meeting to discuss and approve the total marks and grades (both end-term and CA marks),
- A Faculty Council meeting will be convened by the CoE to discuss and approve the marks, after which the results will be published.
- Marks and Grades will be announced to the students only after the approval by the PEC and the Faculty Council.
- Course grading method will be Absolute Method of Grading.

Grades will be as under for the students who have passed in the course.

Total Marks	Grade Point	Grade
≥96	10.0	S+
91-95	9.5	S
86-90	9.0	A+
81-85	8.5	A
76-80	8.0	A-
71-75	7.5	B+
66-70	7.0	B
61-65	6.5	B-
56-60	6.0	C+
51-55	5.5	C
50	5.0	C-
Aggregate < 50 or End-Term < 50%	0.0	F
Absent	0.0	I

Supplementary Examination:

- If a student has failed in the course, he/she can take ONE supplementary examination with reduction in one grade.
- Students unable to take regular end-term examinations due to serious health issues or similar exigencies will be allowed to take supplementary examination with the prior approval of the Programme Chair, CoE and Principal.
- If the student has again failed in the supplementary examination, then the student may take regular end-term examination in the following year (up to 2 examinations) or alternatively be required to REDO the course if he/she hasn't scored a minimum of 50% in continuous assessment.
- While there is no exam fees for first supplementary, the subsequent supplementary examinations would involve a fee of Rs.3000/- per exam. For course redo, the tuition fees will be Rs. 20,000/- (inclusive of supplementary examination fees).

CGPA Calculation:

Cumulative Grade Point Average = $\frac{\sum(\text{Credits} \times \text{Grade Points})}{\sum \text{Credits}}$

Classification

Minimum of 5 CGPA is required for the completion and award of MBA degree.

CGPA Range	Class
8.5 and above	First Class with Distinction
6.0 - 8.4	First Class
5.0 – 5.9	Second Class
4.9 and below	Incomplete

Syllabus for I Year

TRIMESTER – 1

TRIMESTER 1
ORGANIZATIONAL BEHAVIOUR – I

Course Code: 24MT11

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course provides an overview of topics and concepts in the field of Organizational Behavior (OB). Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various theories of human behavior at work. The goal of this course is to help you develop a conceptual understanding of OB theories and to provide you with skills to put those ideas and theories into practice. Key techniques and processes designed to improve organizational efficiency and effectiveness are fully examined from the perspective of management, workers, and society at large.

Course Outcomes:

1. To describe the significance of individual employee behavior within the context of an organization, especially how individual employees' values, attitudes, personality, learning and motivation shape an organization and facilitate or hinder its success. (PO3, PO7, PO8).
2. To reflect on one's own past and present behaviours, recognizing that individual skills dramatically impact achievements in the workplace. (PO3, PO7, PO8).
3. To acknowledge that a great product, limitless financing, brilliant marketing and a clear, defensible strategy are of little value unless employees and managers can actually do their jobs effectively – and that this requires outstanding people practices. (PO5, PO6, PO7, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1			✓				✓	✓	
CO2			✓				✓	✓	
CO3					✓	✓	✓	✓	

Course Content:

Module I

Introduction: Definition of OB -- disciplines that contribute to the OB field, Challenges and Opportunities for OB – Organizational behaviour models

Module II

Attitudes, Characteristics – Components – Formation – Measurement- Values
Emotions and moods – Affective Events Theory – Emotional Labour - Emotional Intelligence

Module III

Personality - Meaning of Personality – MBTI - Personality attributes that influence OB – Personality Theories – Values – Personality and values in the workplace

Module IV

Perception - Importance – Factors influencing perception – Interpersonal perception- Impression Management - Learning – The learning process – Learning theories – Organizational behaviour modification.

Module V

Motivation - Definition of Motivation, Theories of motivation– Motivation and job design –Job enrichment and job enlargement - Work life balance – Stress Management

Textbook:

Robbins, S.P., Judge, T.A., & Vohra, N. Organizational Behavior, 18th Edition, New Delhi: Prentice Hall of India, 2022.

Reference Books:

1. Robbins, S.P., Judge, T.A., & Vohra, N. Organizational Behavior, 18th Edition, New Delhi: Prentice Hall of India, 2019.
2. Steven McShane, Mary Ann Von Glinow, Himanshu Rai. Organizational Behavior, 9th Edition, Mc Graw Hill 2022
3. Fred Luthans. Organizational Behavior: An Evidence - Based Approach, Indian Edition, Mc Graw Hill Education, 12th Edition, 2017

TRIMESTER 1

MANAGERIAL ECONOMICS

Course code: 24MT12

Credit: 3.0

Total No. of Sessions: 24

Course Overview

Much of theories in microeconomics were formalized by Professor Alfred Marshall of Cambridge University. World has changed since Marshall's ideas were developed. Market structures other than the "perfectly competitive model" are now more relevant and competition among firms is frequently conducted on a global scale rather than a local or national one. The objective of this course is to demonstrate to our readers that the application of microeconomic theory has stood the test of time and continues to be relevant to many facets of modern business decision making. Basic microeconomics principles such as supply and demand, elasticity, short-run and long-run shifts in resource allocation, diminishing returns, economies of scale, and pricing according to marginal revenue and marginal cost continue to be important tools of analysis for managerial decision makers.

Course Outcomes (COs)

1. Understand and apply basic micro-economic concepts such as theories of demand, supply, pricing, and costs. (PO1, PO2, PO5).
2. Basic concepts to be studied keeping in mind ethical practices. (PO8).
3. Build a conceptual foundation for courses in the functional areas of management such as marketing and finance for understanding the behaviour of consumers, firms, and markets. (PO3, PO9).

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓			✓				
CO2								✓	
CO3			✓						✓

Course Contents

Module I: Preliminaries in Economics

What is economics – Three key economic questions – Basic postulates – Economic terms and concepts – Economic and noneconomic goals of firm.

Module II: Demand, Supply, and Market Equilibrium

Demand analysis – Elasticity of demand (Price, income, cross and advertisement) – Supply analysis – Elasticity of supply – Market equilibrium analysis – Demand estimation and forecasting.

Module III: Theory of Production and Cost

Estimation of production function – Short run and long run production function – Terms in costs – Short run and long run cost function – Learning curve – Economies of scale and scope

Module IV: Pricing and output decisions in Various Market Structure

Perfect competition – Monopoly – Monopolistic Competition – Oligopoly – Break-Even Analysis – Pricing practices – Price discrimination

Module V: Game theory, Asymmetric Information, and Indian Firms

Game theory – markets with Asymmetric information – Industry-wise firm-level practices in Indian market.

Textbook

Luke M. Froeb, Brian T. McCann, Michael R. Ward, Mike Shor (5th edition, 2018). Managerial Economics: A Problem-Solving Approach. Cengage.

Reference Books/Materials

1. Dwivedi, D. N. (8th edition, 2015). Managerial economics. Vikas Publishing House.
2. N. Gregory Mankiw, Principles Of Microeconomics With Coursemate, 5th Edition (latest edition), Cengage, 2015.

TRIMESTER 1
DATA ANALYSIS FOR MANAGEMENT – I

Course Code: 24MT13

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- To provide the student with understanding of basic techniques of statistics analysis and their applications in business.
- To familiarize about the use and application of common statistical tools and analysis in the context of common business problems.
- Familiarising the use of Application software like MS-Excel for Statistical data Analysis

Course Outcomes:

1. Understand, Describe, Inference, and interpret data for business decision making and research (PO3, PO7).
2. Develop and design a sound analytical knowledge for business and research environment with usage of various statistical tools (e.g. Excel, SPSS, Gretl, R-Studio, Minitab etc) (PO3, PO6).

POs	1	2	3	4	5	6	7	8	9
CO1			✓				✓		
CO2			✓			✓			

Course Content:

Module I: Data Representation: Types of data and information, Techniques of Data Arrangement, Frequency distribution, graphing frequency distribution, Different types of tabulations, Polygon, Ogive, Histogram, Bar chart, Pie diagram, Box Plot, stem & leaf display. Application through MS Excel /SPSS/ R

Module II: Describing Data: Measures of Central Tendency – AM, GM, weighted AM, Median, Mode, application and comparison, Measures of Dispersion – Range, QD, MD, SD, Coefficient of variation – Application in Business situations.

Module III: Bridging Descriptive Statistics with Inferential Statistics-I: Probability Theorem and its applications in Management, Probability Theory- types of events, sample space, Joint, Marginal and conditional probability, Decision Making with Bayes' Theorem.

Module IV: Bridging Descriptive Statistics with Inferential Statistics-II: Random Variable and constructing probability distributions – Mean and Variance through Mathematical Expectations. Discrete Probability Distributions - Binomial, Poisson, Negative Binomial and Hyper Geometric Distributions. Continuous Probability Distributions - Probability density function, Normal Distribution, Exponential Distribution. Application through MS Excel /SPSS/ R

Module V: Inferential Data analysis: Sampling – Types of Sampling, Sample Size, Parameter, Sampling distribution of the mean, Sampling Distribution of a proportion, Other continuous distributions- chi-squared distribution, student's T distribution, Snedecor-Fisher's F distribution. Concept of p-value, Estimation-Point and Interval Estimation, Estimating the Population Mean When the Population Standard Deviation Is Known & Unknown, Error estimation, Determination of sample size, interpreting the confidence interval estimate. Testing of Hypothesis – Hypothesis – Null and Alternate Hypothesis, Interval and Point Estimates, Estimation Problems – Types of Error, Tests for Large samples – Means, Proportions, Standard deviations, Tests for small sample- student t test – F test. Case based application. Application through MS Excel /SPSS/ R

Text Book:

1. Data Analysis for Management Compiled by Dr. Goutam Sutar and Dr. Balaji M especially for TSM Madurai through MGrav-Hill-CREATE, ISBN: 9781307624243, 2020.

Reference Books:

1. Ken Black, Business Statistics for Contemporary Decision Making, Wiley-India Edition, New Delhi, 4/e, 2007.
2. Arnold O. Allen, Probability, Statistics & Queuing Theory with Computer Science Applications, Academic Press Inc., 2/e, 2008
3. G.C. Beri, Business Statistics, Mc-Graw Hill Publishing Co. Ltd., New Delhi, Fourth Reprint, 2007.

TRIMESTER 1
ACCOUNTING FOR DECISION MAKERS

Course Code: 24MT14

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

Business decisions are based on data and financial data is one among various data available for decision making. One among various available financial data are financial statements. Business can be understood through financial statements and effective measures can be taken to accelerate business growth or to rectify the mistakes happening in business.

Modern day business where data driven decisions are taken requires its managers to be aware about the information available in financial statements and its interpretation. As a beginner in management education, students need strong fundamental understanding of financial statements.

This course on Financial Accounting & Reporting is designed to understand financial statements and its preparation in a practical manner.

Course outcomes (COs):

This Course aims at

1. Preparing the financial statements by applying the accounting concepts (PO 2)
2. Acquiring the skill to read company annual reports and inferring the information (PO 1)
3. Analysing individual accounting elements in financial statements (PO2)

POs	1	2	3	4	5	6	7	8	9
CO1		✓							
CO2	✓								
CO3		✓							

Course Content

Module I: Financial Accounting – Principles & Concepts

Accounting Fundamentals – Asset, Liability, Income, Expenses & Equity – Principles of Accounting – Accounting Concepts – Users of Accounting information

Module II: Preparation of Financial Statements

Preparation of financial statements – the accounting equation approach, Balance Sheet, Multi-Step Income Statement, Statement of Stockholders' Equity, Cash Flow Statements

Module III: Accounting Policies for significant elements of Financial Statements

Accounting Policies – Tangible assets and Depreciation, Intangible Assets, Investments, Inventory Valuation, Receivables, Liquid Assets, Stockholder's equity, Liabilities, Long-term, short-term assets & liabilities.

Module IV: Financial Statement Analysis

Ratio Analysis - Profitability, Liquidity, Solvency, Efficiency, Return on investment, Leverage ratios, Horizontal and Vertical Analysis, Identification of industries.

Module V: Corporate Financial Statements

Understanding Company Annual reports, Proforma Financial Statements of various industries.

Text Books

Book Name: Corporate financial statements under Ind AS

Author Name: Sudhir S Jaiswall, Asish K Battacharya

Publisher: McGraw Hill Publication

Reference Books

1. Accounting for Management, Text & Cases, S K Bhattacharyya & John Dearden, Vikas publishing house
2. Financial ACCT, Godwin, Alderman, Sanyal, Cengage Publications
3. Financial Accounting for Management, Amrishi Gupta, Pearson Education
4. Accounting Text & cases, Robert N Anthony; David F Hawkins; Kenneth A Merchant, McGraw Hill

TRIMESTER 1
MARKETING MANAGEMENT - I
Credits: 3.0

Course code: 24MT15

Total No. of Sessions: 24

COURSE OVERVIEW:

Marketing is at the center of an operating business. Marketing can be thought of as a set of guiding principles for interacting and engaging with multiple stakeholders such as your customers, competitors, collaborators, and the environment. Marketing is both an art and science dealing with marketplace exchanges of goods and services and creating value for customers that will benefit the organization topline and sustain other stakeholders.

This Marketing Management course is designed to serve as an introduction to the theory and practice of marketing. This course will empower learners to think and operate like a marketing professional by understanding the core concepts of Marketing. This course specifically introduces and enables the learner to:

1. Assess marketing opportunities by studying various players and factors
2. Develop strategies to operationalize organizational marketing objectives.
3. Learn and practice segmentation, targeting and positioning strategies to service consumer demands.

At the center of this learning is to acknowledge and practice the mantra that "my consumer is my profitability" and devise and refine marketing efforts around the consumer.

COURSE OUTCOME:

By the end of the course students will be able to:

1. Comprehend fundamental marketing principles and their impact on business activities (PO1, PO4).
2. Utilize marketing strategies and techniques to address contemporary business challenges (PO2, PO3, PO5).
3. Analyse market environment critically for effective decision making (PO3, PO8).

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓			✓					
CO2		✓	✓		✓				
CO3			✓					✓	

COURSE CONTENT

Module I: Marketing Foundations

Scope of marketing - What is marketing? What is marketed? | Key consumer markets | Core marketing concepts | Company orientation towards marketplace | Marketing Management Tasks.

Module II: Developing Marketing Strategies and Plans

Marketing Process- Creation, Communication, Deliver and Sustain Value | 5C analysis | Strategic planning for competitive advantage | Competitive Strategies- First mover, challenger, follower and niche operator | Developing the marketing plan.

Module III: Capturing Marketing Insights

Marketing information system | marketing research | consumer behavior insights (consumer and business markets) | Digital Marketing- SEO, social media, pay-per-click, conversion optimization, digital analytics, content, mobile and email marketing.

Module IV: Segmentation, Targeting and Positioning

Segmentation- bases for segmenting consumer markets, effective segmentation criteria, segmenting business markets | Targeting | Developing brand positioning | POP & POD.

Module V: Marketing Philosophy

Branding strategies, brand equity, luxury brands | Product life cycle (PLC) | New product development | Consumerism & Consumer protection | Sustainability and the role of marketing | Marketing accountability.

Textbooks

Marketing Management, 16th Ed, Kolter, Keller, Chernev, Sheth and Shainesh, Pearson, 2022. Principles of Marketing, 17th Ed, Kotler, Armstrong and Agnihotri, Pearson, 2018.

Reference Book

Kellogg on Marketing, 2nd Ed, Alice M. Tybout and Bobby J. Calder, Times Business Series, 2010.

TRIMESTER I
CONTEMPORARY BUSINESS COMMUNICATION I (ORAL)
Course Code: 24MT16 Credits: 2.0 Total No. of Sessions: 16+4

COURSE OVERVIEW:

This course prepares the learners to develop effective oral communication skills and non-verbal cues ethically to deliberate impactful individual, interpersonal as well as group discourses leading to decision-making across cultures. It intends to foster learners’ information processing applying critical thinking skills and cultivating appropriate response-giving capacities across all media which contribute towards students’ increased placement opportunities.

COURSE OUTCOMES (COs):

1. Show understanding of the crucial concepts of oral communication as well as body language and their ways of application in organizational contexts across cultures ethically. (PO1)
2. Demonstrate critical interpretations of the given context orally in individual, interpersonal, and group communication to facilitate decision-making. (PO3)
3. Appraise the given situations and implement the winning strategies to be successful in personal interviews. (PO5)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2			✓						
CO3					✓				

CONTENT:

Module I: Introduction to Business Communication

The communication process | Communication contexts | Communicating in organizations | Ethical communication | Privacy in the workplace | Cross-cultural communication

Module II: Non-verbal Communication

Proxemics | Kinesics | Facial expressions | Oculistics | Haptics | Paralanguage communication | Chronemics | Gustorics and silence | Chromatics | Olfactics | Digital body language

Module III: Persuasive Communication Strategies

Importance of persuasive communication | AIDA (master formula) | Assertive communication | Ethos, pathos, and logos | Cialdini's 7 principles of persuasion

Module IV: Oral Communication

Business presentations with effective slides | Debates | Group discussions | Public speaking

Module V: Communication for Employment

Video resume | Types of interviews | Interview skills | Follow-up conversation for employment

TEXTBOOK:

Business Communication Today by Courtland L. Bovee, John V. Thill, & Roshan Lal Raina, 15th ed., Pearson, 2023.

BOOKS FOR REFERENCE:

- **Communicating for Results** by Carolyn Meyer and N. Bringi Dev, 4th ed., Oxford University Press, 2021.
- **Business Communication** by Carol M. Lehman, Debbie D. Dufrene, & Robyn Walker, 10th Edition. Cengage Learning, 2023.
- **Business Communication** by Meenakshi Raman & Prakash Singh, 2nd ed., 17th impression, Oxford University Press, 2022.
- **The Definitive Book of Body Language** by Allan Pease and Barbara Pease, Manjul Publishing House, 2021.
- **Digital Body Language** by Erica Dhawan, HarperCollins Publishers, 2021.
- **Business Communication: From Principles to Practice** by Matthukutty M. Monipally, McGraw Hill Education, 2019.

ONLINE RESOURCES:

<https://cxl.com/blog/cialdinis-principles-persuasion/>

www.youtube.com

www.tedtalks.org

TRIMESTER - 2

**TRIMESTER 2
ORGANIZATIONAL BEHAVIOUR – II**

Course Code: 24MT21

Credits: 2.0

Total No. of Sessions: 16

COURSE OVERVIEW

Understanding organizational behaviour (OB) has never been more important for managers. Business environment has become highly volatile, uncertain, complex and ambiguous. To add to this complexity, global competition and diverse workforce requires employees to become more flexible and cope with rapid change. The study of OB offers meaningful insights toward solutions. This course provides an overview of concepts in the field of OB with special emphasis on models and theories of human behaviour at work. In this course, a great deal of time will be on talking about how to work in teams, manage conflict, and provide feedback. The classes bring in more personal involvement of the students and the instructor because managing change relies heavily on personal skills as well as acknowledging the humanity of the people going through the change within the group or teams.

COURSE OUTCOMES:

1. To explain various stages of group development and factors contributing to the cohesiveness and effectiveness of groups and work teams. (PO1)
2. To critically analyze approaches and styles of leadership and lead effectively in work teams. (PO7)
3. To identify and mitigate conflict in work teams through approaches and interventions for the effectiveness of work teams. (PO2)
4. To compare the functional and dysfunctional effects of organizational culture on people, on organizational change and organizational development OD interventions. (PO3, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2							✓		
CO3		✓							
CO4			✓					✓	

COURSE CONTENT:

Module I: Foundations of Group Behaviour & Work teams – Groups: Nature of Groups, Types of groups, Group Characteristics - Tuckman’s Stages of Group Development - Group Decision Making – Interacting Group, Brainstorming, The Nominal Group Technique – The Electronic Meeting – From Groups to Teams: Teams, Types, Groups Vs Teams – Teaming – Team Effectiveness

Module II: Interpersonal Communication & Leadership – Communication Process - Power of Non-verbals – Wioo’s Law of Human Communication – Barriers to Effective Communication - Communication across Cultures — Leadership: Definition, Leaders Vs Managers – Leadership Theories: Ohio Studies, Michigan Studies, Fiedler’s Contingency Theory, Situational Leadership, Path-Goal Theory, Leader-Member Exchange, Transactional Vs Transformational Leaders

Module III: Conflict – Definition, Causes of Conflict, Types of Conflict, Outcomes - The Conflict Process – Five Stage Approach - Thomas – Kilmann Model Conflict Management Model – Managing Team Conflicts – Negotiation: Distributive Vs Integrative - The Negotiation Process – Third-Party Negotiations or Alternative Dispute Resolution (ADR) – Arbitration, Mediation, Conciliation

Module IV: Power and Politics: Definition and Meaning of Power, Power Vs authority Vs Influence, Bases of Power, Nine Power Tactics, Cultural Preferences of Power - How Power Affects People – Organizational Politics: Factors Contributing to Political Behaviour in Organizations

Module V: Organizational Culture and Change – Culture: Definition, Characteristics, Functions, Types - Creating Positive Culture – Organizational Change: Forces of Change, Resistance to Change, Overcoming Resistance to Change, Approaches to Organizational Change: Lewin’s Model, Kotter’s Model, Action Research and Organizational Development.

Textbook:

Robbins, S.P., Judge, T.A., & Vohra, N. Organizational Behavior, 18th Edition, New Delhi: Prentice Hall of India, 2022.

TRIMESTER 2
ECONOMIC POLICIES FOR MANAGERS

Course Code: 24MT22

Credits: 3.0

Total No. of Sessions: 24

Course Overview

Macroeconomics bases itself on the assumption that students who are first introduced to the economic perception behind a concept are encouraged to think independently and deeply about the rigor that underlies the intuition. Understanding macroeconomics shall make a B- School graduate participate in the economy and will be able to relate and reason the influence of economic policies in business and day to day life. This course deals with the measurement, fluctuations, and growth in economic aggregates like national income, employment, and the price level in a coherent and logical approach. It shall also take the students through latest economic developments in macroeconomics, including the emergence of the recent global financial crisis, economic survey and monetary policy.

Course Outcomes (COs)

After undergoing this course, the student will be able to:

1. Understanding the concept of macroeconomics and using it (PO1, PO2 & PO8).
2. Application of the macroeconomic concepts in managerial decision-making (PO3 & PO6)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓						✓	
CO2			✓			✓			

Course Content

Module I: Key Concepts of Macroeconomics

The arts and science of economic analysis – Economic Systems–Economic decision makers – Origin and growth of Macroeconomics – Circular flow models of economy – Measurement of National Income – Economic fluctuations and growth.

Module II: Fiscal policy and macroeconomic goals

Meaning, scope, and evolution of fiscal policy–Fiscal instruments – The union budget process – Impact of the budget – The national debt – Fiscal policy in India – Link between Fiscal performance among various countries.

Module III: Monetary policy and macroeconomic goals

The evolution of money – Financial institutions in India – Money aggregates – Role of commercial banks – Evolution, functions & instruments of a Central bank – Monetary theory and policy (Demand & supply of money, interest rate determination).

Module IV: Open-Economy Macroeconomics

Balance of payments – Foreign exchange rates and markets – Exchange rate system – Development of international monetary system – Application of macro variables in Business Cycle – Impact of Global scenario on Indian industries.

Module V: Global Economic Environment

Why goes International? – Elements of Globalization – Drivers and restrains of globalizations – Regional economic integration – Global institutions (WTO, IMF, World Bank, UNIDO).

Textbook

Ghosh & Bhattacharyya (forthcoming-July 2023). *Macroeconomics for Business Management*. Cengage.

Reference Books/Materials

1. G S Gupta, *Macroeconomics: Theory and Applications*, 4th Edition (latest edition), McGraw-Hill Education (India) Private Ltd, 2014.

Other References

Harvard Business Cases recommended for course, Business Line, The Economic Times, Economic & Political Weekly.

TRIMESTER 2
DATA ANALYSIS FOR MANAGEMENT - II
Credits: 2.0

Course Code: 24MT23

Total No. of Sessions: 16

Course Objectives:

- * Deals with advanced tools of statistics for business applications,
- * Stresses the importance of applying advanced statistical analysis to the solution of common business problems.
- * Application of Software (MS-Excel) in advanced data analysis

Course Outcomes:

1. Development of inferential skills with advanced data analysis skills through various Experimental Design Methods (PO3).
2. To illustrate the importance of Predictive Analysis through various forecasting models (PO3, PO6).

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2			✓			✓			

Course Content:

Module I: Recall from DAM-I

Comparison of two Population means when population standard deviation is known and unknown. Which t-test: scenario evaluation.

Module II: Introduction to Experimental Design: Comparison of Means for more than two Populations
Analysis of categorical data-Chi-Squared Test – Goodness of fit test, Contingency test- Chi-square test of independence. Design of Experiments-Analysis of Variance – One-way ANOVA, Two-way ANOVA – Applications, randomized block design and Factorization. Post-hoc Tests.

Tools: Applications through MS Excel, SPSS, Gretl and R.

Module III: Estimating Causal Relationships and Inferences

Regression Analysis – simple linear regression, covariance and correlation coefficient, Application in inferential statistics, Multiple regression Method and Dimension reduction analysis, Model Diagnosis to select an appropriate model, Concepts of Multicollinearity.

Tools: Applications through MS Excel, SPSS, Gretl and R.

Module IV: Forecasting in Business Decision Making-I

Time Series Analysis and forecasting – Components of time series, smoothing techniques, trend and seasonal effects, forecasting and forecasting models.

Module V: Forecasting in Business Decision Making-II

Time Series Forecasting with regression, Seasonality Index, Trend Analysis, Decomposition Methods.

Textbook:

Data Analysis for Management Compiled by Dr. Goutam Sutar and Dr. Balaji M especially for TSM Madurai through McGraw-Hill-CREATE, ISBN: 9781307624243, 2020.

Reference books

1. Statistics for Business and Economics, Anderson-Sweeney-Williams, Cengage Publications, 12/e.
2. Applied Business Statistics: Making Better Business Decisions by Ken Black, Wiley India, 7th Edition (later edition is preferable).

TRIMESTER 2
MARKETING MANAGEMENT - II
Credits: 3.0

Course Code: 24MT24

Total No. of Sessions: 24

Course Objectives:

Marketing precisely involves decisions regarding the design of product, price, place (distribution) and promotion (consumer awareness generation), otherwise known as marketing mix. The course focusses on developing strategies related to all the areas of Marketing. It builds on students understanding of the core theories and concepts related to Marketing Management-I and enables them to apply those concepts in solving real-life managerial decision making.

After completion of the course participants will be able to;

- * Comprehend a company's marketing strategy related to the 4 Ps;
- * Develop a disciplined approach to the analysis of marketing problems and diagnosis thereof.
- * Gain experience in tools for building sustainable marketing practice, implementation and control.

Course Outcomes:

1. Understand the concepts, principles, and activities that comprise 4Ps of marketing management (PO1, PO8).
2. Develop a disciplined approach to the analysis of marketing problems and to design Customer centric solutions (PO2,PO9).
3. To develop the ability of combining cross functional concepts for achieving common goals with respect to marketing strategies (PO3).

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓							✓	
CO2		✓							✓
CO3			✓						

COURSE CONTENT:

Module I: Creating Value -I

Product strategy- Product characteristics, classifications, product levels, product differentiation, product mix decisions- Designing and managing services- Nature and characteristics of services.

Module II: Capturing Value-II

Pricing decisions- Understanding pricing, consumer psychology and pricing, Setting the price, adapting the price, Yield management, Initiating and responding to price changes, Ethics of pricing.

Module III: Communicating Value

Marketing communications- Marketing communication mix, communication process, developing effective communications, advertising, sales promotion- consumer and trade promotion, personal selling and other direct marketing tools.

Module IV: Delivering Value

Channel Decisions- Role of marketing channels, channel functions and flows, Channel management decisions, channel conflicts- Managing retail, types of retailers, private labels, new developments in retailing, e-commerce, m-commerce, omnichannel retailing.

Module V: Sustaining Value

Impact of technology (AI & ML) in marketing mix decisions - Customer relationship management (CRM), socially responsible marketing, corporate social responsibility (CSR), marketing implementation and control

Text Book:

1. Marketing Management, 16th Ed, Kotler, Keller, Chernev, Sheth and Shainesh, Pearson, 2022

Reference Books:

1. Capon, & Singh, Managing Marketing – A Concise Approach, Wiley, 1st Edition (2015)

**TRIMESTER 2
MANAGERIAL COST ACCOUNTING**

Course code: 24MT25

Credits: 2.0

Total No. of Sessions: 16

Course Overview:

With manufacturing operations driven by Industry 4.0 on data-based decision making, management accountants are inclined towards taking management decisions based on data. Understanding the cost with specific emphasis on decision making is the need of the hour.

With red ocean strategy being met in competitive world, cost based decision making is vital for survival of industries. A well-structured Cost Accounting system helps for providing timely and adequate information for management to take decision specifically with respect to producing a product, continuing with an existing product, outsource a production process, Import from Foreign supplier, etc.

This course on Managerial Cost Accounting introduces the cost concepts, cost behaviour and computation of cost towards various decisions by management accountants

Course Outcomes (COs):

The expected course outcomes are:

1. Enabling the students to apply and analyze the concepts and principles of Cost Accounting (PO 2)
2. Sharpening the decision-making ability based on various costing techniques (PO 1)
3. Familiarising the students about the various methods for Variance Analysis (PO 2)

POs	1	2	3	4	5	6	7	8	9
CO1		✓							
CO2	✓								
CO3		✓							

Course Content:

Module I: Cost Volume Profit Analysis and Profit Planning

Behaviour of cost – Variable and Fixed costs, Cost-Volume-Profit Analysis, What-if decisions using CVP; PV ratio; Break Even Analysis; Target profit Analysis, Margin of Safety, Cost structure and Operating Leverage

Module II: Relevant Costs for Decision Making

Decision towards Special orders, Outsourcing / Make or Buy decisions, Decision to drop a product or a service, Resource Utilisation decisions, Theory of Constraints, Joint Product & By Product Analysis, Decision making at split-off point, Further processing decision.

Module III: Overhead Allocation

Elements of Cost, Allocation & Apportionment of Overheads, Overheads Absorption Rate, Preparation of Cost Sheet for Product & Service Industries, Valuation of Inventories

Module IV: Budgeting & Control

Preparation of Sales Budget, Production Budget, Procurement Budget, Labour budget, Overhead & expenses budget, Cash budget, Zero based budgeting

Module V: Standard Costing and Variance Analysis

Calculation of Standard Costs, Sales Variance, Direct Material variance, Direct Labour variance, Variable Manufacturing Cost Variance, Variable Overhead variance, Fixed Overhead Variance, Interpreting Variance analysis

Text Book:

1. MCCT – MANAGERIAL COST ACCOUNTING – FOUR LETTER BOOKS SERIES – CENGAGE LEARNING – 2 Edition

Reference Book:

1. Managerial Accounting – James Jiambalvo - Wiley Student edition
2. Management Accounting : Text, Problems & Cases – M Y Khan & P K Jain
3. Management & Cost Accounting - Colin Drury – Cengage Publication
4. Introduction to Management Accounting – Horngren, Srikant M Datar, Mahadev V Rajan – Pearson

TRIMESTER 2
OPERATIONS MANAGEMENT
Credits: 3.0

Course Code: 24MT26

Total No. of Sessions: 24

Course Objectives:

The intent of this course is to give participants an understanding of an integrated and structured approach to organizational planning and decision-making. Thus, the course is oriented towards applications of different management science tools in the design, operation, and improvement of the systems that create the firm's products and services. Different applications will be discussed in class, and the benefits resulting from use of the structured approach to problem solving will be emphasized.

Course Outcomes:

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

1. understand the fundamental concepts of operations management and its significance in business. (PO1,PO2,PO3,PO4, PO5)
2. apply the functions of OM including inventory, operations planning and control, quality management and contemporary approaches to managing the business operations. (PO1,PO3,PO4, PO5,PO7,PO8,PO9)
3. demonstrate through the application of case studies and simulation games, the significance of systematic approach in addressing business problems. (PO1,PO2,PO4, PO7,PO8,PO9)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓	✓	✓				
CO2	✓		✓	✓	✓		✓	✓	✓
CO3	✓	✓		✓			✓	✓	✓

Course Content:

Module I:

Objectives of operations Management - Functions of Operations Management – Systems Perspective of Operations Management – Priorities & Challenges of Operations Management - Forecasting - Use of forecasting in operation planning - Techniques of forecasting - Regression analysis, Time series, Moving average, exponential smoothing - Accuracy of forecasts, Autoregressive Integrated Moving Average (ARIMA) and its variants.

Module II:

Plant location concepts - Factors affecting location decisions and techniques - Plant layout concepts - Types of layouts and their characteristics – Performance measures for layout design - Material handling principles and practices – Stages in the product development process.

Module III:

Inventory Functions & Types of Inventories – Inventory costs - Economic order quantity calculations - Modification of E.O.Q under quantity discounts. Inventory Control Systems (P & Q Systems) – Techniques of Selective Inventory control - Pareto analysis – Just-in-time (JIT) Manufacturing concepts – Kanban system.

Module IV:

Aggregate production planning framework & strategies - Material requirement planning (MRP) – MRP inputs & outputs - Need for scheduling - Loading, Sequencing problems and scheduling - Job shop production control.

Module V:

Concept of Quality - TQM Concepts – Quality Management Tools, Introduction to ISO Standards, Service Operations Management: Nature of Services, Operations Strategies for Services, Types of Service Operations, Scheduling Challenges in Services. Business Operations Support in Google Sheets, Decision Support Systems.

Textbook:

1. Norman Gaither and Greg Frazier, "Operations Management", Cengage Publishers, Ninth Edition, 2015.
2. Heizer J and Render B, "Production and Operations Management: (Strategies and Tactics)", Prentice Hall New Jersey, 12th Edition, 2017.

Reference Books:

1. Mahadevan B, "Operations Management – Theory & Practice", Pearson Education, Third Edition, 2015.
2. Dr. Ravi Shankar, "Industrial Engineering & Management", Galgotia Publishers, 2007.
3. Lee J. Krajewski and Larry P. Ritzman, "Operations Management-Strategy and Analysis", 6th ed. Pearson Education, 2002
4. Chase R B, Aquilano N J and Jacobs F R, "Operations Management for Competitive Advantage", 11th ed., Tata McGraw Hill, New Delhi, 2006.
5. Ravi Anupindi, Sunil Chopra, SD Deshmukh, JAV Miegham, E.Zemel, "Managing Business Process Flows", 3rd edition, Pearson Education, 2012.

**TRIMESTER 2
CORPORATE FINANCE - I
Credits: 2.0**

Course code: 24MT27

Total No. of Sessions: 16

Course Overview:

This course enables the students to understand the real happening across the corporate world. This course will explain the role of finance in corporate strategy as the corporate decisions are aligned with wealth maximisation. The course pedagogy consists of classroom lectures, case discussion, real world assignment, news articles discussion and so on.

Course Outcomes (COs):

This course aims at

1. Understanding the decision-making strategies of corporates (PO1, PO2, PO3, PO8).
2. Developing analytical skills for making corporate investment and financing decisions (PO2, PO4).
3. Making portfolio investment decisions based on risk and return (PO2, PO3).
4. Shedding light on various financial products, markets and its functions ((PO3, PO9).
5. To understand impact of all financial decisions on business (PO7, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓					✓	
CO2		✓		✓					
CO3		✓	✓						
CO4			✓						✓
CO5							✓	✓	

COURSE CONTENT:

Module I: Corporate Finance -Introduction

Corporate Finance introduction – Financial management decisions-Forms of business organization- Goals of financial management-Agency problems - Role of financial manager.

Module II: Risk and Return: Measuring Returns

Basis for time value of money – Future value and compounding- Present value and discounting- Future and present value of multiple cash flows-Valuing level cash flows: Annuities and Growing Annuity- Perpetuities and Growing perpetuity - Effect of compounding - Effective annual rates and Annual percentage rates- Continuous compounding- Amortization of Loans- Arithmetic averages and compound annual returns.

Module III: Bond Valuation

Debt Market – Types of Debt – Bond Valuation Basics – Types of Bonds – Measuring Bond Yield: Current Yield – Yield to Maturity – Yield to Call – Yield to Put - Effective Annual Yield – Interest rate risk in bond market.

Module IV: Risk and Return: Mean Variance Analysis

Measuring Risk – Unsystematic Versus Systematic Risk- Beta Estimation – Relationship between the risk and the rates of return: Capital Asset Pricing Model

Module V: Financial Markets, Institutions, and Instruments

Financial institutions –Money market- Capital market: Primary market, Secondary market - Public issue - Right Issue - Private placement - Financial Intermediaries – Regulatory financial infrastructure - Securities and Exchange Board of India (SEBI) – Money market instruments – Mutual Funds- ETFs.

Text Book

Corporate Finance, Stephen Ross, Randolph W. Westerfield, Jeffrey Jaffe, Bradford D Jordan and Ram Kumar Kakani, McGraw-Hill, 11th edition.

Reference Books

- 1) Fundamentals of Corporate Finance, Jonathan Berk, Peter Demarzo and Jarrad Harford, Pearson Publications, ISBN 978-93-530-6998-8.
- 2) Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & Pitabas Mohanty: 8th Edition (SIE).
- 3) Financial Management: Theory and Practice, Prasanna Chandra, Tata McGraw-Hill, 8th edition.

TRIMESTER 2

CONTEMPORARY BUSINESS COMMUNICATION– II (WRITTEN)

Course code: 24MT28

Credits: 2.0

Total No. of Sessions: 16+4

OVERVIEW

This course prepares the learners to develop effective writing skills to prepare formal documents meant for corporate communication. It helps learners in understanding the nuances of deliberating technology-enabled communication in an impactful way across social media. It aids the learners in career development communication and ensures ethical communication across cultures in varied business contexts.

COURSE OUTCOMES (COs):

1. Illustrate understanding of the concepts of written communication in the contemporary business context. (PO2)
2. Organize information in the specified formats with the help of technology systematically and ethically across cultures. (PO6)
3. Synthesize information from various resources logically and coherently to enhance career development communication. (PO4)

POs	1	2	3	4	5	6	7	8	9
CO1		✓							
CO2						✓			
CO3				✓					

MODULES:

Module I: Persuasive Business Message Writing

Importance of business writing | Delivering good/bad and procedural messages across cultures | Persuasive requests.

Module II: Assertive Writing

Business letters | E -mails | Memos | Meeting agenda and minutes | Review writing

Module III: Business Reports and Proposals

Kinds of report writing | Steps in writing analytical business reports | Types & components of business proposals.

Module IV: Written communication for Employment

Preparing the resume | Resume format | Supplementing resume | Employment messages.

Module V: Media Communication

Digital media | Social media | Visual media

TEXTBOOK:

Business Communication Today by Courtland L. Bovee, John V. Thill, & Roshan Lal Raina, 15th ed., Pearson, 2023.

BOOKS FOR REFERENCE:

- **Communicating for Results** by Carolyn Meyer and N. Bringi Dev, 4th ed., Oxford University Press, 2021.

- **Business Communication** by Carol M. Lehman, Debbie D. Dufrene, & Robyn Walker, 10th Edition. Cengage Learning, 2023.
- **Business Communication** by Meenakshi Raman & Prakash Singh, 2nd ed., 17th impression, Oxford University Press, 2022.
- **Business Communication: From Principles to Practice** by Matthukutty M. Monipally, McGraw Hill Education, 2019.

ONLINE RESOURCES:

<https://cxl.com/blog/cialdinis-principles-persuasion/>

www.youtube.com

www.tedtalks.org

TRIMESTER - 3

TRIMESTER - 3
CORPORATE FINANCE - II
Credits: 3.0

Course Code: 24MT31

Total No. of Sessions: 24

Course Overview:

This course is an expansion of corporate finance -I. This course enables the students to understand the constraints of financial managers in connection with investment and financing decisions. This course focuses on the various metrics of investment analysis, measurement of cost of capital, identifying the optimum capital structure, managing working capital, linkage between long-term and short-term source of finance, dividend distribution, company valuation and merger & acquisition. This course helps the students to understand how efficiently companies should manage their finance to enhance the company value.

Course Outcomes (COs):

This course aims at

1. To critically evaluate projects using investment decision techniques. (PO2, PO3, PO9)
2. To Assess cost of capital and its impact on project selection. (PO2, PO3, P04)
3. To Analyse the impact of corporate financing decisions on firm value. (PO2, PO3, PO8)
4. To Apprehend the practice of working capital management. (PO2, PO3)
5. To understand the impact of dividend policy on share value. (PO2, PO3)

POs	1	2	3	4	5	6	7	8	9
CO1		✓	✓						✓
CO2		✓	✓	✓					
CO3		✓	✓					✓	
CO4		✓	✓						
CO5		✓	✓						

COURSE CONTENT:

Module I: Investment Decisions

Investment criteria –Accounting Rate of return – Pay Back Period - Net present value –Internal Rate of Return –Profitability Index - capital rationing - Capital investment process; Assessment of Risks: Sensitivity analysis – Monte Carlo simulation – Real options and Decision trees.

Module II: Securities Valuation and Cost of Capital

Cost of capital – Cost of equity – Cost of Debt –Cost of Preference Shares – Cost of Retained Earnings- Securities Valuation: Equity and Bond Valuation- Discounted Dividend Model Approach-Project risk – valuation by certainty equivalents - weighted average cost of capital – Adjusted present value.

Module III: Financing Decisions/Capital Structure

Capital structure: Debt Policy and long-term financing – Net Income Approach –Net Operating Income Approach –Traditional Approach - Modigliani and Miller Approach –Pecking order theory- Taxation and Capital Structure- PBIT-EPS Analysis - ROI-ROE Analysis – Leverage Analysis – Capital Structure Planning.

Module IV: Management of Working Capital

Working Capital- Meaning, Need, Determinants - Working Capital Cycle - Estimation of working capital need – Working capital investment and financing policies – Cash management – Marketable securities management - Accounts Receivables management – Inventory management and financing.

Module V: Dividend Decisions and other Pay-outs

Dividend policy and stock value: Factors influencing dividend policy –Dividend policy models: Traditional position-Miller and Modigliani position; Bonus Shares, Stock Splits, Stock Repurchases-Financial Strategy for growth – Financial Distress – Corporate Restructuring.

Module VI: Special Topics in Finance

Financial Derivatives: Types of Financial Derivatives- Forwards-Futures- Options and Swaps.

Textbook:

1. Corporate Finance, by Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, Bradford D Jordan, Ram Kumar Kakani, 11e, The McGraw-Hill Education.

Reference Books

1. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & PitabasMohanty: 11th Edition (SIE).
2. Fundamentals of Corporate Finance, Jonathan Berk, Peter Demarzo and Jarrad Harford, Pearson Publications, ISBN 978-93-530-6998-8.
3. Damodaran, Aswath, Corporate Finance – Theory and Practice -2nd Edition, Wiley India (Additional Reading) A D

TRIMESTER 3
STRATEGIC MANAGEMENT
Credits: 3.0

Course Code: 24MT32

Total No. of Sessions: 24

Course Objectives:

The course will aid in

- a) Imparting the skills to integrate knowledge and insights gained from functional courses and help develop:
 - holistic, unified perspectives on long-term, organisational-wide issues
 - a general management orientation
- b) In particular, familiarise the students about some of the well-known framework in analysing industry structure and competitive choices

The learning from the course would depend on the extent of investment of quality time and effort by each participant in preparing for each session, reading the assigned readings, and integrating them into the case analysis before the respective session

Course Outcomes (COs):

1. Help develop an integrated view of all functional areas of management (PO1)
2. Familiarize the learners about some of the well-known frameworks in analyzing industry structure and components. (PO3)
3. Provide an understanding of the determinants of and processes in the formulation and implementation of competitive and corporate strategy (PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2			✓						
CO3								✓	

Course Content:

Module I: Strategic management and the concept of strategy –Process- Vision, mission and corporate strategy - Evaluating a Company’s External Environment – PESTLE Analysis -Structural analysis of industry and Porter’s 5-forces framework.

Module II: I/O model, Evaluating a Company’s Resources and Capabilities- Resource based View (RBV)- VRIO framework-Generic competitive strategies and value chain analysis- Business Level Strategy- cost leadership - differentiation - Strategic group analysis - Approach to strategy formulation: SWOT analysis,

Module III: IFE/EFE Matrix, SPACE Matrix, Grand Strategy, Corporate growth strategies-expansion- Vertical and Horizontal Integration; Diversification – Related and Unrelated -Organic Growth Vs. M & A Vs. Alliances-Blue Ocean Strategy

Module IV: Managing diversified portfolio: BCG and other framework – Corporate restructuring - Strategy implementation: Building an Organization Capable of Good Strategy Execution - Importance of structure and systems

Module V: Corporate Culture and Leadership - Ethical choice and value systems in strategic choice- Corporate Social Responsibility- ESG Measures Strategic analysis and review of specific sectors and companies (selection based on topical relevance and contemporary interest)

Textbook:

1. Hitt, Ireland, Hoskisson & Manikutty, Strategic Management-A South Asian Perspective 9th Edition, Cengage Learning

Reference Books:

1. Pierce and Robinson, Strategic Management, Tata-McGraw-Hill Publishing Company Limited, 10/e, 2008
2. Charles W. L. Hil, Gareth R. Jones, Strategic Management an Integrated Approach, 9/e, Cengage Learning, 2012
3. Michael E Porter, Competitive strategy: Techniques for Analysing Industries and Competitors, Free Press, 1/e, 1998
4. Robert M. Grant, Contemporary Strategy Analysis, 8/e,Wiley

TRIMESTER 3
DECISION MAKING WITH OPTIMIZATION TECHNIQUES

Course Code: 24MT33

Credits: 2.0

Total No. of Sessions: 16

The course seeks to:

- * Provide an introduction to analytical methods for managerial decisions,
- * Stress the importance of applying analytical methods to common business problems,
- * Develop skills in identifying typical problems; formulating, solving, and interpreting using appropriate models.

Course Outcomes (COs):

This course aims at

1. Developing skills to formulating, solving, and interpreting various decision models through Optimization Techniques. ((PO1, PO2, PO3, PO4, PO5)
2. Introduction of prescriptive analytical methods for common business problems encountered in real-world scenarios through sensitivity analysis for various optimization models. (PO3, PO6, PO7, PO8,PO9)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓	✓	✓				
CO2			✓			✓	✓	✓	✓

Course Content:

Unit I: History of Optimization Techniques and Formulating Simple Models

Introduction to Optimizations - Application of Operations Research Techniques, Model Development – Linear Programming Formulation – Solution to LP Problems: Graphical Method, Introduction of Sensitivity Analysis through Graphical Method.

Unit II: Simplex Algorithm and Solution Methodology: Applications in Operations, Finance, and Marketing and HR domain.

Linear Programming Problems – Solution by Simplex method, Big M Method, Application through MS Excel Solver and *Paul Jensen's Operations Research Models and Methods*, [Case Study Analysis](#).

Unit III: Simplex Algorithm and Beyond

Duality, Dual Simplex Method – Economic Interpretation of Duality, Performing Sensitivity Analysis and interpretation, Linear Programming Applications in Marketing, Finance and Operations Management. Application through Excel Solver. [Case Study Analysis](#).

Unit IV: Distribution and Network Models

Transportation and Assignment Models – Transportation problem – North-West Corner rule, Least Cost Method, VAM, MODI Method, and Hungarian Method – Travelling Salesman Problem, Linear programming Problem approach to network models.

Textbook:

1. **Decision Making with Optimization Techniques (2021)**, Special Compilation for Thiagarajar School of Management, Madurai by Cengage India, ISBN 978-93-90555-51-2/93-90555-51-5.

Reference Books:

1. Managerial Decision Modelling with Spreadsheets, Balakrishnan, Render and Stair, 3/e, Pearson India.
2. F. Hillier & G. Liberman, An Introduction to Operations Research, Tata McGraw Hill, New Delhi, 8/e, 2007.
3. Introduction to Management Science with spreadsheets, William J. Stevenson and Ceyhun Ozgur, McGraw Hill (India) Pvt Ltd, Indian Edition, 2007.
4. Management Science Modeling, Albright and Winston, CENGAGE Learning, 4/e, 2012.

**TRIMESTER 3
HUMAN RESOURCE MANAGEMENT**

Course Code: 24MT34

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

This course provides an overview of concepts in the field of Human Resource Management. The goal of this course is to help in developing a conceptual understanding of the different functions of HR, the related approaches and the laws governing the employment in organizations. Understanding the different concepts, the legal aspect of employment enables you to make informed decisions and put those ideas and theories into practice.

Learning Objective:

1. The course seeks to give an exposure to the theories in human resource management and its practice in contemporary business context, with global perspective.
2. The students will be able to analyze and develop decisions for managing human resource practices in an organization.
3. Understanding IR and welfare issues.

Course Outcomes:

This course seeks to:

1. Demonstrate an understanding into how HRM theory and practice has emerged to play a key role in shaping organizational life (PO1 and PO7).
2. Understand how HRM strategy and practices are developed and applied in organizations in order to drive business performance (PO3, PO7 and PO8).
3. Analyse and critically evaluate the role and effectiveness of key HRM practices (PO3 and PO9).

POs	1	2	3	4	5	6	7	8	9
CO1	✓						✓		
CO2			✓				✓	✓	
CO3			✓						✓

Course Content:

Module I: Introduction: What is HRM – History and Evolution of HRM – Goals of HRM - Staff vs Line Function – Strategic Human Resource Management – Sustainable Human Resource Management – Role of HR – HR Compass – Challenges of HRM.

Module II: Job Analysis: Methods, Description, Specification – Human Resource planning: Forecasting Needs, Forecasting Supply – Recruitment: Factors (internal and external), Sources (internal and external) – Selection: Steps, Criteria, Techniques – Interviews: Mistakes, Designing effective interviews – Selection Decision.

Module III: Training & Development: Orientation, Onboarding – Learning, Training, Development and Education – Training Process: ADDIE – Performance Appraisal: Why, Goals, Process, Tools – BSC, Managing Appraisal Interviews.

Module IV: Career Management - Traditional and New Views of Career Stages– Management of Turnover/Retention – Employee Lifecycle Career Management – Managing Dismissals/Terminations – Exit Process – Compensation: Developing Compensation Strategy, Purpose, Components – Determinants of Compensation Strategy – What to Pay: Job Evaluation, Pay for Knowledge/Skill - Wage and Salary Administration – Incentives and Performance-based Rewards – Benefits.

Module V: Industrial Relations – Overview of Indian Industrial Relations: FA, IDA, PBA, PGA, WCA, PWA, Standing Order, EPF Act, MWA, ESIA, ERA, MBA, CLA – Trends in Union – Collective Bargaining Process – Resolving Impasses – Disputes and Grievances.

Textbook:

1. Human Resource Management – by Gary Dessler, Sixteenth 16e Edition, 2020
2. HR - Human Resource Management - By Denisi, Griffin & Sarkar, Cengage Learning, Third Edition, 2016

Reference Books:

1. Aswathappa, Human Resource Management, Tata McGraw Hill, 2010
2. Tripathi, Principles Personnel Management, Tata McGraw Hill, 2001
3. Wendell French, Human Resources Management, Boston Houghtonmiffin, 2003
4. Edwin B.Flippo, Personnel Management, Tata McGraw Hill, 1984
5. C.B.Memoria, Personnel Management, Himalaya Publications, 2003
6. P. Subba Rao, Human Resource Management, Texts and Cases, Himalaya Publishing House (p) Ltd.,

TRIMESTER 3
LEGAL ASPECTS OF BUSINESS
Credits: 3.0

Course Code: 24MT35

Total No. of Sessions: 24

Learning Objectives:

- To make the students understand and assimilate legal concepts while doing business or while going for employment in an organization.
- To emphasize the important Legal Aspects in Business Decision Making across various departments in an organization.
- To give a legal perspective to every aspect of doing business through startups or in employment.

Course Outcomes:

1. To understand the significance & relevance of Law in modern Civilised Society (PO 4, PO6)
2. To familiarise with every aspects of Business Contracts (PO 1, PO7)
3. To understand the provisions of Corporate Laws (PO 4)
4. To familiarise with the aspects of Banking & Consumer Protection Laws (PO 4, PO5)
5. To familiarise with the laws relating to Immovable Property & Real Estate (PO 4)

POs	1	2	3	4	5	6	7	8	9
CO1				✓		✓			
CO2	✓						✓		
CO3				✓					
CO4				✓	✓				
CO5				✓					

Course Content:

Module I: Basics of Law & overview of Business Laws

Understanding of Law & the makers of Law - Knowing your legal rights and enforcement – Differentiating a crime or offence from tortious or contractual liability – Need to understand Substantive Laws – Choosing the right form of business organization –Introducing Corporate personality as a separate person with limited liability for ease of doing business.

Module II: Governance of a Corporate entity

Role of directors, officers and shareholders in running a company – How to conduct Board meeting and General Meeting – Interpreting Annual report and Environment, Social and Governance Report – Preparing for an IPO – Information available from Public Documents facility of Ministry of Corporate Affairs & Stock Exchanges, relating to limited liability companies in India.

Module III: Laws relating to pooling of monies & Insolvency

Banning of Unregulated Deposit Schemes – Collective Investment Scheme and its regulators – Raising funds as Foreign Direct Investment (FDI) and making Overseas Direct Investments (ODI) – Understanding of Negotiable Instruments – Directors and their dealing with cheque bounce cases – Compliances for Fin-Tech Start-ups and role of GIFT City – Insolvency laws to enforce when there is a default in debt by a limited company.

Module IV: Foreign Trade Policy, Competition & Consumer Protection laws

Import or Export Promotion Schemes – Development of Enterprise & Service Hubs (DESH) – Contracts creating Adverse Appreciable effect on competition – Laws protecting B2B Contracts between Manufacturers, Wholesalers & Retailers – Central Consumer Protection Authority (CCPA) and its role in protecting end-consumers for defects & deficiency in services.

Module V: Understanding Start-up & Contracts

Compliances for attracting investment in a start-up – Legal Due Diligence – Manner of raising funds from venture capital investors – Start-up Contracts like Shareholders Agreements – Condition Precedent and Condition Subsequent in Contracts – Valid Contract – Void Contract – Voidable Contract – Contingent Contract – Breach of Contract and claiming damages – Movable Property, Immovable Property & Intellectual Property related Contracts.

Textbook:

Compilation Material

Reference Books:

1. Legal Aspects of Business – Ravinder Kumar
2. Legal Aspects of Business – Akhileswar Pathak –McGraw Hill.
3. Elements of Mercantile law –N.D. Kapoor – Sultan Chand & Sons.
4. Company law –N.D. Kapoor - Sultan Chand & Sons.
5. A Text book of Company law –Dr. A.K. Singhal - Vayu education of India.

**TRIMESTER 3
BUSINESS RESEARCH METHODS**

Course Code: 24MT36

Credits: 3.0

Total No. of Sessions: 24

COURSE OVERVIEW

- To obtain a knowledge of some basics in BRM.
- To appreciate the importance of BRM in the marketing/business function.
- To learn the basic principles behind the tools and techniques in BRM.
- To learn how to apply the above tools and techniques in real business situations.
- To make the student understand how to conduct different types of BRM.

COURSE OUTCOMES:

- Develop the ability to understand the BRM concepts, tools, and techniques. (PO1, PO3)
- Value the skills of decision-making and storyboarding process using BRM. (PO2, PO3)
- Apply BRM to real-world situations and learn hands-on through project. (PO4, PO5, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓		✓						
CO2		✓	✓						
CO3				✓	✓			✓	

COURSE CONTENT

Module I: Foundations

Research Approaches - Significance of Research - Research Process - Defining the Research Problem - Research Design - Features of a Good Design – Types of Research Designs

Module II: Sampling

Census and Sample Survey - Steps in Sampling Design - Characteristics of a Good Sample Design - Different Types of Sampling - Probability Sampling-Non-Probability Sampling - Sample Size and its Determination - External Validity

Module III: Collection of Data Measurement and Scaling

Collection of Primary Data - Observation Method - Interview Method -Collection of Data through Questionnaires - Collection of Data through Schedules - Case Study Method - Collection of Secondary Data, Measurement in Research - Sources of Error in Measurement - Construct Validity-Reliability- Levels of Measurement - Survey Research-Scaling-General Issues in Scaling-Thurstone Scaling-Likert Scaling-Guttman Scaling

Module IV: Analysis of Data and Testing of Hypotheses

Basic Concepts Concerning Testing of Hypotheses - Procedure for Hypothesis Testing -Chi-square as a Test for Comparing Variance - Chi-square as a Non-parametric Test -Analysis of Variance (ANOVA) - Important of Nonparametric or Distribution-free Test

Module V: Multivariate Analysis

Processing of data with computer package-SPSS, Application of Correlation and regression, Factor Analysis, Cluster Analysis, MANOVA.Introduction to multi criteria decision making.

Module VI: Interpretation and Report Writing

Meaning of Interpretation - Precaution in Interpretation - Significance of Report Writing -Different Steps in Writing Report - Layout of the Research Report - Types of Reports -Mechanics of Writing a Research Report - Computer Applications

BRM Tool: IBM SPSS 26.0.

Textbooks

1. Marketing Research, An Applied Orientation, 7th Ed, Naresh Malhotra, Sathyabhushan Dash Pearson Education.

Reference Books

1. Research Methods, 8/e, by William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, 2012.Cengage Publisher.

**TRIMESTER 3
APPLIED BUSINESS ANALYTICS**

Course Code: 24MT37

Credits: 3.0

Total No. of Sessions: 24

Course Overview

Applied Business Analytics is a comprehensive course that equips students with essential skills to analyze and interpret data for effective decision-making in real-world business scenarios. Students will gain hands-on experience through case studies and projects to develop analytical skills essential for effective business decision-making.

Learning Objectives

- Understand and apply fundamental concepts of business analytics, including data collection, data cleaning, and data pre-processing techniques.
- Develop proficiency in statistical analysis and predictive modelling techniques to derive insights and make informed business decisions.
- Master data visualization tools and techniques to effectively communicate analytical findings and support decision-making processes in a business context.

Course Outcome

- Gain the ability to understand fundamental concepts in business analytics, including the principles and techniques of data collection, data cleaning, and data pre-processing, and demonstrate the ability to apply these concepts effectively in real-world scenarios. (PO1, PO2)
- Develop proficiency in using descriptive, inferential, predictive and prescriptive analytics techniques to extract valuable insights from data and make data-driven decisions. (PO2)
- Acquire skills in visualizing and presenting analytical findings to effectively communicate complex information and support strategic business decision-making. (PO3, PO6)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓	✓							
CO2		✓							
CO3			✓			✓			

Course Content:

Module 1: Introduction to Business Analytics

Overview of business analytics and its applications in different industries. Introduction to data collection methods and strategies. Techniques for data cleaning and data preprocessing. Understanding data quality and data integrity issues. Introduction to statistical analysis and its role in business analytics. Case studies and examples illustrating the use of business analytics in real-world scenarios.

Module 2: Data Visualization and Communication

Importance of data visualization in business analytics. Principles of effective data visualization.

Introduction to data visualization tools using Python libraries (matplotlib, seaborn). Designing informative graphs. Storytelling with data: presenting analytical findings effectively. Hands-on practice with data visualization tools and techniques.

Module 3: Predictive analytics

Assessing Assumptions in Linear Regression, Visual inspection: Scatter plots, residual plots, and QQ plots
Statistical tests: Assumption of independence between observations, Multicollinearity, influential observations,
Introduction to logistic regression, interpretation of logistic regression parameters, classification table, AUC-
ROC curve.

Module 4: Advanced Analytics Techniques

Clustering - Distance and Dissimilarity measures in clustering -Clustering algorithms – K means and Hierarchical
clustering - Optimal number of clusters. Cluster validation- Multi-Criteria Decision-Making (MCDM) Problems
Roadmap for analytics capability building

Module 5: Business Applications and Decision Support

Applying business analytics in specific domains (e.g., marketing, finance, operations). Developing analytical
models for decision support. Incorporating ethical considerations in business analytics. Leveraging analytics for
strategic decision-making. Case studies showcasing successful business analytics implementations.

Text Books:

1. Dinesh Kumar, U. (2022). Business Analytics: The Science of Data-driven Decision Making. Second Edition India: Wiley India.
2. Griffel, M., Guetta, D. (2021). Python for MBAs. United States: Columbia University Press.
3. Field, A., Miles, J., Field, Z. (2017). Discovering Statistics Using R. United Kingdom: SAGE Publications.

Reference Books:

1. Marvin, R., Ng'ang'a, M., Omondi, A. (2018). Python Fundamentals: A Practical Guide for Learning Python, Complete with Real-world Projects for You to Explore. United Kingdom: Packt Publishing.
2. Pradhan, M., Dinesh Kumar, U. (2019). Machine Learning with Python. India: Wiley.
3. Garrett Golemund and Hadley Wickham, R for Data Science, 2017
4. Winston Chang, The R Graphics Cookbook, 2020
5. S, G., A, V. (2018). Introduction to Python Programming. United Kingdom: CRC Press.

TRIMESTER 3
BUSINESS, GOVERNMENT AND SOCIETY

Course Code: 24MT38

Credits: 2.0

Total No. of Sessions: 16

Course Overview

The subject of "Business, government and society" is a unique course that decodes the various inter-linkages both within and between businesses, governments, and societies. Keeping this in mind this course is designed to benefit the student in a way that he/she develops a holistic view of the business ecosystem. Since the government and society is very much a part of any business ecosystem the knowledge of the interconnectedness between the three really helps the student in integrating the different strands of any given business problem.

Course Outcomes

1. To facilitate understanding of External forces and their impact on businesses. (PO2)
2. To understand the structure of governance, democracy, and society. (PO1, PO7)
3. To appreciate the triadic relationship between Business, government, and society. (PO4, PO9)
4. To analyze the symbiotic relationship between political and business leadership at global levels. (PO3, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1		✓							
CO2	✓						✓		
CO3				✓					✓
CO4			✓					✓	

Course Contents

Module I: Indian Business Environment

1. Socio-economic Ideology & Political Environment
2. Indian Business Environment (LPG alone need not be highlighted)
3. License Permit Quota Raj & corruption
4. Economic Reform and Changing Face of Regulations
5. Regulatory environment
6. GST Regime

Module II: Legislative System in India

1. Our constitution
2. Parliamentary System
3. Centre State Legislative Relations
4. Bills & Amendments

Module III: The Executive and Governance

1. PMO and major ministries
2. Policymaking, NITI Aayog & Major Schemes

Module IV: Asian Political and Economic Landscape

1. The Growth of China
2. Success story through SEZs
3. ASEAN countries

Module V: European Landscape & the World

1. Evolution of the European Union
2. EU today
3. Eurozone Crisis & Brexit

Text Book:

1. Our Constitution Subhash Kashyap
2. Our Parliament Subhash Kashyap

Reference

- 1) Our Constitution – Subhash C. Kashyap – National Book Trust
 - 2) Our Parliament - Subhash C. Kashyap – National Book Trust
 - 3) Indian Economy – Dutt and Sundaram, Latest Edition
 - 4) Business Government and Society: A Managerial Perspective: 13th Edition
- All leading newspapers and current affairs magazines

Syllabus for II Year

ELECTIVE – FINANCE

TRIMESTER 4

ADVANCED FINANCIAL ANALYSIS

Course Code: 24MF41

Credits: 3.0

Total No. of sessions: 24

Course Overview:

Advanced Financial Analysis is designed to equip students with advanced skills in detecting earnings manipulation and evaluating the financial health of both non-financial and financial companies. The course begins with a foundational recap of financial ratio analysis and explores the qualitative characteristics of accounting information. Students will learn to measure the faithful representation and relevance of financial data through accrual-based and real-activity-based earnings management techniques, as well as value relevance metrics. The course then addresses the detection of corporate financial fraud and bankruptcy risk, utilizing tools such as the Beneish M-Score and the Altman Z-Score.

As students progress, they will delve into the financial statement analysis of various financial services companies, including Non-Banking Financial Companies (NBFCs), banking companies, and insurance companies. Each segment of the course focuses on understanding the unique aspects and differences in financial statements among these entities and applying specific analytical techniques, such as CAMEL analysis for banks and specialized methods for insurance companies.

By the end of the course, students will have a comprehensive understanding of advanced financial analysis techniques, enabling them to identify financial irregularities and assess the financial stability of different types of companies. This prepares them for advanced roles in financial analysis, auditing, and risk management.

Course Outcomes (COs):

This course aims at

1. Evaluating the usefulness of the financial statements through an empirical investigation of relevance and faithful representation of accounting information (PO8, PO9)
2. Analysing financial statements to detect corporate fraud and predict bankruptcy risk (PO8, PO9).
3. Analysing financial statements of NBFCs (PO3, PO4)
4. Analysing financial statements of banking companies (PO3, PO4)
5. Analysing financial statements of insurance companies (PO3, PO4)

POs	1	2	3	4	5	6	7	8	9
CO1								✓	✓
CO2								✓	✓
CO3			✓	✓					
CO4			✓	✓					
CO5			✓	✓					

COURSE CONTENT:

COURSE CONTENT:

Module I: Detection of Earnings Manipulation in Non-Financial Companies

Recap of financial ratio analysis; Qualitative characteristics of accounting information; Measuring faithful representation - Accrual Based Earnings Management, Real-Activity Based Earnings Management; Measuring relevance – Value relevance

Module II: Non-Financial Companies - Detection of corporate financial fraud and Bankruptcy risk

Detection of corporation financial fraud using Beneish M-Score; Detection of Bankruptcy risk using Altman Z-Score.

Module III: Financial Statement Analysis – Financial Services Companies

Understanding differences between financial statements of Non-Financial Companies and Financial Companies;
Financial Statement analysis of NBFCs

Module IV: : Financial Statement Analysis – Banking Companies

Understanding differences between NBFCs and Banks; CAMEL Analysis of Banks

Module V : Financial Statement Analysis – Insurance Companies

Understanding differences between Financial Services and Insurance services; Financial statement analysis of Insurance Companies

Reference Material:

1. Faculty Notes
2. Annual reports of selected companies

Additional Reading:

- 1) Altman, E. I. (1968). Financial Ratios, Discriminant Analysis and the Prediction of Corporate Bankruptcy. *The Journal of Finance*, 52(4), ix–xxix. <https://doi.org/10.1111/j.1540-6261.1997.tb00412.x>
- 2) Altman, E. I. (1983). *Corporate Financial Distress: A Complete Guide to Predicting, Avoiding, and Dealing With Bankruptcy*.
- 3) Beneish, M. D. (1999). The Detection of Earnings Manipulation. *Financial Analysts Journal*, 55(5), 24–36. <https://doi.org/10.2469/faj.v55.n5.2296>
- 4) Dechow, P. M., Sloan, R. G., & Sweeney, A. P. (1995). Detecting Earnings Management. *The Accounting Review*, 70(2), 193–225.
- 5) Easton, P. D., & Harris, T. S. (1991). Earnings as an Explanatory Variable for Returns. *Journal of Accounting Research*, 29(1), 19–36. <https://doi.org/10.2307/2491026>
- 6) Hawkins, D. (2010). Financial Statement Analysis. *Harvard Business School Case*.
- 7) Jones, J. J. (1991). Earnings Management During Import Relief Investigations. *Journal of Accounting Research*, 29(2), 193–228.
- 8) Kaur, H. V. (2010). Analysis of Banks in India—A CAMEL Approach. *Global Business Review*, 11(2), 257–280. <https://doi.org/10.1177/097215091001100209>
- 9) Mukherjea, S., Ranjan, R., & Desai, S. (2021). *Diamonds in the Dust: Consistent Compounding for Extraordinary Wealth Creation*. Penguin Random House India.
- 10) Ohlson, J. A. (1995). Earnings, Book Values, and Dividends in Equity Valuation. *Contemporary Accounting Research*, 11(2), 661–687. <https://doi.org/10.1111/j.1911-3846.1995.tb00461.x>
- 11) Roychowdhury, S. (2006). Earnings management through real activities manipulation. *Journal of Accounting and Economics*, 42(3), 335–370. <https://doi.org/10.1016/j.jacceco.2006.01.002>
- 12) Jha, P., & Natarajan, S. (2021). Asset Quality Evaluation of Select Indian Banks: A Camel Model. *Orissa Journal of Commerce*. 42(1), 59-77.

TRIMESTER 4
FINANCIAL MARKETS & INSTITUTIONS

Course Code: 24MF42

Credits: 3.0

Total No. of sessions: 24

Course Overview:

This course is designed to offer insights on financial markets, financial regulators, institutions, and other intermediaries. The course gives an overview on primary markets, secondary markets and their operations, debt markets, mutual funds, FX and commodity markets among others. The concepts of stock market regulations, role of RBI, AMFI, etc. would be discussed.

Course Outcomes (COs):

This course aims at

1. To understand the role of financial markets, financial institutions, and financial intermediaries (PO1, PO2)
2. To analyse the financial instruments used in the financial markets (PO2, PO3)
3. To analyse the importance of money markets, bond markets and equity markets (PO1, PO2, PO3, PO6)
4. To understand the Forex rules and regulations, commodity markets (PO1, PO2, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓							
CO2		✓	✓						
CO3	✓	✓	✓			✓			
CO4	✓	✓						✓	

COURSE CONTENT:

Module I: Financial System & Institutions Overview

Financial Markets – Financial Institutions – Function & Structure of Financial Markets – Types and Regulation of Financial Intermediaries, Global principal regulatory agencies, the nature of regulations - SEC, CFTC, Fed reserve, PRA. Developmental Financial Institutions, Banks, etc CRR, SLR, trends in banking industry. Role of SEBI, RBI & AMFI

Module II: Equity Market

Overview of Primary Equity Markets - Secondary Market and its Operations – Stock Exchanges – Buying & Selling of Shares – Quotations & Indices – Stock Market Regulations, Depositories. International capital markets – instruments.

Module III: Debt & Wholesale Debt Market

Overview of Debt Market – Types of Bonds – Treasury Bills and Bonds – Corporate Bonds – Bond markets– Investing in Bonds – Bond Market Regulations. Wholesale Debt Market, regulation in debt markets, G Secs, Debt issuances based on yield & price, WDM trades, transaction types and investing in G Secs

Module IV: Money Markets, Mutual Funds, Pension Funds

Purpose of Money market – Participants – Instruments – Valuation. Commercial paper, CD, Repo, reverse repo, Mutual Funds – Benefits – Fund Structure – Investment Objective – Classes – Fee Structure – Regulation of Mutual Funds

Module V: Other Major Financial Markets

Overview – Role & Importance – International Financial System – Functioning of Forex Markets – Forex Regulations, FEMA, Currency convertibility, currency forwards, futures and options, trading in FX markets. Commodity Markets – Fundamentals – Base & Precious metals – Energy & Agriculture – Regulations. Overview on Derivatives Markets & Mortgages markets.

Text Book

The course is predominantly case based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) "Financial Markets and Institutions" by Mishkin & Eakins, 8th edition, 2017, Pearson
- 2) "Financial Markets and Institutions: An Introduction to the Risk Management Approach" by Anthony Saunders
and Marcia Millon Cornett, 3rd edition, 2017, McGraw Hill
- 1) Indian Financial system - Bharti Pathak, 2014, Pearson education.
- 2) Wilmott, Paul, Derivatives: The Theory and Practice of Financial Engineering, John Wiley & Sons

TRIMESTER 4
FINANCIAL RISK MANAGEMENT
Credits: 3.0

Course Code: 24MF43

Total No. of sessions: 24

Course Overview:

This course makes the students to understand the Financial Risk associated with any business organization. Risk can be minimized but cannot be avoided. To minimize the various risk associated with the business, financial tools are used. This course makes the students to understand how financial tools can be used to minimize or manage the financial risk associated with the business.

Course Outcomes (COs):

This course aims at

1. To understand the Principles & Elements of Risk Management (PO2, PO3)
2. To evaluate Risk associated with Interest Rates (PO2, PO3, PO6)
3. To understand the Risk associated with Foreign Exchange (PO2, PO3, PO6)
4. To apply the Risk mitigating measures in Investments (PO2, PO3, PO6)
5. To understand liquidity Risk & credit risk (PO1, PO2)
6. To understand risk management and the role it plays in their area of business (PO4, PO9).

POs	1	2	3	4	5	6	7	8	9
CO1		✓	✓						
CO2		✓	✓			✓			
CO3		✓	✓			✓			
CO4		✓	✓			✓			
CO5	✓	✓							
CO6				✓					✓

COURSE CONTENT:

Module I: Financial Risk Manual

Principles of Risk Management; Quantitative Risk Analysis; Fundamentals of probability & statistics in Risk Assessment; Monte Carlo Methods; Modelling Risk Factors; Linear & Non Linear Risk Models
Concept of Hedging; Asset Liability Management; Reporting of Risk

Module II: Interest Rate Risk

Fixed Income Instruments; Risk Premium; Risk & Inflation; Term Structure; Duration; VaR of Fixed Income; Interest Rate Derivatives; Interest Rate Swaps; Forward Rate Agreements; Cap, Floor & Collar; Structured Bonds

Module III: Exchange Rate Risk

Basic Concepts, Exchange Rate Markets, Types of Exposures, Exchange Rate Hedging; Exchange Rate Derivatives; Forward & Option Contract; Future as a Hedging Tool; Operation of Arbitrage; Forex Rate Swaps

Module IV: Investment Risk

Portfolio Risk Management: Performance Evaluation, Return based and Position based risk measurers. Risk adjusted Performance Measures.

Sell Side & Buy Side of Equity Derivatives; Future & Forward Equity Contracts; Equity Swaps and Dividend Swaps.

Module V: Other Financial Risk

Liquidity Risk: Probabilistic measurement of liquidity – Concepts & Methods; Dynamic modelling of liquidity; Liquidity portfolios; Term structure of liquidity

Credit Risk: Portfolio Selection Theory; framework of Credit Risk management models; Credit Risk Pricing Model; Market Risk Pricing Model; Exposure Model; Capital & Regulation

Reference Books

1. Risk Management & Financial Institutions, John C Hull, Wiley
2. Financial Risk Management: Identification, Measurement & Management, Francisco Javier
3. Quantitative Financial Risk Management, Michael Bernard, Miller, Wiley
4. Financial Risk Manager Handbook (Part I/II), 6/e, Philippe Jorion, Wiley
5. Elements of Financial Risk Management (2/e), Peter F Christoffersen, Academic Press
6. Professional Handbook of Financial Risk Management – Lore M Borodovsky

TRIMESTER 4
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: 24MF44

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

This course aims to acquaint the students with the concepts of Security analysis and portfolio management. The two crucial decisions taken by any investor are the allocation of the total investment in available asset classes and how to select the assets within the asset classes. The decisions of allocation and selections are based on the trade-off between risk and return, availability of the risk mitigating tools, investment horizon, etc. This course helps the students to evaluate various securities in terms of risk and return and construct an optimum portfolio.

Course Outcomes (COs):

This course aims at

1. Discuss the nuances of various investment avenues (PO2).
2. Measuring the risk & return associated with portfolio of securities (PO3,PO6).
3. Constructing optimum portfolio for investors (PO2,PO3,PO6).
4. Analysing the securities using fundamental analysis (PO1,PO2,PO3,PO8,PO9).
5. Figuring out the entry and exit points using technical analysis (PO3,PO6,PO9).
6. Application of various Portfolio Performance Evaluation measures (PO3,PO4,PO8,PO9).

POs	1	2	3	4	5	6	7	8	9
CO1		✓							
CO2			✓			✓			
CO3		✓	✓			✓			
CO4	✓	✓	✓					✓	✓
CO5			✓			✓			✓
CO6			✓	✓				✓	✓

COURSE CONTENT:

Module I: Introduction to Investment

Nature of investing, Asset Classes and Financial Instruments – Investment Process: Market Players - Types of Markets - Trading Mechanisms.

Module II: Portfolio Risk and Return

Return Concepts: Holding Period Return, Annualised HBR, Realised and Expected, Other return estimation approaches – Portfolio Risk and Elements of portfolio risk, measurement of Portfolio Risk: Sharpe Ratio, Treynor Ratio, Jensen’s Alpha – Value at Risk – Methods of VaR: Historical and Monte Carlo Simulation. Security Market Indices and Efficient Market Hypothesis: Forms of Market Efficiency.

Module III: Portfolio Theory and Practice

Asset Allocation: Risky vs. Riskless, CML, SML - Optimal Risky Portfolios: Efficient Diversification and Asset Selection: Two and Multiple Risky Assets - Portfolio Optimisation: Markowitz Portfolio Optimisation Model - Optimisation of Risky Portfolios.

Module IV: Equilibrium in Capital Markets

The Capital Asset Pricing Model and Single Index Model - Arbitrage Pricing Theory: APT and Portfolio Optimisation; Fama-French Three Factor Model - Multifactor Models of risk and return.

Module V: Security Analysis

Market Analysis and Industry Analysis: Business Cycles and Industry sectors, Sensitivity to the Business cycles, Industry structure and performance - Fundamental Analysis: Equity Valuation, Company analysis, Accounting aspects of earnings - Technical Analysis: Types of Charts, Chart patterns, Trend Analysis, Elliot wave theory, Technical Indicators – Assumption and Advantages, Challenges, Technical trading Rules.

Module VI: Portfolio Management

Portfolio Performance Evaluation: Theory of Portfolio Management, Average rates of returns and Time-weighted returns - Portfolio Performance Evaluation Measures: M2 Measure - International Diversification: Investment risk in International markets and Diversification of risk - Hedge Funds: Hedge Fund Strategies, Portable Alpha and Style Analysis - Active Portfolio Management: Treynor-Black and Black-Litterman Model.

Reference Books

- 1) Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P. (2019). Investments, McGraw Hill Education, 12th edition.
- 2) Reilly, F. K., & Brown, K. C. (2011). Investment analysis and portfolio management. Cengage Learning.
- 3) Jordan, B. D., Miller, T. W., & Dolvin, S. D. (2015). Fundamentals of investments: valuation and management. McGraw-Hill Education.
- 4) Hirshey, M., & Nofsinger, J. (2008). Investments: Analysis and Behaviour, McGraw Hill Education.

**TRIMESTER 5
COMPANY AND BUSINESS VALUATION**

Course Code: 24MF51

Credits: 3.0

Total No. of sessions: 24

Course Overview:

The purpose of *any* institution is to create value for its *stakeholders*. This is unquestionably the case with a business or commercial enterprise where owners/shareholders are probably the most important stakeholders. Thus, creating value for shareholder (shareholder value) has—despite criticism about its overly narrow focus—by and large come to be accepted as an important corporate goal. When we talk of value creation it is important that we have reasonably good tools to measure value and value creation (and value destruction). Fortunately, there are a variety of models, tools and techniques evolved to measure value. This course on *Valuation* essentially attempts to familiarise the participants with the variety of models and techniques to estimate the values businesses and companies in a host of situations.

Course Outcomes (COs):

This course aims at

- 1) Understanding the concepts and process of Valuation (PO1, PO2, PO3, PO6, PO8).
- 2) Application of various methods of Valuation (PO3, PO6).
- 3) Identifying the fair value of companies to make informed decisions (PO2, PO3, PO4, PO6, PO8, PO9).

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓			✓		✓	
CO2			✓			✓			
CO3		✓	✓	✓		✓		✓	✓

COURSE CONTENT:

Module I: Introduction

Valuation - Why Value; Valuation Concepts and Methods – An Overview

Module II: Discounted Cash Flow (DCF) Valuation Models

Revisiting NPV: The foundation of valuation; Discounted Cash Flow (DCF) Valuation-Free Cash Flow (FCF) Model; Estimating WACC and Terminal Value; Issues in DCF Valuation; DFC Variant: Capital Cash Flow (CCF), Equity Cash Flows (ECF) and Adjusted Present Value (APV); Dividend Discount Model.

Module III: Multiple-based Valuation and Other Valuation Issues

Relative Valuation, Valuation of Multi-business Companies and Valuation in M&A Context; Valuation of Privately-held Companies; Valuation in Private Equity Context; Valuation of Public Issue; Valuation of Start-ups.

Module IV: Valuation Issues in Specific Industries/Situation

Valuation of Banks and Financial Services Firms; Valuation of Renewable Energy Firms; Leveraged Buyout modeling.

Course materials:

1. The course is predominantly project-based involving detailed analysis of projects in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) are being distributed to you in the course pack.
2. However, you are strongly advised to keep your first year Corporate Finance book (***Corporate Finance by Stephen A Ross, Westerfield, Jaffe, Jordan and Kakani***) handy as this course builds on the core finance principles you have already learnt.
3. For any serious student of valuation, the home page of Professor Aswath Damodaran (<http://pages.stern.nyu.edu/~adamodar/>) is a “must-stay connected” resource, as Professor Damodaran has put huge volume of his teaching and written materials on his home page.

Reference Books

1. Damodaran on Valuation, Second Edition, Aswath Damodaran, John Wiley & Sons
2. Valuation - Measuring and Managing the value of companies Sixth Edition by Tim Koller, Marc Goedhart and David Wessels (referred as KGW), John Wiley & Sons

TRIMESTER 5
FINANCIAL DERIVATIVES
Credits: 3.0

Course Code: 24MF52

Total No. of sessions: 24

Course Overview:

This course is designed to offer insights on financial derivatives. The course gives an overview on option pricing, participants in the derivatives markets, commodity derivatives, pricing of derivatives, regulations, transferring risk and option trading strategies among others.

Course Outcomes (COs):

This course aims at

- 1) To understand the role of financial derivatives & hedging mechanisms (PO1, PO2, PO3)
- 2) To analyse the various option trading strategies (PO3, PO6, PO8)
- 3) To evaluate the importance of swaps, swaptions and other derivatives (PO2, PO3, PO6, PO8)
- 4) To understand theoretical option pricing techniques using Black Scholes & binomial trees (PO2, PO3, PO6, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓						
CO2			✓			✓		✓	
CO3		✓	✓			✓		✓	
CO4		✓	✓			✓		✓	

COURSE CONTENT:

Module I: Derivative World

Introduction to derivatives, underlying product details, Types of derivatives and comparison between them, Forwards/ Futures/ Options, Participants in the derivatives market (Hedgers, Speculators, and Arbitrageurs), contract specifications.

Module II: Derivative Lexicons

Spot price, futures price, contract cycle, expiry date, settlement date, basis, mark to market, Contract specification in NSE, Tick size. The market for forward and futures- Marking to market and margins - Valuing forward contracts and the forward price- Determination of futures price and hedging with futures contract, Arbitrage using Index futures - Forward Rate Agreement. Interest Rate Futures-Choice of Delivery-Treasury related futures-Duration based hedging.

Module III: Commodity Markets

Market operations; Participants; Traded Vs. Non-Traded Commodities; Commodity Indices; Exchange Traded Products; Structured products; Forward price Curves; Principles of Commodity Valuation; Commodity Swap & Options; Measurement of Option Risk Management

Module IV: Option Valuation

Specifications-Put and Call- Pay Offs-Clearing Mechanism- Regulation- Options Moneyness, Intrinsic value and time value, Option Pay-off, Break- Even Price, Determination of Premium-Arbitrage Restriction on Option Pricing - Put- Call Parity - Option Valuation: Stock Price Behavior Model-Markov Property-Weiner Process. Option Pricing Model: Black Scholes Pricing Model, One Step Binomial and Two Step Binomial Trees, Delta-Risk Neutral Valuation.

Module V: Types of options

Options on Stock Indices and Currencies-Pricing of Options on Indices and Currencies. Future Options. Estimating Volatility. Credit Risk-Credit Derivatives-Credit Default Swaps. Exotic Options. The interest Rate Derivatives- Bond Options- Quantos. Swaptions. Future Direction of Derivatives.

Module VI: Option Greeks

Option Greeks: Delta hedging, Theta, Gamma, Vega, and Rho - Option Trading Strategies: Bull Spread, Bear Spread, Butterfly Spread, Calendar Spread, Straddle and Strangle.

Textbook

The course is predominantly case based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

1. Hull, John C. & Basu, S., Options, Futures, and Other Derivatives, 10th Edition, Pearson Education
2. Wilmott, Paul, Derivatives: The Theory and Practice of Financial Engineering, John Wiley & Sons
3. Kolb, W. R and Overdahl J, A, Futures, Options, and Swaps, 5th Edition, Wiley India Private Limited

**TRIMESTER 5
INTEGRATED BANKING
Credits: 3.0**

Course Code: 24MF53

Total No. of sessions: 24

Course Overview:

Global Banking & Financial Services (BFS) Industry is in the cusp of change and consequently needs to effectively navigate through major challenges that face the industry and possibly convert these challenges into opportunities for growth, profitability, and organizational stability. While technical, operational, and functional knowledge are essential for being a successful Banker, the need to understand and appreciate the overall market environment and its dynamics becomes extremely important. This course is also to sensitise students on various emerging and futuristic dimensions across People, Process, Technology and (E)Xperience (Banking.pptx) and best practices in global banking management, in addition to imparting conventional Banking knowledge.

Course Outcomes (COs):

The objectives of this course are:

1. To provide basic knowledge of both functional & operational aspects of conventional / contemporary banking and financial services – PO1
2. To provide an insight and overview of futuristic banking (New Age Banking) – PO2
3. To analyse, evaluate and extrapolate the changes that are happening in the industry – PO3
4. To increase awareness and knowledge on running the business of next-generation Banking & Financial Services and to derive methodologies and tools to manage banking business in an extremely competitive and dynamic marketplace of tomorrow-PO4

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2		✓							
CO3			✓						
CO4				✓					

COURSE CONTENT:

Module I: Introduction to Financial Market, the players and their roles

Financial Landscape, Financial Intermediation / Intermediaries, Evolution of Banking, Role of Central Banks, Commercial Banks, Capital market players

Module II: The business of commercial Banking and Operations, Retail and Corporate banking, Investment banking, Capital Markets

Banking - definition, principles & concepts, Banking types / segments, Products & Services

Module III: Regulatory & Compliance in the Global Financial sector

Global Regulations covering all important geographies, financial crimes and global collaboration of Regulatory entities, GRC- (Governance Regulation and Compliance) put to Practice.

Module IV: The Yesterday, Today & Tomorrow of Banking

What it was, what it is and what it will be - across multiple parameters in Retail banking, SME/ Corporate Banking and Investment Banking. Global Outlook and Trends - Retail and wholesale Banking. Future of Banking and Bank of the Future

Module V: Unleashing the Power of Digital in Financial Services

Digital re-imagination, revolution and transformation. Omni-channel environment

Module VI: Technology & Customer Experience Enrichment / Management

Introduction to Business / Functional Architecture, Front-office, mid-office, FinTech world, Distance Banking, Privacy, Security & Confidentiality, Operational Risks / Mitigation / management, customer preference management

Module VII: Successful Banks across the Globe - Business models, Operating models

Evolution of banking models, Profitability & Balance sheet management etc

Reading materials

1. <https://www.pwc.com/gx/en/banking-capital-markets/banking-2020/assets/pwc-retail-banking-2020-evolution-or-revolution.pdf>
2. Digital Bank: Strategies To Launch Or Become A Digital Bank
3. Bank 4.0: Banking Everywhere, Never at a Bank
4. Bank 3.0: Why banking is no longer somewhere you go, but something you do
5. Bank of the Future: Minimize Technology Risk, Maximize Business Returns
6. <https://www.deloitte.co.uk/makeconnections/assets/pdf/the-outsourcing-handbook-a-guide-to-outsourcing.pdf>
7. NASSCOM publication - soft copy (to be provided by Visiting Professor)
8. Point of View Document by the Visiting Professor (to be provided by the Visiting Professor)
9. Banking Law and Practice - P.N. Varshney
10. Banking and Finance- Theory, Law and Practice - Clifford Gomez

TRIMESTER 5
MARKET MICROSTRUCTURE
Credits: 3.0

Course Code: 24MF54

Total No. of Sessions: 24

Course Overview:

This course is designed to offer insights on equity financial markets. The course gives an overview on investors, brokers, dealers, arbitrageurs, traders, exchanges, dealer networks, ECNs, auctions, limit orders, market orders, stop orders and block trades among others. The concepts of price priority, time precedence, insider trading, scalping and bluffing are outlined. Liquidity, volatility, and trader profits are other concepts that would be discussed.

Course Outcomes (COs):

This course aims at

- 1) To provide fundamental knowledge on the market structure (PO1, PO2)
- 2) To analyse and understand liquidity and volatility in financial markets. (PO2, PO3, PO8)
- 3) To understand the market intermediaries and regulators' role in financial markets. (PO1, PO2, PO8)
- 4) To understand and evaluate the bid-ask spreads, order matching process. (PO1, PO2, PO3, PO6)
- 5) To understand the tax implications of trading (PO1, PO2, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓							
CO2		✓	✓					✓	
CO3	✓	✓						✓	
CO4	✓	✓	✓			✓			
CO5	✓	✓						✓	

COURSE CONTENT:

Module I: Trading Structure in financial markets

The trading industry, order and order properties, market structures, order driven markets, brokers. Why people trade in financial markets? Tax implications of trades, insider trading. Why restrict insider trading?

Module II: Players in financial markets

Speculators, informed traders and uninformed traders & market efficiency, order anticipators, bluffers, and market manipulation

Module III: Market structures

Bid-ask spreads, dealers and their roles, types of traders- block traders, value traders, market makers, arbitrageurs, buy- side traders. Internalization, preferencing & crossing, floor vs automated trading systems

Module IV: Liquidity in financial markets

Dimensions of liquidity, types of liquidity. Liquidity and transaction cost measurement. Implicit cost, explicit cost, missed opportunity costs. Effective spreads, quoted spread & realized spreads. Liquidity measures – turnover ratio, illiquidity measures

Module V: Volatility in financial markets

What is volatility in financial markets? Types of volatility – fundamental and transitory volatility. Volatility measurement methods. Instruments to play volatility – VIX futures, Variance swaps and vol swaps. Bubbles and crashes in financial markets. Regulatory responses to extreme volatility.

Textbook

The course is predominantly case based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

1. Trading & Exchanges – Market microstructure for practitioners – Larry Harris
2. Market Microstructure Theory – Maureen O'Hara

TRIMESTER 5

FINANCIAL MODELLING THROUGH SPREADSHEET

Course Code: 24MFS51

Credits: 3.0

Total No. of sessions: 24

Course Overview:

Financial forecasting is required for evaluation of projects and during budget preparation for organisations.

Under Financial modelling, financial forecasting is prepared for the fundamental financial statements of Balance Sheet, Income statement and Cash Flow statement. Revenues and cost are projected for desired period of time based on reasonable assumptions.

The assumptions vary depending on the purpose for which the forecasting is made. Success of the forecasting depends on the accuracy and relevance of the assumptions made.

Management Graduates aspiring for finance profession should be familiar with the assumptions to be made in preparing the financial modelling and the forecasted information should be realistic in nature.

This course on Financial Modelling through spread sheet is designed to understand the basic tools & techniques based on which financial projections are prepared for various industries.

Course outcomes (COs):

1. This Course aims
2. Understanding the various functions of business through financial statements (PO 1)
3. Analysing financial assumptions (PO 2)
4. Forecasting the financial statements (PO 3)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2		✓							
CO3			✓						

Course Content

Module I: Introduction to Excel Applications

Customising Tool Bars, Arranging Data as Database, Defining Range Names, Logical Functions, Data Management Functions, Data Management Techniques, Data protection tools

Module II: Dashboards

Building dashboards for Basic & Advanced Level Financial Models, Building Corporate Financial Statements

Module III: Case Studies

Building simple projected financial statements including capital budgeting and taxation, Projected Financial statements from set of assumptions and restrictions with decision recommendation.

Module IV: Scenario & Sensitivity analysis

Projecting financial statements under dynamic scenarios, understanding the impact of change in various elements of financial statements.

Module V: Industry specific Financial Modelling

Financial modelling for manufacturing industry, service industry, merchandising company

Textbook

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations.

Reference Books

1. Financial Modelling using Excel & VBA – Chandan Sengupta – John Wiley & Sons
2. Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw Hill
3. Excel Modelling in Corporate Finance – Holden, Craig W,. Pearson

TRIMESTER 6

COMPUTATIONAL FINANCE

Course Code: 24MFS61

Credits: 3.0

Total No. of sessions: 24

Course Overview:

This course is designed to offer insights on time series analysis in finance. The course gives an overview on time series analysis, univariate time series forecasting, volatility clustering and volatility modelling using models like ARCH, GARCH, etc. The financial time series analysis along with forecasting and volatility modelling will be dealt using EVIEWS, R and GRETTL software.

Course Outcomes (COs):

This course aims at

- 1) To provide fundamental knowledge on time series analysis and modelling time series (PO1, PO2, PO3)
- 2) To analyse and understand various applications of time series modelling and forecasting techniques. (PO2, PO3, PO6)
- 3) To understand the intuition behind various explanative & explorative analysis (PO3, PO6, PO8)
- 4) To provide exposure on modelling volatility, forecasting, etc and implement them in real world business situations (PO2, PO3, PO6, PO8)
- 5) To understand impact of all financial decisions on business (PO7, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓						
CO2		✓	✓			✓			
CO3			✓			✓		✓	
CO4		✓	✓			✓		✓	
CO5							✓	✓	

COURSE CONTENT:

Module I: Issues with linear regression , overview on ACF, PACF, MA processes

Assumptions of Linear regression analysis. Violations of the assumptions of Classical Linear Regression Analysis. Time series analysis - Preparing data for analysis, Univariate time series analysis, Autocorrelation function (ACF), Partial autocorrelation function (PACF), Moving Average processes (MA), Auto Regressive processes (AR), ARMA process,

Module II: Univariate time series modelling and forecasting

Box Jenkins approach – Building ARMA, ARIMA models in EVIEWS, GRETTL, R. Forecasting ARMA models using EVIEWS, Exponential smoothing models, ARIMA models, applications in financial decision making.

Module III: Multivariate models

Multiequation modelling- Simultaneous equation modelling. Vector Auto Regression (VAR), VAR with exogenous variables, VAR estimation in E Views, GRETTL, R. Impulse Response and variance decomposition

Module IV: Modelling long-run relationships

Stationarity and unit root testing, cointegration, equilibrium or error correction models, testing for cointegration using Johansen technique.

Module V: Modelling volatility in time series

Modelling time series volatility: Volatility - Historical volatility, Implied volatility models, ARCH processes, GARCH Processes, Estimation of ARCH, GARCH models in EVIEWS, Extensions of GARCH models, Multivariate GARCH models

Textbook:

The course is predominantly case based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

1. Ruey S. Tsay "Analysis of Financial Time Series", (Wiley Series in Probability and Statistics) 2nd Edition, Wiley India, Pvt. Ltd, New Delhi.
2. Montgomery, D. C., Jennings, C. L., & Kulahci, M. (2015). Introduction to time series analysis and forecasting. John Wiley & Sons.

TRIMESTER 6
STRATEGIC FINANCIAL DECISION MAKING

Course Code: 24MF62

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

Three prominent financial decisions of Investment decision, Financing decision and Dividend decisions are taken by finance manager considering the financial position of the organisation. Financial position can be understood through the financial statements of Balance Sheet, Income Statement and Cash Flow Statement.

For Management Graduates, understanding the financial statements and to make the financial decision by inferring the information available in financial statements is very vital. Being a CFO of the company, by monitoring closely the financial statements, the decisions are taken.

In this course, students will be exposed to financial statements and the techniques of making financial decisions based on financial statements and also by considering the organisation overall position in market, operating capacity and HR policy. Students will have project in preparing the financial statements of their choice with adequate reasonable assumptions.

Course Outcomes (COs):

This course highlights the role of financial manager in taking decisions based on financial statements. The expected skill outcomes are:

- 1) To evaluate Capital Budgeting & Capital Structure Decisions (PO 2, PO 3)
- 2) To analyses Cash & Liquidity Management (PO 1, PO 2)
- 3) To analyses the impact of change in prices in Financial Statements (PO 3)
- 4) To understand impact of all financial decisions on business (PO 1, PO3)

POs	1	2	3	4	5	6	7	8	9
CO1		✓	✓						
CO2	✓	✓							
CO3			✓						
CO4	✓		✓						

COURSE CONTENT:

Module I – Capital Budgeting & Capital Structure Decisions

Analysing the Impact of Capital Budgeting Decisions, Investment Decisions, Partial Shut Down of Plant, Revamping of Plant, Capacity enhancement Vs. Outsourcing, Windup and Sale of Plant

Analysing the Impact of Capital Structure, Levered Firm Vs. Unlevered Firm, Impact of Taxes on Leverage, Dividend Decision, Buy Back of Shares, Bonus Shares, Fresh Issue of Shares, Fresh Borrowings, Inter Company Investments

Module II – Cash & Liquidity Management

Analysing the Impact of Inventory Management, Receivables Management, Evaluation of Credit Policy, Cash Holding Ratio, Forex Management, Calculation of Working Capital Requirement, Individual Analysis for Large Cap and Small Cap Companies, Service Companies

Module III – Pricing Strategy

Analysing the Impact of Change in Prices, Seasonal Fluctuations, Promotion & Advertisement activities, New Product Introduction, Pricing during various stages of Product Life Cycle

Module IV – Funding Options

Long term funding options, working capital funding options, funding for project finance, various funding for life cycle of companies and life cycle of products, startup, angel funding, venture capital funding, opportunities of raising funds in international market

Module V – Funding for strategies

Funding for turnaround strategies, financial restructuring, revival of sick industries, funding for mergers & acquisitions, funding for demerger, operation under IBC code.

Textbook:

All the sessions will be based on objective oriented case studies and discussion will be led by faculty. Outcome of class discussion will be learning of the objectives

Reference Books

1. Corporate Financial Strategy, Ruth Bender, Keith Ward, Butterworth – Heinemann (2008)
2. Finance for strategic decision making: What non financial managers need to know – M P Narayanan, Vikram K Nanda (J B UMBS Series) (2004)
3. Ross, S. A., Westerfield, R. W., and Jaffe, J. (2005). Corporate Finance, McGraw Hill

TRIMESTER 6
STRATEGIC COST MANAGEMENT
Credits: 3.0

Course Code: 24MF063

Total No. of Sessions: 24

Course Overview:

In Global Competitive environment, the most efficient firms view all of their spending as an investment. They make efficient spending decisions based on a strategic vision and their internal capabilities to deliver value from that investment. Traditionally firms have been under pressure to cut costs in the short term without really thinking about sustainable growth and integration with the overall business strategy.

In today's business environment of increased global competition, new markets, increasing regulation and changing demographics, successful companies must develop a multifaceted cost competence. There is a need to continuously strive to optimize the cost competence in the context of the entire business model of the firm.

It has been observed that firms that are taking the investment approach to manage cost are thriving in the new Strategic Cost Management environment striking a balance between a competitive cost structure, cost effective strategy execution and investment in the future. They are delivering a very good response to the cost challenge. Thus, it becomes necessary to link the Cost Management to Strategies of the organisation.

Course outcomes (COs):

This Course aims to

1. Enable the students to understand the techniques of decision making in uncertainties (PO1, PO2, PO3)
2. Familiarise the students with pricing decisions (PO2, PO7, PO8, PO9)
3. Make the students acquaint themselves with cost-based decision making (PO2,PO4,PO5,PO6)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓						
CO2		✓					✓	✓	✓
CO3		✓		✓	✓	✓			

Course Content

Module I: Decision Making using CVP Analysis and Relevant Costing:

Review of Costing Terms and Concepts. Uncertainty and CVP Analysis. Decision Making under conditions of Risk and Uncertainty: Cost Behaviour, Product Mix, Bottlenecks.

Changing competitive environment, Relevant Cost in Costing Decision, Decision under Constraints, Decision for Short Term, Decision under Scarce Resource, Facilities Location decisions, Product design considerations

Module II: Activity Based Costing:

Full Cost Pricing, Assigning Service Department Costs, Measuring Costs of using service departments. Nature and Problems of Reciprocal Services. Differential Pricing Techniques. Activity Based Costing, Value Chain Analysis.

Module III: Pricing Decisions & Cost Management

Role of cost information in pricing decision. Long term Vs. Short term pricing. Short term product mix Vs. Long term product mix decisions. Weighing Customers, Competitors and Costs
Understanding Customer perceived value. Competitor price analysis. Implementing Target pricing. Value chain analysis. Value engineering, cost incurrence and locked in cost.

Module IV: Integration of cost systems with shop-floor systems

Cost Control/ Waste Control, Cost Reduction, Back flush Costing, Kaizen Costing, Total Quality Management & Total Productive Maintenance (TPM), JIT Accounting

Module V: Cost based Decision Making

Performance budgeting; Balance Score Card, Throughput Accounting and Theory of Constraints, Cellular Manufacturing/ One-Piece Flow Production Systems, Target Costing, Life Cycle Costing, Customer life cycle costing

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Book:

1. Horngren's Cost Accounting – Srikant M Datar, Madhav V. Rajan, Pearson 16/e
2. Advanced Management Accounting – Robert S.Kaplan, Anthony A.Atkinson, Pearson 3/e
3. Management & Cost Accounting – Drury Colin, Cengage Learning, 11/e
4. Cost and Effect – Kaplan, Cooper – HBS Press

TRIMESTER 6

FINTECH & SUSTAINABILITY

Course Code: 24MF64

Credits: 3.0

Total No. of sessions: 24

Course Overview:

This course explores the intersection of financial technology (fintech) and sustainability. It covers how fintech innovations can drive sustainable practices in financial services, promote responsible investing, and support environmental, social, and governance (ESG) criteria. Students will gain insights into the role of technology in transforming traditional financial systems and fostering sustainable development.

Course Outcomes (COs):

By the end of this course, students will be able to:

1. Understand the fundamentals of fintech and its applications in the financial industry (PO3).
2. Analyze the impact of fintech on sustainable finance and responsible investing (PO8).
3. Evaluate the role of fintech in promoting ESG criteria and sustainable development (PO3).
4. Develop strategies for leveraging fintech solutions to address sustainability challenges in the financial sector (PO8, PO9).

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2								✓	
CO3			✓						
CO4								✓	✓

COURSE CONTENT:

Module I: Introduction to Fintech

Overview of Fintech: Definition, Evolution, and Key Drivers; Fintech Ecosystem: Key Players and Stakeholders; Technologies Driving Fintech: Blockchain, AI, Big Data, and IoT

Module II: Sustainable Finance and ESG

Introduction to Sustainable Finance: Concepts and Principles; Environmental, Social, and Governance (ESG) Criteria; Role of Fintech in Promoting ESG Practices

Module III: Fintech Innovations for Sustainability

Green Fintech Solutions: Carbon Tracking, Green Bonds, and Sustainable Investing Platforms; Digital Banking and Financial Inclusion; RegTech and its Role in Ensuring Sustainable Compliance

Module IV: Case Studies and Practical Applications

Case Studies on Fintech-driven Sustainable Finance Initiatives; Practical Applications of Fintech in Promoting Sustainability; Future Trends and Challenges in Fintech and Sustainability

References

- Amer, D. W., Barberis, J., & Buckley, R. P. (2016). *The Evolution of Fintech: A New Post-Crisis Paradigm?* University of Hong Kong Faculty of Law Research Paper No. 2016/047.
- Schueffel, P. (2016). *Taming the Beast: A Scientific Definition of Fintech*. *Journal of Innovation Management*, 4(4), 32-54.

- Campiglio, E., Dafermos, Y., Monnin, P., Ryan-Collins, J., Schotten, G., & Tanaka, M. (2018). *Climate Change Challenges for Central Banks and Financial Regulators*. *Nature Climate Change*, 8(6), 462-468.
- Weber, O., & Feltmate, B. (2016). *Sustainable Banking: Managing the Social and Environmental Impact of Financial Institutions*. University of Toronto Press.
- Zadek, S., & Robins, N. (2018). *Fintech and Sustainable Development: Assessing the Implications*. United Nations Environment Programme Inquiry.

ELECTIVE – MARKETING

**TRIMESTER 4
CONSUMER BEHAVIOR
Credits: 3.0**

Course Code: 23MM41

Total No. of Sessions: 24

Course Objectives:

The consumer is the center of all marketing activities. Understanding consumer aspirations and preferences can help marketers design and deliver superior products and services, resulting in a better ROI. This course provides insights into consumers' psychological responses to the marketing mix elements they are exposed to. The consumption patterns of individuals are always evolving, and thanks to COVID, consumption patterns have changed both from a health and economic perspective. Marketers are pushed to adapt to this new normal. They should have a general understanding of how customers make decisions in general and how they make decisions from a marketing perspective. This course will introduce students to the behavioral dimensions of decision making and provide a conceptual understanding of various theories that explain the decision-making process. Students will have the opportunity to discuss how various brands have successfully used behavioral theories over time. Consumer behavior mostly depends on market research, and students are expected to conduct research and use data analytics to make marketing decisions.

Course outcomes (COs):

1. Understand the basic tenets of consumer behavior and its implications on marketing. (PO1)
2. Appreciate the impact of sociological, psychological and economic factors on the effectiveness of marketing campaigns. (PO2,PO3)
3. Critically assess different metrics and research methods to enhance strategic decision making. (PO3,PO8)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓								
CO2		✓	✓						
CO3			✓					✓	

Course Content:

Module I: Introduction to Consumer Behaviour

Defining Consumer Behavior – evolution of Consumer behavior in Marketing strategy – Tools for consumer analysis - Gaining consumer insight - Making business decisions – Segmenting & Selecting target markets – Positioning – Promotions & Marketing communications decisions.

Module II: The Psychological Core

Motivation, Ability and Opportunity; Perception – Exposure to Comprehension – Memory, Knowledge and Understanding; Measuring knowledge & perception; Attitude on low and high effort – Attitude to Behaviour – Measuring Attitude.

Module III: The Consumer's Culture

Psychographics – Values, personality & lifestyle; Social Influences on consumer behavior – Influencer Marketing – Customer social lifetime value – Cross-cultural variations in consumer behavior.

Module IV: The Decision Making Process

Consumer decision making on high effort and low effort – Post Purchase Processes – Digitizing consumer decision journey - Creating customer loyalty

Module V: Consumer Behavior Outcomes & Issues

Extended reality in consumer behavior - Technology to improve customer value - Customer value and Customer centricity – Impact of technology in consumer research – Measuring the success.

Text book:

1. Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2017). Consumer behavior, 7/e, Cengage Learning

Reference books:

1. Leon G Schiffman, Joseph Wisenblit, and Ramesh Kumar, Consumer Behavior, 11/e, Pearson Education
2. J. Paul Peter & Jerry C. Olson, Consumer Behavior & Marketing Strategy, 7th Edition, McGraw-Hill
3. Paul W Farris, Neil T Bendle, Philip E Pfeifer, and David J. Reibstein, Marketing Metrics, 50+ Metrics Every Executive Should Master, Wharton School of Publishing

Case Studies:

1. TiVo Segmentation Analytics
2. Lay's potato chips – Creating Awareness and Brand Image at Product Launch
3. Kao Corporation
4. Pepperfry.com – Marketing to manage Customer Experience
5. Kobe Influencer Marketing: Building Brand Awareness via Social Media
6. Dettol: Marketing research for Understanding Consumer Evaluations of Brand Extensions
7. Customer Analytics at Bigbasket – Product Recommendations

TRIMESTER 4
SALES AND CHANNEL MANAGEMENT
Credits: 3.0

Course Code: 24MM42

Total No. of Sessions: 24

Course Objectives:

Sales and Channel Management focuses on structuring and managing a company's "route to market," which is one of the most costly and difficult investments to reverse. Having a great product or service is crucial, but without the right channel partners and strategies to bring the offering to the end-user, the chances of market success are slim. This course addresses key questions regarding the selection and number of intermediaries, defining each partner's role and responsibilities, and motivating channel partners to perform at the highest level. These issues are relevant for consumer goods and services companies aiming to optimize relationships with wholesalers and retailers, business-to-business firms working with independent distributors and sales representative firms, retailers seeking to enhance efficiency in a competitive marketplace, and intermediaries striving to maintain their role in a fluid channel structure. The course incorporates current examples of companies whose channel decisions have significantly impacted their performance. Participants will develop a framework for analyzing existing channels or establishing new ones, along with tools for resolving channel conflict and leveraging channel power to enhance overall performance

Course outcomes (COs):

1. Apply the principles of sales management to real-world marketing scenarios, demonstrating a clear understanding of the relationship between sales, channels, and distribution management. (PO1)
2. Execute effective personal selling strategies, including prospecting, sales presentations, negotiation, objection handling, and closing, while utilizing social media to enhance sales efforts. (PO2)
3. Design and manage sales organizations by developing practical skills in budgeting, staffing, training, compensating, motivating, and controlling the sales force, as well as evaluating performance through sales metrics.(PO3)
4. Implement distribution strategies by making informed decisions about channel selection and management, especially in the context of rural markets, to optimize the distribution process. (PO8)
5. Develop and manage marketing channel mixes, assess channel performance, and implement control mechanisms to ensure efficient and effective product distribution in various market settings (PO9)

<u>POs</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
<u>CO1</u>	✓								
<u>CO2</u>		✓							
<u>CO3</u>			✓						
<u>CO4</u>								✓	
<u>CO5</u>									✓

Course Content:

Module I:

Introduction to Sales Management- Role of Sales Management in overall marketing management process of an organization- Link between sales- channel and distribution management. Difference between sales and marketing.

Module II:

Personal Selling: Preparation - Role of personal selling as a promotional mix of a company- Transactional and Relationship Selling, personal selling process and techniques- Prospecting, Approaches to Selling, Sales Presentation, Sales Demonstration, Negotiation, Objection Handling and Closing .Sales through social media.

Module III:

Design of sales organization and sales territories- the sales management process-budgeting- staffing, training, compensating, motivating and controlling sales force- Evaluating performance and sales metrics- selling ethics . Sales forecasting and methods

Module IV:

Distribution Management- Role of distribution in marketing- Need for distribution channels- Channel behaviour, channel decisions, Distribution channels for rural markets.

Module V:

Marketing channels - types of marketing channels- Design and management of channel mix – Channel performance and control.

Text Book:

1. Sales and Distribution Management Text and cases – 3rd Edition , Krishana Havaladar & Vasanth M cavale ,2018

Reference Books:

- 1 A.Nag, " Sales and Distribution Management", Mc Graw Hill Education.
- 2 PingaliVenugopal, Sales and Distribution Management – An Indian Perspective.
- 3 Sales Management by Thomas Ingram, Raymond LaForge, Ramon Avila, Charles Schwepker, Michael Williams, 4th edition, 2001, Harcourt.
- 4 Sales Management , Douglas J. Dalrymple, William L. Cron, Thomas E. Decarlo, Seventh Edition, John Wiley & Sons, Inc
- 5 Selling & Sales Management by Geoffrey Lancaster, David Jobber, 3rd Edition Spin Selling by Neil Rackham, McGraw-Hill
- 6 Ramendra Singh." Sales and Distribution Management-A Practice Based Approach, Vikas Publication ,2018

TRIMESTER 4
CUSTOMER RELATIONSHIP MANAGEMENT
Credits: 3.0

Course Code: 24MM43

Total No. of Sessions: 24

Course Overview

This course provides a comprehensive understanding of customer relationship management (CRM) strategies, frameworks, and applications in a postgraduate business setting. Students will explore the evolving landscape of CRM, analyze customer behavior, and develop strategies for customer acquisition, retention, and loyalty building. The course will also examine the role of technology in CRM and explore best practices for implementation.

Learning Objectives

1. Understand the principles, concepts, and strategies of Customer Relationship Management (CRM).
2. Develop advanced skills in implementing and utilizing CRM technologies and systems for effective customer relationship management.
3. Apply CRM techniques and practices to analyze customer data, personalize interactions, and implement strategies for customer engagement, retention, and loyalty.

Course Outcomes:

1. Gain a comprehensive understanding of the principles, concepts, and strategies of Customer Relationship Management (CRM) in a postgraduate-level context.(PO1)
2. Acquire advanced skills in implementing and utilizing CRM technologies and systems to effectively manage customer relationships.(PO3)
3. Ability to utilize CRM techniques and practices to analyze customer data, customize interactions, and implement successful approaches to enhance customer engagement, loyalty, and retention.(PO2,PO6)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓								
CO2			✓						
CO3		✓				✓			

Course Content:

Module 1: Understanding CRM

Introduction to customer relationship management- Developing CRM Strategy. Overview of CRM principles. Understanding the importance of CRM in modern business environments Exploring key strategies and approaches for effective customer relationship management. Factors driving the CRM industry forward. Strategic CRM Vs Functional CRM- Components of Strategic CRM

Module II: Understanding Customers

Customer Based Marketing Metrics Customer acquisition measurement- Acquisition Rate- Acquisition Cost- Customer Activity Measurement- Average interpurchase time- Retention and Defection- Survival rate- Customer Lifetime Value (CLV). Customer Selection Strategies. Techniques for analyzing customer data to gain valuable insights Personalization strategies and approaches for tailored customer experiences Implementing data-driven decision making for effective customer relationship management.

Module III: Customer Engagement and Retention Strategies

Identifying customer engagement strategies for effective communication and interaction Developing retention programs to increase customer loyalty and reduce churn best practices for managing customer complaints and resolving issues effectively. Understanding CRM software features and functions. Sales and lead management. Customer service and support. Reporting and analytics. User training and adoption strategies.

Module IV: Managing Customer Relationships

Designing Loyalty Programs- Satisfaction – Loyalty – Profit Chain- Characteristics of Loyalty Program- Drivers of Loyalty Program effectiveness- measuring effectiveness of loyalty program. Achieving Competitive advantage- Creating Value for Customers- Managing customer life cycle- customer acquisition, retention and development.

Module V: Application of CRM Framework to Marketing Decisions

Sales-force automation/Marketing Automation/Service automation /Organizing for customer relationship management- Steps and considerations for successful CRM implementation within an organization. Evaluating the effectiveness of CRM strategies and systems Continuous improvement and optimization of CRM processes for better customer management- recent opportunities and challenges for CRM.

Textbooks:

1. Buttle, F. (2018). Customer Relationship Management: Concepts and Technologies. Netherlands: Butterworth-Heinemann.
2. Galitsky, B. (2020). Artificial Intelligence for Customer Relationship Management: Keeping Customers Informed. Germany: Springer International Publishing.
3. Kumar. V (2012), Customer Relationship Management- A Database Approach- Wiley, New Delhi, India.

Reference books:

1. Galka, R. J., Baran, R. J. (2016). Customer Relationship Management: The Foundation of Contemporary Marketing Strategy. United Kingdom: Taylor & Francis.
2. Siggelkow, N., Terwiesch, C. (2019). Connected Strategy: Building Continuous Customer Relationships for Competitive Advantage. United States: Harvard Business Review Press.

TRIMESTER 4
HEALTH CARE MARKETING
Credits: 3.0

Course Code: 24MM45

Total No. of Sessions: 24

Course Overview:

Health care Industry being one of the largest in the world, has evolved phenomenally during the Pandemic period. It is being driven by factors such as rising income, better health awareness, lifestyle diseases and increasing access to insurance. The unique properties of health care businesses pose wide array of challenges and opportunities. This has resulted in substantial upgradation of the design, development, and delivery of hospital services responsive to patient needs.

With the Indian Government's plans to introduce programmes worth Rs. 500 billion to boost the country's healthcare infrastructure, this domain offers great scope for systematic management approach. The course on Health care Marketing is aimed at enabling an understanding and appreciating the dynamics of this promising Industry. The course is facilitated by case analysis, lectures, presentations by the learners and practitioners with extensive real world experience.

Course Outcomes:

By the end of this course, students will be able to

1. Understand the fundamental marketing principles and their role in businesses related to health in a global and local context (PO1,PO2)
2. Understand the framework of health care management, and two-sided market structure (PO2)
3. Analyse the health care eco system and understand the relationship between marketing, operations, innovation, and strategy in the healthcare system (PO3)
4. Analyse and discuss the examples of ethical and contemporary marketing practices marketing in healthcare. (PO8).

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓	✓							
CO2		✓							
CO3			✓						
CO4								✓	

CourseContent:

Module I: Health care market

Introduction: Key player and stakeholders- unique characteristics and approaches- Marketing Framework: 3C, STP, and 4Ps- Basic Utility Model for Customer Value- New Business Models in Health Care Market: Experience Leader, Integrator& Health Manager, Network (e.g., online support groups)- Theory of two-sided market - Strategies for two-sided market- Health care examples of two-sided markets

Module II: Patient experience Management

Key elements of design- People- family, other patients and their family- Facilities; lighting, color, furniture, textiles and materials, way finding -Consumer Psychology and Health -Health care Data and analytics

Module III: Legal system

Consumer Rights & Protection, medicine safety rules- Food & Nutrition Security in India - Health Promotion Agencies- Pricing of hospital services- Customer knowledge- Price and Quality-Two- part pricing

Module IV: Marketing Communications

Need for Health care marketing, 7 Ps in Health care marketing- Types of Marketing Communications: Referral marketing, Internal marketing, Branding, Digital Marketing, External Marketing, Public Relations

Module V: Contemporary Issues in Health care Management

Online Health Services- Organization of Online Health Care Business- On-line Marketing and On-line financial & clinical transaction- Medical Tourism- Sustainable Model- Kaiser-Permanente model

Textbook:

1. Eric N. Berkowitz, Essentials of Health Care Marketing, 5/e

TRIMESTER 5
SERVICES MARKETING
Credits: 3.0

Course Code: 24MM51

Total No. of Sessions: 24

Course Objective:

Services marketing is marketing based on relationship and value. It may be used to market a service or a product. Global markets are shifting from agriculture and manufacturing to service-based economies and in India the Services relating to Information Technology, Financial Services, Tourism and the evolving Manufacturing Services, is forecasted to grow at a much higher rate than the rest of the sectors of the economy. As in the rest of the major industrialized nations having now more than 75% services and developing nations, such as India are close behind, governments and industry need talent and skills in the service arena.

Service design, development, marketing and delivery all require methodologies and techniques to make service businesses more efficient and scalable. Theodore Levitt suggested that "instead of talking of 'goods' and of 'services', it is better to talk of 'tangibles' and 'intangibles'". Charles Revson made a famous comment regarding the business of Revlon Inc.: 'In the factory we make cosmetics. In the store we sell hope.' Arguably, service industry marketing merely approaches the problems from the opposite end of the same spectrum. This course focusses on the key elements (culture, communications, strategy, operations, people and technology) that marketers must integrate to establish and sustain service excellence and provide customer value.

Course Outcomes:

1. Understand the unique challenges involved in marketing and managing services. (PO1)
2. Identify, analyse and apply the various components of the service marketing mix to create customer value (PO2)
3. Discuss the key issues required in managing customer retention, customer satisfaction, creating a service culture and service quality. (PO3)
4. Analyse the role of employees and often customers in service delivery, customer satisfaction, retention, complaints, and service recovery (PO7)
5. Appreciate the importance of managing service operations (PO8)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓								
CO2		✓							
CO3			✓						
CO4							✓		
CO5								✓	

Course Content:

Module I: Introduction to Services Economy, Nature and Importance, Characteristics of Services, Service Marketing Triangle, Goods- Services Continuum, Service Classifications, Servitization

Module II: Customer expectations –perceptions, Managing Service Quality, ServQual Gap Model, Service recovery paradox, Building Service relationship, STP in Services

Module III: New Service Development- Design Elements, Service Blueprinting, Customer Journey mapping, Approaches to Service System Design, Servuction Model, Employees role in services, Customers role, Service Encounter Triad, Service Profit Chain, Role of Information in Services

Module IV: Process, Quality Tools, Managing capacity and Demand-Strategies, Managing Waiting Lines- Features of Queuing Systems

Module V: Physical Evidence, Servicescapes, The Mehrabian-Russell Stimulus-Response Model, Pricing, Promotion, Globalization of Services

Text Book:

1. Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy, 9th Edition.

Reference Books:

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit, Services Marketing: Integrating Customer focus across the firm, Fourth Edition, Tata McGraw –Hill
2. James A. Fitzsimmons Mona J. Fitzsimmons, Service Management- Operations, Strategy, Information Technology, Sixth Edition, TataMcGraw Hill.
3. John E.G. Bateson, K. Douglas Hoffman, Services Marketing, 4/e, Cengage Learning, 2011
4. Fisk, Grove &John, Services Marketing- An interactive Approach, Fourth Edition, Cengage Learning, 2014

TRIMESTER 5
FINTECH MARKETING
Credits: 3.0

Course Code: 24MM52

Total No. of Sessions: 24

Course Description:

This course offers a comprehensive exploration of marketing principles and strategies designed specifically for the promotion of financial products and services. It explores the unique challenges and opportunities in promoting financial services to consumers and businesses. Students will learn how to develop effective marketing plans, target the right audience, and employ various marketing techniques to maximize customer acquisition and retention in the financial industry.

Course Outcomes:

1. Demonstrate the impact of technology on financial services marketing (PO1, PO6).
2. Identify the regulatory and ethical considerations governing the marketing of fintech products, ensuring compliance and responsible marketing practices (PO8, PO9)
3. Develop strategies for branding, pricing, and promoting financial services (PO3)

POs	1	2	3	4	5	6	7	8	9
CO1	✓					✓			
CO2								✓	✓
CO3			✓						

Course Content:

Module I: Marketing of Financial Services

Financial products in services - Business environment – Categories of financial products and services - Introduction to various bank products -Introduction to Insurance products - advantages various types of insurance- financial planning process, Mutual Funds-Meaning and Types of mutual funds, advantages, and disadvantages. Mutual funds Vs. Other investments like gold, equity etc. Introduction to Venture Capital Funds, Structure of Venture Capital Funds, Role of Venture Capital Funds in Start-ups and MSME, Merchant Banking.

Module II: Consumer Behavior in the Financial Industry

Financial buyer behavior – Social and Psychological influences – Household decisions on financial services – Short term and long term financial decisions - Consumer Centricity in financial services - Market segmentation, Target market selection, Positioning -Customer service imperative – Service Quality – Service experience – Designing service standards - Service recovery – understanding employees and customers role in service delivery.

Module III: Role of Technology in Delivering Quality Financial Services

Financial services and innovation - Impact of technology on bank marketing (Internet banking, mobile banking and UPI) - Banc assurance- Bank as a distribution channel for insurance and other services - Leveraging digital platforms for marketing financial products - Changing business models across banking and insurance - Financial Inclusion.

Module IV: Building and Sustaining the Financial Services Brand

Product mix – branding financial services – Pricing financial services – consumer price perceptions – price bundling – AMO model for communicating financial services – Financial services distribution and delivery – managing physical evidence - Promotion of Financial Products - Relationship marketing - Importance of CRM - Customer profitability - CRM implementation and evaluation – Managing consumer experience.

Module V: Regulatory and Ethical Considerations in Marketing Financial Products

Regulatory adaptation to Fintech industry - Corporate Social Responsibility and Sustainability - Social issues – Legal and Ethical issues - Data privacy issues in Fintech - bank ombudsman - Compliance with regulations and consumer protection laws.

Text and Reference Books:

1. Tina Harrison, Hooman Estelami, The Routledge Companion to Financial Services Marketing, Routledge, 1st Edition, 2015, ISBN: 978-0-415-82914-4
2. Christine Ennew, Nigel Waite, Roisin Waite, Financial Services Marketing: An International Guide to Principles and Practice, 3rd Edition Copyright Year 2018; ISBN 9781032038124.
3. 'Marketing Financial Services' by Jillian Farquhar and Arthur Meidan,' ISBN 9780230201187, Pub date May 2010, Palgrave, MacMillan. And web resources.
4. The Financial Services marketing handbook by Duke Fanelli and Evelyn Ehrlich, ISBN 9781118065716, 2012, John Wiley & Sons.

**TRIMESTER 5
ADVANCED MARKETING ANALYTICS**

Course Code: 24MMB53

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

1. This course builds the understanding of marketing analytics and how to develop innovative strategies to enforce sound leadership and managerial applications.
2. It also equips the participants with the basic understanding needed for marketing decision making in consumer perspective and sales as an entrepreneur or as a professional.
3. To learn appropriate research methodology tools and techniques as in which suits analytics metrics and to learn the importance of consumer tracking, privacy, and universal analytics without amplifying a negative momentum among users personal/ethical touch, mostly touching the analysis with social aspects.

Course Outcome:

1. Comprehend advanced analytical methods in marketing (PO1, PO3).
2. Analyse and apply customer-centric models to understand marketing KPI well (PO2, PO3).
3. Apply the concepts and skills for actual managerial decision-making (PO4, PO5, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓		✓						
CO2		✓	✓						
CO3				✓	✓			✓	

Course Content:

Module I: Building Client-centric solutions - Part (A) – Data Exploration and Storyboarding

Understanding and managing real-time data with emphasis on developing logical storyboarding as enablers of marketing decision-making. Extensive use and understanding of survey tools, softwares like MS Office to prepare, manipulate and construct data tables and meaningful data visualizations, that help to structure a coherent marketing thought-process using data. *Tools:* Excel / R/ any platform for data wrangling

Obj: Think like a client. Think like a consultant and appreciate data-driven-client-centric solutions.

Module II: Building Client-centric solutions - Part (B) – Choice models – Foundations in Conjoint Analyses

Customer-centricity is key to sustainability. There is a great deal of emphasis on being customer focused. The agenda of this module is to understand customers for products and services planning and to a smaller extent pricing dynamic. The objective is to understand customer preferences, perceptions and purchase behavior. *Tools:* Custom-made tools. Sawtooth software. SPSS.

Obj: Learn and apply customer-choice models and apply them in creating customer-centric products and services.

Module III: Building Client-centric solutions - Part (C) – New Product Forecasts | Optimizing Marketing Spends

VUCA environments have made forecasting a challenging task for marketers. Predicting future sales is key to planning marketing budgets and executing marketing plans. We will focus on the industry-standard and widely used diffusion-models to build sales forecasts. Another important role of marketers is to understand keenly the impact of their marketing spends. The second focus of this module will therefore address marketing-response models. *Tools:* Custom-made tools.

Obj: Learn and apply response – models. Use diffusion – models to forecast sales for new products.

Module IV: Evaluating multi-variable relationships using structural equation models

Halo effects, indirect effects and other complex relationships that impact the critical outcome variables of marketing need special tools to evaluate them. This module introduces the marketer to new tool and platform to model and evaluate such complexity. *Tools:* AMOS-SPSS

Obj: Learn and apply SEM and evaluate marketing impact.

Module V: Evaluating market structures.

Understanding market structures to figure out white spaces for NPD is critical to market entry strategy, therefore this module will help participants to understand mathematical way to understand market structures and appreciate market positioning strategies.

Obj: Learn and apply various Segmentation / Perceptual Mapping techniques.

Textbooks

1. Marketing Research | Malhotra & Dash | Pearson | 7th Edition Revised

Reference Books

1. Kellogg on Marketing | Second Ed. | Alice M. Tybout
2. Choice-Based Conjoint Analysis: Models and Designs | Raghava Rao, Wiley & Chitturi | Chapman & Hall | 1st Edition

**TRIMESTER 5
NEURO MARKETING
Credits: 3.0**

Course Code: 24MM54

Total No. of Sessions: 24

*Total Sessions: 24 (16 sessions physical + 8 will be online course platform)

Course description

The goal of neuromarketing is to predict and possibly influence consumer behaviour and decision-making by studying the human brain. Recent neuromarketing research has made significant advances and benefits both marketers and product developers. Although businesses are embracing neuromarketing approaches to research customer behaviour and improve solutions accordingly, the validity and worth of spending money on neuromarketing remain in a conundrum. With foundational ideas from psychology, human neurology, and marketing, this course introduces students to a new branch of marketing.

Course Outcomes (COs)

1. Illustrate a solid understanding of the basic concepts, theories, and practices in neuromarketing (PO1, PO6).
2. Demonstrate proficiency in utilizing neuromarketing methods to gather insights into consumer behaviour and decision-making processes (PO3).
3. Evaluate the ethical considerations and challenges associated with conducting neuroscience studies in the field of marketing (PO8).

POs	1	2	3	4	5	6	7	8	9
CO1	✓					✓			
CO2			✓						
CO3								✓	

Course Content:

Module I: Introduction to Neuromarketing

- Understanding consumer thinking: Intuitive and rational processes
- Attention, consciousness, and the role of unconscious mechanisms.
- Exploring the foundations and purpose of neuromarketing

Module II: Core Consumer Responses and Neuromarketing

- Identifying drivers of consumer behaviour: Approach and avoidance
- Applying sensory neuromarketing to understand consumer responses.
- Examining emotions, feelings, wanting, and liking in consumer decision-making
- Understanding the impact of neuromarketing on brand perception and advertising effectiveness
- Exploring how learning and memory influence consumer choices

Module III: Tools and Techniques in Neuromarketing

- Overview of neuromarketing measurement techniques
- Understanding functional magnetic resonance imaging (fMRI) and its applications
- Eye tracking analysis and its insights into consumer attention and behavior
- Analysis of hormonal responses and their relevance in neuromarketing
- Etho marketing, EEG, facial coding, and biometrics in understanding consumer responses

Module IV: Consumer Decision Making and Neuromarketing

- System 1 (intuitive) versus System 2 (rational) decision-making processes
- Exploring judgment heuristics and their influence on consumer choices
- Utilizing neuromarketing insights to create brain-friendly products and packages
- Decoding the neuroscience behind the shopping experience
- Understanding the impact of neuromarketing on online consumer behavior

Module V: Neuromarketing in Practice

- Strategies for successful implementation of neuromarketing techniques
- Ethical considerations in neuromarketing research and practice
- Examining consumer aberrations and implications for neuromarketing
- Assessing the potential of brain science to positively impact marketing practices

Textbooks

1. Garcia-Garcia, Manuel, Moran Cerf, and Ana Iorga. "Introduction to Consumer Neuroscience." *Consumer Neuroscience* (2017)
2. Genco, Stephen J., Andrew P. Pohlmann, and Peter Steidl. *Neuromarketing for Dummies*. John Wiley & Sons, 2013. ISBN-10: 1118518586, ISBN-13: 978-1118518588. Available in paperback or Kindle formats at http://www.amazon.com/Neuromarketing-Dummies-Business-Personal-Finance/dp/1118518586/ref=sr_1_1

Reference Books

1. Briesemeister, Benny B., and Werner Klaus Selmer. *Neuromarketing in Business*. Springer, 2022.
2. Dutta, Tanusree, and Manas Kumar Mandal. *Neuromarketing in India: Understanding the Indian Consumer*. Routledge, 2018.
3. Georges, Patrick M., Anne-Sophie Bayle-Tourtoulou, and Michel Badoc. *Neuromarketing in action: How to talk and sell to the brain*. Kogan Page Publishers, 2013.

Reports & Articles

- Harrell, Eben. "Neuromarketing: What you need to know." *Harvard Business Review* 97.4 (2019): 64-70.
- HBR Article - Neuromarketing: What You Need to Know
- HBR Article - When Neuromarketing Crosses the Line

TRIMESTER 5
DIGITAL MARKETING
Credits: 3.0

Course Code: 24MM55

Total No. of Sessions: 24

COURSE OVERVIEW:

“If your business is not on the Internet, then your business will be out of business”

Bill Gates, Microsoft Founder

Digital marketing has become an essential component of business strategies due to its relevance and the evolving landscape of consumer behavior. It allows businesses to reach global audience, breaking geographical barriers. This access enables companies to expand their market base and attract customers from different regions, enhancing their growth potential.

This course provides management students with a comprehensive understanding of digital marketing principles, strategies, and tools essential for succeeding in today’s digital-first business environment. Students will learn to leverage digital channels to enhance brand awareness, engage customers, and drive business growth. The course covers essential topics such as social media marketing, SEO, content marketing, and email marketing. The pedagogy combines theoretical knowledge with practical applications, including case studies, hands-on projects, and simulations.

COURSE OUTCOMES:

By the end of the course students will be able to:

1. Understand the fundamental principles of digital marketing and its role in business enterprises (PO1, PO2 and PO9).
2. Utilize various digital marketing tools and platforms, including social media, video-sharing platforms, SEO, content marketing and email marketing (PO3, PO4 and PO6).
3. Create integrated digital marketing campaigns that align with business goals (PO3, PO5 and PO6).
4. Develop and implement effective digital marketing strategies (PO6 and PO9).

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓	✓							✓
CO2			✓	✓		✓			
CO3			✓		✓	✓			
CO4						✓			✓

COURSE CONTENT:

Module I: Introduction to Digital Marketing

Key digital marketing concepts and terminologies | Traditional vs. digital marketing | Evolution of Digital Marketing || Digital Marketing Strategy: Developing a digital marketing strategy | Identifying target audiences | Setting objectives and KPIs

Module II: Social Media Marketing and Mobile Marketing

Role of social media in marketing | Major social media platforms and their audiences | Content creation and curation | Social media advertising | Influencer marketing || Importance of mobile marketing | Mobile-friendly websites and apps | SMS and push notifications | Mobile advertising

Module III: Search Engine Optimization (SEO) and Search Engine Marketing (SEM)

Basics of SEO | Keyword research and analysis | On-page and off-page SEO techniques | SEO tools and analytics || Introduction to SEM | Pay-per-click (PPC) advertising | Google Ads and Bing Ads | Campaign management and optimization.

Module IV: Content Marketing and Email Marketing

Importance of content marketing | Developing a content strategy | Content creation and distribution | Blogging, video marketing, and podcasts | Measuring content effectiveness || Fundamentals of email marketing | Building and segmenting email lists | Crafting effective email campaigns | Email marketing tools and analytics

Module V: Future Trends in Digital Marketing | Legal and Ethical Issues in Digital Marketing

Emerging technologies (AI, VR/AR, blockchain) | The role of Generative AI (ChatGPT) in digital marketing | The future of digital advertising | Preparing for ongoing digital transformation || Privacy concerns and data protection | Ethical considerations in digital marketing | Intellectual property rights | Advertising standards and regulations

Textbooks

Fundamentals of Digital Marketing. 2nd Ed, Puneet Singh Bhatia, Pearson, 2019.

Reference Books

Digital Marketing. Vandana Ahuja, Oxford University Press, 2015.

Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing. Dave Chaffey and PR Smith, Pearson, 2019.

Pedagogy

The course pedagogy consists of classroom lectures, case discussions, student presentations on assignments, hands-on projects, and simulations.

TRIMESTER 6
B2B MARKETING
Credits: 3.0

Course Code: 24MM61

Total No. of Sessions: 24

Course Objectives:

Being a course in the VIth Trimester, it is assumed that students possess a good knowledge and understanding of the basic concepts and frameworks in marketing. The course provides students with in-depth knowledge of business to business market structures and how they function, basics of business to business marketing, industrial buying behaviour, channel strategy, and marketing communication and pricing policies.

Course Outcomes (COs):

1. To share perspectives in the area of B2B Marketing and measure performance. (PO3)
2. To strengthen the knowledge and conceptual base in the area of B2B Marketing. (PO1, PO8)
3. To prepare for a career in the field of B2B Marketing. (PO2,PO9)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1			✓						
CO2	✓							✓	
CO3		✓							✓

Course Content:

Module I: Introduction to B to B Marketing

Dimensions of Business to Business Marketing - B to B Marketing vs. Consumer Marketing, Nature of Industrial demand – Types of B to B Markets, Classifying Industrial Products – The B to B Marketing Environment – Understanding customer value in B2B Markets – Value propositions - Nature of B to B buying - Organizational buying activity, Buying models and buying centre concept, Inter personal dynamics of Industrial Buying Behavior, Roles of buying centre, Conflict resolution in decision making, Vendor analysis, Ethics in purchasing

Module II: Organizational Buying

B to B Market Segmentation - Segmenting the Business Market -Choosing Target Segments - Industrial Market Research - Special challenges – Branding in B2B Context – Brand Value - Brand Decision – Building Loyalty and building profitable relationships.

Module III: B2B Product Planning and Brand Strategy

The impact of product to service shift in industrial markets – Value co-creation – EVI - Formulating Product Planning - Developing Product Strategy, Analyzing Industrial product life cycle, Developing Strategies for new and existing products.

Module IV: Channel and Pricing Strategies

Formulating Channel Strategy - Managing Business Marketing Channels - E-Commerce Strategies for Business Markets - Supply Chain management strategies – B2B through Ecommerce - Pricing strategies - Price determinants, Factors that influence the pricing strategies, concept of learning/experience curves, pricing strategies – Marketing Plan - Measuring performance.

Module V: Relationship Building

Business Marketing Communications: Social Media and B2b Sales – Personalization and Self-image in B2B - Managing the Personal Selling Function - Customer Relationship Management Strategies for Business Markets - Key Account Management and Account Based Marketing.

Text Book :

1. Sales force management – Leadership, Innovation, Technology by Johnston and Marshall, Routledge publication. (2016)
2. "B2B Marketing, A South – Asian Perspectives Eleventh Edition " by Hutt, Sharma and Speh, Cengage Publication. (2014)

Reference Books:

1. Sharad Sarin, Business Marketing concepts and cases, Mc Graw Hill Education. New Delhi, 3/e, 2013
2. Robert R. Reeder Edward G. Brierty & Betty H. Reeder, Industrial Marketing – Analysis Planning and Control, Prentice Hall of India, New Delhi, 2/e, 2009
3. Robert Dwyer, John F. Tanner Jr, Business Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008

**TRIMESTER 6
RETAIL MARKETING
Credits: 3.0**

Course Code: 24MM62

Total No. of Sessions: 24

Course Objectives:

This course provides the student with a comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment. We will use a series of interactive lectures, Harvard case analysis, assignments, quizzes and group projects to deliver a holistic learning for students. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with the changes! We will consider: the development of a retail format and its strategy, the analysis of retail consumer, location decision, and merchandise planning. Pricing and promotion strategies will also be investigated.

The course will investigate the changing role of e-commerce and m-commerce in retailing as a major topic. You are expected to read in advance of each class and think about how you would respond to the questions that are noted on this syllabus. Much of our class time will be spent in discussion of case examples. Many are in the text, so bring it regular. Course projects are designed to enable students to observe retail management in the field and conduct ongoing retail research.

Course Outcomes (Cos):

1. Understand the functions of retail business and various retail format. (PO1, PO3)
2. Develop domain knowledge and acquire decision making skills through case analysis and other in-class activities. (PO2, PO4)
3. To apply the technological learning interfaces in any setup of retailing. (PO4, PO5, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓		✓						
CO2		✓		✓					
CO3				✓	✓			✓	

COURSE CONTENT:

Module I: Retail Marketing Overview

Introduction and overview, evolution and current trends in retailing, retail life cycle, retail store formats, retail consumer behavior, retail marketing mix

Module II: Merchandise Management and Pricing Strategy

Concepts, category management, assortment planning, factors influencing pricing, approaches to pricing retail product

Module III: Retail Communication and Promotion

Retail communication mix, managing displays and visual merchandising, events, retail branding, private label brands

Module IV: Retail Distribution and Location Strategies

Retail supply chain, retail logistics, store location decisions

Module V: Retail analysis

Retail stock turnover ratio, customer churn analytics, market basket analysis

Textbook:

1. Retailing Management, 11th Edition by Michael Levy and Barton Weitz and Dhruv Grewal ISBN10: 1264157444; ISBN13: 9781264157440, McGrawHill publications

**TRIMESTER 6
SOCIAL ENTREPRENEURSHIP**

Course Code: 24MME63

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Social entrepreneurship is a new and fast growing field of academic study and real world practice. In essence, social entrepreneurship is doing well financially by creatively solving social issues. This course introduces students to both theory and practice of social entrepreneurship through highly experiential, interactive, and collaborative workshops. Working in a team and on a social issue they care about, students will learn system thinking skills, entrepreneurial mindset, skills, and tools to start up their own social venture or work in a social business.

Course Outcomes:

Upon completion of this course on Social Entrepreneurship, the students will be able to

1. Distinguish between social entrepreneurship, nonprofit leadership, CSR, and commercial entrepreneurship. (PO 2)
2. Gain insights into the unique challenges and opportunities within the social sector and learn to develop and validate social value propositions while empowering beneficiaries. (PO8)
3. Understand the framework of social innovation and its alignment with Sustainable Development Goals (SDGs) and conceptualize and implement the Theory of Change. (PO2)
4. Proficient in resourcing social enterprises, including business models, funding, organizational structures, and marketing strategies. (PO9)
5. Develop the capability of scaling social impact through sustainable revenue models and effective social marketing plans.(PO1)

POs	1	2	3	4	5	6	7	8	9
CO1		✓							
CO2								✓	
CO3		✓							
CO4									✓
CO5	✓								

Course Content:

Module I: Introduction to Social Entrepreneurship

Social Entrepreneurship – Social Entrepreneur - difference between social entrepreneurship and nonprofit leadership, CSR, and commercial entrepreneurship

Module II: Social Enterprise & Social Entrepreneurship

Social sector perspectives and social entrepreneurship - Causing Change – Challenges and opportunities - Social Value Proposition – construction, development and validation, and Empowering Beneficiaries

Module III: Social Entrepreneurship Framework

Social Innovation process - Envisioning an Innovative Society – Aligning Social Innovation with Sustainable Development Goals (SDG) - Understanding the Theory of Change

Module IV: Resourcing Social Entrepreneurship

Social enterprise business models - Funding opportunities & resource mobilization for social enterprises - Organisational Forms and Structures - Marketing strategies for social enterprises

Module V: Scaling Social Impact

Measuring the social impact: Value created - Scaling and Assessing the social Impact - Sustainable revenue models - Developing a social marketing plan

Text Book:

1. Wei-Skillern, J., Austin, J., Leonard, H. and Stevenson, H. (2007), *Entrepreneurship in the Social Sector*. London: Sage Publications

Reference books:

1. Bornstein, D. and Davis, S. (2010). *Social Entrepreneurship: What Everyone Needs to Know* by Susan Davis, Oxford University Press. 0195396332
2. Chahine, T. (2016). *Introduction to social entrepreneurship*. Boca Raton, FL: CRC Press.
3. Guo, C., & Bielefeld, W. (2014). *Social entrepreneurship: An evidence-based approach to Creating social value*. San Francisco, CA: Jossey-Bass. WSU eBook, <http://elibrary.wayne.edu/record=b4810879~S473>

Other Course Reference Materials:

1. Alexander Osterwalder & Yves Pigneur (2010) *Business Model Generation*.
2. Coursera.org - Identifying Social Entrepreneurship Opportunities by Copenhagen Business School
3. coursera.org - Social Business Model and Planning for Social Innovation
4. coursera.org - Unleashing the Impact of your Social Enterprise
5. coursera.org - Becoming a Change Maker: Introduction to Social Innovation
6. coursera.org - Design Thinking for the Greater Good - Innovation in the Social Sector
7. coursera.org - System Thinking for Public Health

TRIMESTER 6

BRAND MANAGEMENT

Course Code: 24MM64

Credits3.0

Total No. of Sessions: 24

Course Objectives:

The purpose of Strategic brand management course is to give the understanding of how to design a product and how to build and manage the brand. The course activities include readings from Keller's Strategic Management textbooks and cases on branding will allow the students as to how to identify and establish brand positioning and values, plan and implement brand marketing programs, measure and interpret brand performance, and grow and sustain brand equity apply the theories and strategies

Course Outcomes (Cos):

By the end of the course students will be able to:

1. Understand the fundamentals of brand management and brand equity. (PO1 and PO4)
2. Develop skills to create, position, and manage brands effectively. (PO2, PO3, and PO5)
3. Learn to measure and analyze brand performance. (PO6 and PO9)
4. Explore brand strategies in different contexts and industries. (PO2 and PO3)
5. Develop a nuance of managing public relations and brand crises. (PO5 and PO8)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓			✓					
CO2		✓	✓		✓				
CO3						✓			✓
CO4		✓	✓						
CO5					✓			✓	

Course Content:

Module I:

Product Management Organization, New Product Development and its phases. Test Marketing and its alternatives, Design considerations, Management of launch, tracking and Control.

Module II:

Developing a Portfolio Analysis, Product Planning and Strategies, Models utilized for NPD

Module III:

Brand Management – Brand Identity – Brand Equity – Definition and Different methods of measuring brand equity – Application of Keller's brand equity pyramid

Module IV:

Branding services – Brand Repositioning/Revitalizing – Issues in brand extension – Brand architecture – Corporate branding

Module V:

Brand industrial products – Technology branding – Branding on the net – Retail branding – Co-branding – Branding in developing countries

Text Books:

1. A.K. Chitale and Ravi Gupta, Product policy and brand management, PHI, 2/e, 2011
2. Kevin Lane Keller, Strategic Brand Management, Pearson, 3/e, 2008

Reference Books:

1. Lehmann & Winer, Product Management, Tata McGraw –Hill, 4/e, 2011
2. D. Aaker brand management, Free Press

ELECTIVE – OPERATIONS

TRIMESTER 4

SUPPLY CHAIN MANAGEMENT

Course Code: 24PO41

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course deals with a variety of issues associated with managing the supply chains. It emphasizes to demonstrate the elements of supply chains, its drivers, structured approach for performance evaluation and the best practices in the supply chain management as a whole.

Course Outcomes (COs)

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

1. Understand the fundamental concepts of supply chain management and its significance in business. (PO1,PO2,PO3,PO4,PO5)
2. Apply SCM concepts, logistics functions/policies and contemporary approaches to sourcing and supply chain integration for achieving the business objectives. (PO5,PO6,PO7)
3. Solve the supply chain design and optimization problems. (PO2,PO3,PO7,PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓	✓	✓				
CO2					✓	✓	✓		
CO3		✓	✓				✓	✓	

Course Content:

Module I: Overview of the supply chain management Supply Chain –Fundamentals, Importance, Decision Phases, Process View. Supplier-Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains and examples & Strategic, tactical, and operational decisions in supply chains

Module II: Supply chain Network Design, Managing Inventory under certainty and uncertainty. Introduction to logistics -Definition and Scope of Logistics, Functions & Objectives –Modes of Transportation-Packaging-Freight Management –Route Planning –Containerization-Modal Characteristics, Inter-modal Operators and Transport Economies

Module III: Supply chain disruption, Supply chain resilience, push and pull boundary in supply chain, Bullwhip Effect and coordinated supply chain, Introduction to SCOR model

Module IV: Case on Supply chain coordination, digital twin and supply chain optimization, case studies.

Module V: Sourcing strategies Sourcing issues and strategies, sourcing process –Types of Purchasing Strategies. Supplier Evaluation, Selection, and Measurement. Supplier Quality Management. Case on sourcing strategies.

Text Book:

1. Janat Shah, Supply Chain Management-Text and Cases, Pearson Education, Second Edition, 2016.
2. Sunil Chopra, Peter Meindl and DV Kalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Seventh Edition, 2021.

Reference books:

1. Donald J Bowersox et al., Logistics Management –Integrated Supply Chain Process, McGraw Hill Education, 2017.
2. David Simchi-Levi et al., Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, 4th Edition, McGrawHill. 2022.
3. Joel D. Wisner et al., Principles of Supply chain management, Cengage Learning, Fifth Edition, 2019.
4. Altekar Rahul V, Supply Chain Management-Concept, and Cases, Prentice Hall India, 2005.
5. Monczka Robert M Sourcing and Supply Chain Management, Cengage Learning, Fifth Edition, 2012.
6. John J Coyle, Supply Chain Management: A Logistics Perspective, Tenth Edition, 2019 Cengage Learning.
7. A logistics approach Ninth Edition, 2013 Cengage Learning.

TRIMESTER 4

ENVIRONMENT & SUSTAINABILITY DEVELOPMENT

Course Code: 24PO42

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

1. To acquire deeper knowledge about Environmental Management Systems (EMS).
2. To get practice in introducing Environmental Management Systems, be stimulated to discuss and reflect on the possibilities and limitations of Environmental Management Systems, and train their critical thinking and writing abilities.
3. To Enable the students to Understand the concept of sustainable development & environmental issues.
4. Learn about the economic, social, and environmental aspects of sustainability and some frameworks for defining and measuring progress toward a sustainable society.
5. Explore the major impacts that humans have on the environment.

Course outcomes (COs):

1. The ability to analyse environmental management system in relation to the major principles of sustainable development, defined broadly as: implementation of ISO 14001: environmental policy, planning, implementation and operation, checking, management review (PO1,PO4,PO7,PO9).
2. The capacity to translate generic concepts and methods into critical reviews of contemporary, real-world environmental management practices through sustainable development concept (PO2,PO3,PO7,PO8,PO9).
3. The capacity to critically assess theoretical and conceptual issues relating to environmental management and strategies for implementing eco-development programmes (PO1,PO2,PO3,PO4,PO8,PO9).
4. Align sustainability initiatives with organization mission and manage environmental-related risk from an organization's operation (PO1,PO2,PO4,PO5).
5. The ability to work effectively to create environmental management analysis outputs of professional quality, both independently and within team environments (PO1,PO2,PO3,PO7,PO8,PO9).

POs	1	2	3	4	5	6	7	8	9
C01	✓			✓			✓		✓
C02		✓	✓				✓	✓	✓
C03	✓	✓	✓	✓				✓	✓
C04	✓	✓		✓	✓				
C05	✓	✓	✓				✓	✓	✓

Course Content:

Module I Introduction to Environmental Management Systems (EMS) & ISO 14001: Introduction to Environmental Management System basic definitions and terms, Framework for Environmental Management Systems, Approach for developing an Environmental Management System. The introduction and implementation of ISO 14001: environmental policy, planning, implementation and operation, checking, management review, etc.

Module II Principles of Sustainable Development: History and emergence of the concept of Sustainable Development, Definitions, Environmental issues and crisis, Resource degradation, greenhouse gases, desertification, social insecurity, Industrialization, Globalization and Environment.

Module III Sustainable Development and International Contribution: Components of sustainability, Complexity of growth and equity, International Summits, Conventions, Agreements, Transboundary issues, Action plan for implementing sustainable development, Moral obligations and Operational guidelines.

Module IV Socio-economic Sustainable Development Systems: Socio-economic policies for sustainable development, Strategies for implementing eco-development programmes, Sustainable development through trade, Economic growth, Carrying Capacity, Public participation.

Module V Agenda for Future Global Sustainable Development: Role of developed countries in the sustainable development of developing countries, Demographic dynamics and sustainability, Integrated approach for resource protection and management

Reference books:

1. ISO 14001 Certification - Environmental Management Systems: A Practical Guide for Preparing Effective Environmental Management Systems (Prentice Hall ... Management System Standards, Book 1) Textbook Binding – Import, 10 Aug 1995 by W. Lee Kuhre (Author)
2. M. N Rao, "Waste Water Treatment" Oxford and IBH publishing Co. Pvt Ltd, 2007
3. Peavy, H.S, D.R. Rowe & T.George, "Environmental Engineering", New York: McGraw Hill, 1987
4. The Sustainability Revolution: Portrait of a Paradigm Shift by Edwards, Andres R.,New Society Publishers, 2005.
5. Sustainable development in India: Stocktaking in the run up to Rio+20: Report prepared by TERI for MoEF,2011.
6. Report of the Department for Policy Coordination and Sustainable Development (DPCSD), United Nations Division for Sustainable Development.

TRIMESTER 4

CORPORATE QUALITY AND SUSTAINABILITY

Course Code: 24PO43

Credits: 3.0

Total No. of Sessions: 24

Course Overview

Corporate Quality and Sustainability are some of the Board Room topics discussed on a regular basis. These are also critical to our society and personal life. The indicators also find a mention in the company's Annual Reports which are communicated to the various shareholders. The course gives an overview of both these areas at the first level. The various facets of Sustainability that go beyond the business are also briefly dealt in the course.

Course Outcomes (COs):

1. To understand the role of Corporate Quality, QA, QMS and standards coupled with a overview of TQM and its constituents (lean, six sigma etc). (PO1, PO2, PO4, PO5)
2. To learn how Benchmarking, BPR and other measures of Business Excellence help to give the competitive edge to business. (PO2, PO3, PO5, PO7, PO8)
3. To appreciate various aspects of Sustainability which is beyond the business i.e., to the society and environment and develop an empathy for the stakeholders (PO1, PO2, PO3, PO7, PO9)
4. To work towards conservation & optimal use of materials and resources and be sensitive to depletion, global warming and carbon emissions. (PO1, PO3, PO4, PO7)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓		✓	✓				
CO2		✓	✓		✓		✓	✓	
CO3	✓	✓	✓				✓		✓
CO4	✓		✓	✓			✓		

Course Contents

Module I:

Role of Corporate Quality- Organisation, Structure, Quality as a strategy, voice of customer. Quality Management Systems, standards, audit. Corporate Quality Assurance - Inhouse / vendor quality, rating systems, Cost of quality

Module II:

Total Quality Management - Principles, QC tools, Quality awards, Six Sigma, lean activities Bench marking & Business Excellence Process / operational / business excellence, measures and metrics types of benchmarking, Policy deployment & Developing Balance Score Card-

Module III:

What is sustainability, 3 Ps, Circular economy model for survival, UN's sustainability development goals (SDG). Green manufacturing, procurement awards and ratings, emerging trends. Employee Health and Safety - concerns, disposals, treatments, IS 14000 / 45000, OHSAS. Framework for sustainability in operations, 4 R s, changes in OM practices, Life Cycle Costing & Life Cycle Assessment.

Module IV:

Challenges in sustainable operations within, environment, regulations govt and statutory bodies Sources of alternate energy, potential, energy efficient constructions, certifications, extended producer responsibility and incentives. Remanufacturing through reverse logistics. TPM as an enabler in sustainability

Module V:

Global warming concerns, Kyoto protocol, carbon credits and offsets. Corporate CSR and metrics and sustainability reportings. Introduction to ESG, standards, metrics for actions for progress. Role of Ethics in ESG. Positive Leadership for sustainability

Textbooks:

1. Toyota Production System – Taiichi Ohno
2. Creating a Sustainable Organization: Approaches for Enhancing Corporate Value Through Sustainability by Peter A. Soyka

Reference Books:

1. Total Quality Management – L. Suganthi and Anand A Samuel
2. Circular Economy for the Management of Operations. Edited by Anil Kumar, Jose Arturo Garza-Reyes, and Syed Abdul Rehman
3. Cradle to Cradle – Remaking the way we make things - McDonough, William and Michael Braungart (2002)
4. Materials and the Environment – Michael F Ashby.

TRIMESTER 5

FUNDAMENTALS OF OPERATIONS ANALYTICS

Course Code: 24POB51

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objective of this course is to prepare students to analyse various management decision issues using advanced analytical and quantitative methods. Topics included address the areas such as Waiting Line Models, Decision Tree Analysis, Stochastic Process, Time Series Modelling and Nonlinear Optimization Theory. The course designed especially keeping Operations Management and Finance student in mind to take optimal decision in many business problems. The concept building for this course will probably place a much stronger emphasis on various decision-making criterions falling under Prescriptive Analytics.

Course Outcomes (COs):

1. Introduction to Issus with Queues, Customer dissatisfaction and understanding various waiting line model with evaluation of costs associated with it. (PO1, PO2, PO3, PO5, PO6)
2. Decision making under uncertainty through Application of Stochastic Process and Decision Tree Analysis. (PO1, PO2, PO4,PO5,PO9)
3. Modelling high volatility in time series data through various Autoregressive econometric Models (such as ARIMA, ARCH, GARCH). (PO1, PO2, PO5, PO7,PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓		✓	✓			
CO2	✓	✓		✓	✓				✓
CO3	✓	✓			✓		✓	✓	

Course Content:

Module-I: Introduction: Data Analytics: Perception & Reality, Implication and applications of Analytics in industries and real life. Examples, Effective visual techniques, Data-ink Ratio, Effective table designs, Pivot Table report, Charts, Dashboard preparation, Data Visualization: Importance & cautions, Creating effective table, charts and data dashboard.

Module-II: Waiting Line Model & Simulation: Impact of Ques, various types of services with respect to kind of Queue. Queuing model Layout, Queue Characteristics. Utilization factor. Waiting Line Model-I, M/M/1: Model, Infinite queue and Infinite population, Waiting Line Model-II, M/M/1: Model, Model for finite Queue length, Hands-on Simulation for one server- infinite queue model: Hospital with one Nurse and One Doctor., Analysis and interpretation of simulation/M/C: Model, M/M/C: Models

Module III: Decision Analysis & optimization: Elements in Decision Analysis- payoff tables, Possible decision criteria, Decision Trees – Applications and Concepts, Bayesian Decision Rules, Examples, The precision tree add-in through spreadsheet- Part-I, Risk Profiles –Applications in Operations Management and financial portfolio analysis, Developing risk Profiles, Evaluation of Risk profiles, Multi-stage decision problems and developing decision tree models., Basics of utility theory- utility and decision making, Risk Avoiders vs Risk Traders, Expected Monetary Value Vs Expected utility, examples.

Module IV: Introductory Stochastic Process: Introduction to Stochastic Process-definition and basic concepts, Markov Process examples, Markov Chain, Ito's lemma, Transition Probability Matrix (TPM), Chapman, Kolmogorov and other theorems in management., Random Walk problem and Other applications

Module V: Time Series Modelling in Operations Management: Introduction to Time Series Analysis- Regression, Autocorrelation, Test Statistics for, Statistical Inferences, Concepts of Homoscedasticity and Heteroscedasticity, Autoregressive Process-Simple AR process- Hands-on Analysis through Gretl & Eviews, ARIMA process, Hands-on Analysis through Gretl & Eviews., ARCH & GARCH Models with applications, Hands-on Analysis through Gretl & Eviews

Reference Books:

1. S. Christian Albright and Wayne L. Winston, "*Management Science Modeling*", 4th Edition, Cengage Learning India Private Limited, New Delhi.
2. Douglas C. Montgomery, *Design and Analysis of Experiments*, International Student Version, 8th Edition Wiley India, Pvt. Ltd, New Delhi.
3. Ruey S. Tsay "*Analysis of Financial Time Series*", (Wiley Series in Probability and Statistics) 2nd Edition, Wiley India, Pvt. Ltd, New Delhi.
4. Akinc, U. (2013). Preferred Customer Service at US Airways. *Case Research Journal*, 33(1).
5. Krieger, D., & Ruback, R. S. (2001). Merck & company: evaluating a drug licensing opportunity. *Harvard Business School Case*, 9-201.

TRIMESTER 5

INTERNATIONAL LOGISTICS MANAGEMENT

Course Code: 24PO52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * A student who undergoes this program will understand the basics of various aspects and features of International Logistics.
- * This course will be useful for those students who want to get into Logistics, Export Marketing, Purchasing and International Finance.

Course Outcomes (COs)

1. Manage International Logistics & Supply chain partners and service providers (PO1, PO2, PO3, PO4, PO5).
2. Deploy knowledge of regional and international trading blocs in solving problems of international logistics (PO1, PO2, PO6).
3. Use the principles of warehousing to improve their warehousing operations in logistics (PO1, PO2, PO3, PO6).
4. Apply Packaging and Materials handling Principles to Logistics Operations (PO4, PO6, PO8)
5. Decide optimal financing options for international trade (PO1, PO2, PO3, PO8,).

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓	✓	✓				
CO2	✓	✓				✓			
CO3	✓	✓	✓			✓			
CO4				✓		✓		✓	
CO5	✓	✓	✓					✓	

Course Content:

Module I:

Gateway to Logistics: Definition of Logistics, Elements of Logistics, Logistics as a key parameter of Supply Chain, Logistics as a strategic tool, 8 Rights of Logistics, 4 Ds of Logistics, 3 I's of Logistics, 4 Rs of Logistics.

Indian Logistics Scenario: Indian Logistics Scenario in Rail, Road, Air and Water movements, Opportunities.

Module II:

Warehousing in Logistics: Warehouse goals, Strategies, Warehousing Operations, Part Numbering System, Material Handling in Warehouse, Stocking Methods, Cycle Counting, Warehouse Location Strategies.

International Transportation: Transportation Goals, Stakeholders in transportation, Water, Air, Road and Rail movements, Air Consolidation, Marine and Air modes, Landbridge, Conferences, Flags of Convenience, Multimodal transportation, ICDS.

International Documentation: Importance of Documentation in Logistics, Different types of invoices, Import related documents, Export related documents, Transit based documents, Country Specific Documents.

Module III:

Terms of Trade-Incoterms-2010: Understanding Incoterms, Details of Incoterms-2010, E Term, F Term, C Term, D Term, Incoterm Strategy, Risks in International Payments-Country and Commercial Risks, Different method of payment and associated unique risks, Bank Guarantees, Selection of Payment Term.

Terms of Payment: Risks in International Payments-Country and Commercial Risks, Different method of payment and associated unique risks, Bank Guarantees, Selection of Payment Term, Currency of Payment, Currency Exchange Rates

Module IV:

Insurance: What is insurance? Concept of insurable interest, Perils in Marine and Air Transportation, Marine Insurance- Coverage A, B and C, General Average Insurance, Air Insurance, Relationship between Insurance, Terms of Trade and Terms of Payment.

Customs Clearance: Introduction, BTN Classification, Classification, Valuation and Rules of Origin, Dumping Duty, Non-Tariff Barriers, Customs Clearing Process, US Laws and Table of Denial Orders.

Logistics Measurements and Costing: Purpose of measurements, Activity Based Costing in Logistics, SCOR based Measurements, How not to measure performance.

Module V:

International Packaging: Objectives, Ocean Cargo, Air Cargo, Government Regulations, Hazardous Cargo, Refrigerated Goods.

Exim Policy: Salient Features of Exim Policy, Duty Exemption Schemes, SEZs and EPZs.

Logistics Trends: Reverse Logistics, Logistics Information System, Risk Management, 3 PL, 4 PL, High Sea Sale.

Text Book:

1. International Logistics – Pierre David Published by Biztantra Rs.299 ISBN-10: 81-7722-430-1 and ISBN-13: 978-81-7722-430-6

Reference Books:

1. International Logistics-Donald F Wood and others by Pinnacle Learning - ISBN 978-81-904454-6-7.
2. Logistical Management- Donald J Bowersox and David J Closs Tata Mcgraw Hill- ISBN -13: 978-0-07-043554-4, ISBN-10: 0-07-043554-5

TRIMESTER 5

PROJECT MANAGEMENT

Course Code: 24PO53

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course deals with a variety of issues associated with project management. It emphasizes on the understanding of project management tools to analyze the project performances in terms of scope, time and cost. The students will learn insights into four phases of the project, i.e., initiation, planning, execution and monitoring & control.

Course Outcomes:

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

1. Analyze the scope of project management in achieving overall business objectives. (PO1,PO2,PO6,PO8)
2. Apply project management tools and techniques for practical business cases. (PO1,PO3,PO5)
3. Demonstrate through examples how project management tools can be effectively utilized in practical business scenarios. (PO3,PO4,PO7,PO8,PO9)
4. Apply data-driven models for evaluating and mitigating project risks. (PO1,PO3, PO2,PO7)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓				✓		✓	
CO2	✓		✓		✓				
CO3			✓	✓			✓	✓	✓
CO4	✓	✓	✓				✓		

Course Content:

Module I: Overview of Project Management

Introduction to Project management: Project management Process and role of Project Manager, Project screening and Selection Techniques, Structuring concepts and Tools (WBS, OBS, and LRC). lift cycle analysis.

Module II: Project Planning Tools

PERT- GERT- LOB - GAN - Time Cost Trade off and Crashing Procedure — Multi Project Scheduling with limited resources, Dynamic Project Planning and Scheduling, Project Scheduling with Resource Constraints.

Module III: Project Cost Estimating

Market Feasibility - Technical Feasibility - Financial Feasibility- Economic Feasibility - Financial Economic Appraisal of a project, Social Cost Benefit Analysis in India - Project Types of Estimates and Estimating Methods, Project Budgeting, Trade-Off Analysis.

Module IV: Project Monitoring and Control

Monitoring Techniques and time control System, Project Procurement and Materials Management, Project Management Information System. Value analysis in Project Management. Introduction to Risk Analysis, Structuring Risk identification through analytic frameworks, data-driven models for evaluating and mitigating risk.

Module V: Project Organization

Organizational Structures – Types of project organizations. Conflict –Origin & Consequences. Managing conflict – Methods for resolving conflict. Environmental Impact assessment. Create a Project Charter in Google Sheets, Improve Efficiency in Asana for Project Managers.

Textbook:

1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India.
2. Project Management: A Managerial Approach, Ninth Edition, Meredith J R WILEY India, (2015).

Reference Books:

1. Gower Handbook of People in Project Management (Project and Programme Management Practitioner Handbooks), 2013.
2. Project Management Handbook, 2nd Edition, Cleland and King, VNR
3. Project Management: Systems approach to Planning Scheduling and Controlling, 12th ed., H. Kerzner, 2017.
4. A Management Guide to PERT/CPM, with GERT/PDM/DCPM, Wiest and Levy, 2nd edition, PHI. 1979

TRIMESTER 4

DIGITAL TRANSFORMATION OF SUPPLY CHAINS

Course Code: 24PO54

Credits: 3.0

Total No. of Sessions: 24

Course Outcomes (COs):

1. To understand the relevance of digital transformation (DT) in supply chains for different areas including Creating a vision and purpose for DT and Current process mapping and clarity on gaps to DT. (PO1, PO2, PO7, PO9)
2. To learn the required capabilities and familiarize with value creation of layers of DT process. (PO2, PO4, PO5, PO6)
3. To appreciate how DT helps in improving supply chain decision making process with various use cases. (PO1, PO3, PO4, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓					✓		✓
CO2		✓		✓	✓	✓			
CO3	✓		✓	✓				✓	

Course Contents

Module I:

Relevance of DT for Today's supply chain: How digital is disrupting. What is digital and what is not?; Key forces of change in digital transformation; What are present supply chain challenges for DT .

Digital Strategy – Vision & Purpose: Idea of "Purpose & Vision"; Creating a digitally thinking and acting supply chain; Examples of Purpose and Vision driven supply chains.

Module II:

Preparing the ground – Aligning Strategy and Culture: Developing a digital native culture across organisation; Essential elements of DT training & development; Creating team and leader – Skills, Competencies.

Mapping the current processes – Understanding and mapping few key processes; Current process understanding – Demand, Supply Planning, S&OP, PPDS, Current process understanding - MRP and WH Logistics, Distribution.

Module III:

Understanding Digital transformational capabilities - Digital Supply Leadership – demand side and supply side; Ecommerce & Multi Channel Management; Data Visualisation and Governance; Integration of old and new (systems, equipment, tools, and processes) Challenge existing digitally opaque boundaries.

Module IV:

Overview on 3 Value Creation Layers of DT Process Physical Layer - Industrial hardware - PLCs, SCADA, Sensors, Vision Cameras, Handheld devices – How are these relevant for DT; Connectivity Layer - Network components and support systems; Digital Layer – Databases, cloud and processing techniques and tools.

Module V:

Role of technology and its application to digital SC - Industry 4.0; End to End Visibility- with use cases; IoT / Block Chain with use cases, Digital Twins with use cases, AI and Vision systems with use cases.

Textbook and Reference Books:

1. Digital Transformation of Supply Chain – Albert Tan, Sameer Shukla
2. Building the agile business through digital transformation – Neil Perkin and Peter Abraham
3. Industry 4.0 Managing the Digital transformation – Alp Ustundag, Emre Cevikcan
4. Introduction to supply chain transformation technologies – David Frederick Ross
5. Digital supply networks – Amit Sinha, Ednilson Bernades, Rafael Calderon, Thorsten Wuest
6. Supply chain analytics - TAS Vijayaraghavan
7. Published articles and papers.

TRIMESTER 6

STRATEGIC SOURCING

Course Code: 24PO61

Credits: 3.0

Total No. of Sessions: 24

Course Description:

Strategic sourcing is the organized, collaborative, and structured process of critically analyzing an organization’s spending across locations with select suppliers and using this information to make business decisions about acquiring commodities and services more effectively and efficiently. This process helps Organizations to optimize performance, minimize price, increase achievement of socio-economic acquisition goals, evaluate total life cycle management costs, improve vendor access to business opportunities, and otherwise increase the value of each dollar spent. Strategic sourcing is a proven best practice and reflects how the Sourcing Department acquires goods and services.

Course Objectives:

The objective of this course is to:

- To develop knowledge and skills in the areas of purchasing and materials management, an increasingly important element of modern global commerce.
- To equip the participants, with the knowledge and techniques of purchasing and to know how to manage Supplier Selection and Relationship Management
- To understand the tools of Supplier Performance Management and e-procurement initiatives

Course outcomes (COs):

1. Classify the items based on procurement context (PO1,PO2)
2. Appraise several sourcing policies and procedures (PO4,PO7,PO8,PO9)
3. Develop a supplier selection and evaluation mechanism (PO2,PO3,PO5,PO6)
4. Illustrate the elements of different types of sourcing contracts (PO1,PO2,PO3)
5. Synergise with technology-driven sourcing systems (PO1,PO5,PO6)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓							
CO2				✓			✓	✓	✓
CO3		✓	✓		✓	✓			
CO4	✓	✓		✓					
CO5	✓				✓	✓			

Course Content:

Module I: Introduction to Purchasing and supply chain Management

Purchasing and supply Management - Role of purchasing in organizations Supply chains and value chains - Evolution of Purchasing to Supply Management then to Sourcing management - Raw Materials Components - Semi-Finished Products - Finished Products - MRO items - Product support Items - Services - Capital Equipment - Purchase Management

Module II: Sourcing Policies and Procedures Procurement categories

Introduction to sourcing fundamentals - The Sourcing Process - Sourcing objectives - Responsibilities of Sourcing - Relationship with other Departments - Cross Functional Teams in Sourcing - Price and Pricing Issues - Strategic Alliances - Aligning supply management and enterprise objectives - Types of supply management strategies - Evolving sourcing strategies - Management of inventories - Supply management organization and structure

Module III: Supplier Selection and Evaluation

Supplier selection - Management and Development/Outsourcing - Supplier evaluation and selection process - Key supplier evaluation criteria - Developing a supplier evaluation and selection – Advanced tools in supplier selection – Goal Programming - Analytic hierarchy process - Integrating supply management, engineering, and suppliers to develop new products and services – Sustainable Sourcing - Supplier performance measurement

Module IV: Contracts

Purchasing Contracts and Negotiations - Negotiation framework - Negotiation planning Power in negotiation Concessions - Negotiation tactics – Impact of electronic media on negotiations - Contract Management - Elements of a contract - Types of contracts – Incentive arrangements - Long-term contracts in alliances and Partnerships

Module V: Costing

Total Cost of Ownership – Cost Reduction vs Cost Control – Target Costing - Value Analysis - Value Engineering - Process Management - Performance Measurement - Purchasing and supply chain performance measurement and evaluation - Developing a performance measurement and evaluation system – Outsourcing - e-procurement - Evolution of e-SCM systems - E-sourcing basics

Textbooks:

1. Sourcing and Supply Chain Management—5e, Monzca, Handfield, Guinipero, Patterson, Cengage India
2. Purchasing And Supply Management—Leenders, Johnson, Flynn and Fearon, McGraw Hill

Reference Books:

1. World Class Supply Management--Burt, Dobler, Starling, McGraw Hil
2. Tony Arnold, Stephen N. Chapman and Lloyd M. Clive, "Introduction to Materials Management", Sixth Edition, Pearson.
3. Gopalakrishnan, "Purchasing and Materials Management", McGraw Hill Education (India)

TRIMESTER 6

STRATEGIC COST MANAGEMENT

Course Code: 24PFO62

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

In Global Competitive environment, the most efficient firms view all of their spending as an investment. They make efficient spending decisions based on a strategic vision and their internal capabilities to deliver value from that investment. Traditionally firms have been under pressure to cut costs in the short term without really thinking about sustainable growth and integration with the overall business strategy.

In today's business environment of increased global competition, new markets, increasing regulation and changing demographics, successful companies must develop a multifaceted cost competence. There is a need to continuously strive to optimize the cost competence in the context of the entire business model of the firm.

It has been observed that firms that are taking the investment approach to manage cost are thriving in the new Strategic Cost Management environment striking a balance between a competitive cost structure, cost effective strategy execution and investment in the future. They are delivering a very good response to the cost challenge. Thus, it becomes necessary to link the Cost Management to Strategies of the organisation.

Course outcomes (COs):

This Course aims to

1. Enable the students to understand the techniques of decision making in uncertainties (PO 1, PO2, PO3)
2. Familiarise the students with pricing decisions (PO 2, PO7, PO8, PO9)
3. Make the students acquaint themselves with cost based decision making (PO 2, PO4, PO5,PO6)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓		✓					
CO2		✓					✓	✓	✓
CO3		✓		✓	✓	✓			

Course Content

Module I: Decision Making using CVP Analysis and Relevant Costing:

Review of Costing Terms and Concepts. Uncertainty and CVP Analysis. Decision Making under conditions of Risk and Uncertainty: Cost Behaviour, Product Mix, Bottlenecks.

Changing competitive environment, Relevant Cost in Costing Decision, Decision under Constraints, Decision for Short Term, Decision under Scarce Resource, Facilities Location decisions, Product design considerations

Module II: Activity Based Costing:

Full Cost Pricing, Assigning Service Department Costs, Measuring Costs of using service departments. Nature and Problems of Reciprocal Services. Differential Pricing Techniques. Activity Based Costing, Value Chain Analysis.

Module III: Pricing Decisions & Cost Management

Role of cost information in pricing decision. Long term Vs. Short term pricing. Short term product mix Vs. Long term product mix decisions. Weighing Customers, Competitors and Costs

Understanding Customer perceived value. Competitor price analysis. Implementing Target pricing. Value chain analysis. Value engineering, cost incurrence and locked in cost.

Module IV: Integration of cost systems with shop-floor systems

Cost Control/ Waste Control, Cost Reduction, Back flush Costing, Kaizen Costing, Total Quality Management & Total Productive Maintenance (TPM), JIT Accounting

Module V: Cost based Decision Making

Performance budgeting; Balance Score Card, Throughput Accounting and Theory of Constraints, Cellular Manufacturing/ One-Piece Flow Production Systems, Target Costing, Life Cycle Costing, Customer life cycle costing

Textbook:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Book:

1. Horngren's Cost Accounting – Srikant M Datar, Madhav V. Rajan, Pearson 16/e
2. Advanced Management Accounting – Robert S.Kaplan, Anthony A.Atkinson, Pearson 3/e
3. Management & Cost Accounting – Drury Colin, Cengage Learning, 11/e
4. Cost and Effect – Kaplan, Cooper – HBS Press

TRIMESTER 6

LEAN SIX SIGMA & BUSINESS EXCELLENCE

Course code: 24PO63

Credits: 3.0

Total No. of Sessions: 24

Course Objectives

Lean Six Sigma (LSS) is a philosophy which is a constituent of best practices of manufacturing / service organizations to be ahead of their peers in their lines of business. LSS is viewed as a competitive strategy with the twin objectives of eliminating waste and variations in the entire system resulting in higher productivity across the organization.

- * Need to eliminate waste from any process through Lean concept and how.
- * Need to minimise variations in any process using Six Sigma approach and how.
- * What is BPR and its relevance to Business Excellence.
- * How to track Business Excellence and Balance Score Card as a methodology.

Course Outcomes (COs):

1. Analyze and explain issues & challenges in implementing six sigma methodologies of DAMIC & DAMDV (PO1,PO2,PO6).
2. Identify the issues & challenges in implementing & developing lean manufacturing techniques from TPS & its contribution for improving organizational performance (PO2,PO3).
3. Illustrates the lean techniques to bring competitive business culture for improving organization performance (PO4,PO5,PO6).
4. Develop the lean techniques can be applied to manufacturing & service industries (PO1,PO2,PO6).
5. Integrate the Business Process Excellence with lean six sigma (PO7,PO8,PO9).

POs	1	2	3	4	5	6	7	8	9
C01	✓	✓				✓			
C02		✓	✓						
C03				✓	✓	✓			
C04	✓	✓				✓			
C05							✓	✓	✓

Course Content

Module I: Six Sigma (SS): Introduction; Six Sigma philosophy; Characteristics of Six Sigma; Six Sigma

Objectives; Levels of Six Sigma; Methodologies- DMAIC, DMADV; Implementation roles; Control plans for monitoring, sustenance and improvements.

Module II: Lean Manufacturing: Introduction; Toyota Production System; Types of Waste; Principles of Lean Manufacturing; Implications of Lean Manufacturing Techniques; Tools of Lean Manufacturing; JIT; Cellular Manufacturing; 5S; SMED; Lean Material Control; Lean Purchasing; Lean Roles; Steps of Lean Transformation; Sustaining a Lean Culture; Economics of Lean.

Module III: TPM: Introduction; House and pillars of TPM; OEE as a measure of productivity; 16 types of losses as a drain on resources with practical examples; Synergy between TQM and TPM; 8D approach in problem solving.

Module IV: Business Process Excellence (BPE): Introduction; Business Processes; Process Management;

Reengineering; Principles and framework of BPR; BPR Lifecycle; Process of BPR; Benefits of Reengineering; Implementing BPR strategy; Benchmarking; Business Excellence Models, Balance Score Card as a measure of Excellence.

Module V: Hands on Group Project applying TQM / Six Sigma / Lean principles on any area of improvement within the campus / academics with continuous review and mentoring.

Textbook:

1. Lean Six Sigma Pocket Tool book –Michael George, David Rowlands, John Maxey, Mark Price. Publisher McGraw-Hill, Edition: 2005.

Reference Books:

1. Basic Tools for Process Improvements – Module 10 – Control Charts.
2. Total Quality Management – L. Suganthi and Anand A Samuel.
3. Toyota Production System - Taiichi Ohno.

ELECTIVE - HUMAN RESOURCE

TRIMESTER 4
LABOUR LEGISLATION AND ADMINISTRATION

Course Code: 24MH41

Credits: 3.0

Total No. of Sessions: 24

Course Outline

The goal of HRM is to guide organizations, leadership, line managers and employees and ensure the promotion of human rights, social justice, respect for diversity and sense of collective responsibility in all aspects of our work life as purported by the Constitution of India, the provider (source) for all legislations in India. It is a professional requirement for HRM students enhance the students understanding of Indian Legal environment relevant to labour legislation, industrial relations, and emphasis on application of various provisions of the relevant laws, both central and state laws, that helps in the promotion of labour welfare, industrial harmony, and peace. The course also equips the students with abilities to deal with the issues arising out of trade unionism, industrial work stoppages, the rights and duties of employers, employee and the emerging challenges and concerns in the realm of employment relationships the changing business environment.

Course Outcomes

1. Enhance the understanding of Indian Legal environment relevant to labour legislation and Industrial relations. (PO1)
2. Develop requisite knowledge, attitude, and practice of managing human resources complying to human rights, social justice and legal compliance related to people - employment relationship, environmental health, occupational health and safety, social security, etc. (PO2)
3. Lead organisation in labour compliance matters in an ethical and transparent manner. (PO3, PO7)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2		✓							
CO3			✓				✓		

COURSE CONTENTS

Module 1: Industrial Jurisprudence, Indian Constitution and Labour Legislation

Industrial Jurisprudence- meaning and scope. Indian Constitution – Fundamental Rights – Articles - 16,19,23,24 & Directive Principles of State Policy- Articles - 39,41,42,43,43A – Recommendations of the National Commission of Labour – Human Rights and ILO - Objectives, Structure and Functions

Module II: Laws relating to Occupational Safety, Health, and Working Conditions

The Factories Act, 1948 - The Tamil Nadu Shops and Establishment Act, 1947 - The Apprentice Act, 1961 - The Contract Labour (Regulation and Abolition) Act, 1970

Module III: Laws related to Wages

The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948 - The Payment of Bonus Act, 1965 - The Payment of Subsistence Allowance Act, 1981

Module IV: Laws related to Industrial Relations

The Trade Union Act, 1926 - The Industrial Employment (Standing Orders) Act, 1946
The Industrial Disputes Act, 1947

Module V: Laws related to Social Security

The Employees Compensation Act, 1923 - The Employee State Insurance Act, 1948 - The Employee Provident Fund and Miscellaneous Provisions Act, 1952 - The Maternity Benefit Act, 1961 - The Payment of Gratuity Act, 1972

Module VI: Other Important Acts

The sexual harassment of women at workplace (Prevention, Prohibition and Redressal) Act, 2013 - The Child and Adolescent Labour (Prohibition and Regulation Act), 1986. (Amended act 2016) - The Tamil Nadu Labour Welfare Fund Act, 1972

Independent Study

The Plantations Labour Act, 1951 - The Mines Act, 1952 - The Motor Transport Workers Act, 1961 - The Tamil Nadu Industrial Establishment (National & Festival Holidays) Act, 1958 - The Equal Remuneration Act, 1976 - The Inter-State Migrant Workmen Act, 1979 - The Tamil Nadu Industrial Establishments (Conferment of Permanent status to workmen) Act, 1981 - The Dock Workers (Safety, Health and Welfare) Act, 1986

Textbook

Taxmann (2023). Taxmann's Labour Laws. New Delhi: Taxman Allied Services.

Reference Books

Kumar, H.L. (2023). HRD & Labour Law Referencer. Labour Law Reporter.

Respective Bare Acts.2019

**TRIMESTER 4
CONTEMPORARY HR PRACTICES**

Course Code: 24MH42

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course provides an overview of topics and concepts in the field of Strategic or Advanced HR Management and the associated Best Practices in Industry, both Domestic and International. Emphasis is on developing a theoretical as well as an application-oriented understanding of issues and challenges, and their resolution or redressal through well-researched and tested theoretical or conceptual constructs, as applied across varied Industry verticals.

Course Outcomes:

1. Understand critically the links between Strategic success and the Management of people (PO1)
2. To enhance understanding of Strategic management of human capital, including talent management, workforce diversity, employee development and motivation, succession planning and performance matrices (PO3, PO8)
3. To understand the complexities of human resource management amidst mergers, acquisitions, downsizing, etc., in the backdrop of globalization of business (PO6, PO9)
4. To provide a good appreciation of sound HR practices which are aligned to Business, and enable the Organization and the Business to adapt to rapidly changing scenarios requiring a dynamic approach to policy making in the HR domain (PO8, PO9).

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2			✓					✓	
CO3						✓			✓
CO4								✓	✓

Course Content:

Module I: SHRM:

Introduction to SHRM – Concept of SHRM Investment - Need, Importance and Objectives of SHRM – Difference between SHRM and HRM - Barriers to strategic HR - Role of HR in Strategic Planning - Integrating HR Strategy with Business Strategy - Strategic Fit Frameworks - Linking Business Strategy with HR Strategy - HR Bundles Approach, Best Practices Approach

Module II: HUMAN RESOURCES POLICIES & MEASURES:

Business Strategy and Human Resource Planning - HRM and Firm Performance Linkages - Measures of HRM Performance - Sustaining Competitive Advantages through inimitable HR Practices - Strategic Dimensions of Performance Management, Balanced Scorecard, Benchmarking and Business Excellence Model; Retention Strategies, and Strategies for Enhancing Employee Performance

Module III: HR PLANNING & DESIGNING WORK SYSTEMS:

Objectives – Types of Planning – Aggregate Planning – Succession Planning – Design of work Systems – What Workers Needed – How Jobs Interface with Other Jobs – Redesign of Work Systems – Strategic Work Redesign in Action – Outsourcing and Off shoring – Mergers and Acquisitions

Module IV: CROSS-CULTURAL DIMENSIONS IN HRM:

Domestic vs. International HRM - Cultural Dynamics - Culture Assessment – Expatriation & Repatriation – Approaches in International HR - Building Multicultural Organizations - Understanding Change and Managing Change

Module V: MANAGEMENT OF STRATEGIC HR ISSUES:

Retrenchment Strategies – Early Retirement Plans – VRS – Project Based Employment, Downsizing – Pink-slip Concept – Matching Culture with Strategy – Personal Values and Business Ethics - Broad Influences of Technology - Employee Surveillance and Monitoring – e-HR – Workforce Diversity – Demographic Changes – Generational Diversity - Ethical Behavior

Reference Books:

1. Robbins, S.P., Judge, T.A., & Vohra, N. Organizational Behavior, 18th Edition, New Delhi: Prentice Hall of India, 2019.
2. Steven McShane, Mary Ann Von Glinow, Himanshu Rai. Organizational Behavior, 9th Edition, Mc Graw Hill 2022
3. Fred Luthans. Organizational Behavior: An Evidence - Based Approach, Indian Edition, Mc Graw Hill Education, 12th Edition, 2017

**TRIMESTER 4
SUSTAINABLE HRM**

Course Code: 24MH43

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course provides an overview of topics and concepts in the field of Sustainable HRM. It enables students to develop an understanding of the issues and problems in traditional HR models and inspires them to adopt strategies and practices for sustainability outcomes. The goal of this course is to encourage students to adopt sustainable practices in HRM such that business success is measured beyond financial performance to include social as well as ecological outcomes.

Course Outcomes:

1. To critically evaluate the different frameworks, philosophies and theories for sustainable HRM to facilitate organizations to implement sustainability in business strategies (PO3)
2. To discuss sustainable and unsustainable impacts of performance oriented HRM practices on stakeholders from the corporate social responsibility perspective (PO2, PO8)
3. To develop ethical approaches to implementing, measuring and reporting on sustainable HRM strategies and practices to minimize the unsustainable impacts of these practices on stakeholders (PO8)

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2		✓						✓	
CO3								✓	

Course Content:

Unit I – Introduction, Evolution of HRM, Problems with traditional HR Models, need for Sustainability, Importance of Sustainability for HRM Practice, Sustainable HRM: Challenges for HRM, Conceptual Approaches Linking Sustainability and HRM

Unit II - Strategic HRM: Definitions and Concepts, Sustainability: Definitions and Concepts, Sustainability and Strategic HRM: Differences and Linkages, Challenges for Strategic HRM from a Sustainability Approach - Depleting Human Resources

Unit III - Triple Bottom Line Approach, Theorising Sustainable HRM: Paradox Theory – Definitions and concepts, Coping Framework for Paradoxical Phenomena, Stakeholder theory, Corporate citizenship, Corporate Social Responsibility, Institutional Theory, Corporate Sustainability and GRI reporting.

Unit IV - Developing Sustainable HR Practices - Sustainable Culture, Sustainable leadership, sustainable recruitment and selection, sustainable performance management, sustainable career management, sustainable compensation management.

Unit V – Outcomes of sustainable HRM: Engagement, Branding, Well-being, Performance, Green HR Practices – Recruitment, Performance Management, Compensation, Creating Sustainable organizations – Challenges and outcomes – Future of HR

Reference books:

1. Mariappanadar S 2019 Sustainable Human Resource Management: Strategies, Practices and Challenges. 1st ed., Macmillan International, UK.
- Enhert, I., Harry, W. and Zink, K.J. eds., 2014. *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*. Springer.

**TRIMESTER 4
APPLIED PEOPLE ANALYTICS**

Course Code: 24MHB41

Credits: 3.0

Total No. of Sessions: 24

COURSE OVERVIEW

The Applied People Analytics course aims to equip learners with the knowledge, skills, and attitudes necessary to leverage data analytics in people management. The course covers foundational concepts, essential and advanced tools, and practical insights. It aims to empower learners, enabling them to make informed, data-driven decisions that positively impact individuals, organizations, and society at large.

COURSE OUTCOMES:

1. Acquire insights into the strategic significance of people analytics in the evolving landscape of technology, business, and work. (PO 1, PO 2, PO 3, PO 6)
2. Gain expertise in the fundamentals of people analytics and be equipped to proficiently use essential analytics for various areas of people management. (PO 1, PO 2, PO 3, PO 6)
3. Gain competencies in analyzing and presenting data logically, using appropriate visualizations for effective communication and comprehension. (PO 1, PO 2, PO 3, PO 6)
4. Gain hands-on experience with various tools such as MS Excel, Power BI, and Azure ML. (PO 1, PO 2, PO 3, PO 6)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓			✓			
CO2	✓	✓	✓			✓			
CO3	✓	✓	✓			✓			
CO4	✓	✓	✓			✓			

COURSE CONTENT:

Module I: Introduction to People Analytics: People Analytics in the New Era; Technological Trends, Future of Digital World and its impact on People Analytics; Analytics Maturity Model- Analytics Continuum; *Practical Sessions: Making Sense of Data*

Module II: Business Case for People Analytics and its Strategic Role: LAMP Model; Moving from HR Metrics and Scorecards to Prediction and Optimization; Experimentation; Correlation V.s Causation; *Practical Sessions: Applying Analytics in Real Scenarios*

Module III: Essential Analytics: Making Sense of Data; Analysis to Synthesis; Analytics- Descriptive vs. Inferential; Effective Summarization and Visualization- Choosing the Right Approach; Evidence Based Decision Making; *Practical Sessions: Mastering Essential Analytics with MS Excel/ Power BI*

Module IV: Advanced Analytics: Descriptive to Predictive and Prescriptive Analytics; Artificial Intelligence and People Analytics; Beyond Digitalization; *Practical Sessions: AI for Predictive Analytics with MS Azure ML*

Module V: Emerging Trends in People Analytics: Various Avenues of People Analytics; Future of Work and Analytics; Data Storytelling and Examining; *Practical Sessions: Meaningful Analytics- Capstone Project*

Reference Books:

1. Khan, N., & Millner, D. (2023). Introduction to people analytics: A practical guide to data-driven HR. Kogan Page Publishers.
2. Cascio, W.F. & Boudreau, J.W. (2015) Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition, Prentice Hall.
3. Fitz-Enz, J. (2010). The new HR analytics. American Management Association.
4. Pease, G., Byerly, B., & Fitz-enz, J. (2012). Human capital analytics: How to harness the potential of your organization's greatest asset (Vol. 64). John Wiley & Sons.
5. Jac, F. E. (2010). The new HR analytics: Predicting the economic value of your company's human capital investments. Amacom.

**TRIMESTER 5
FOUNDATIONS OF EFFECTIVE LEADERSHIP**

Course Code: 24MH51

Credits: 3.0 Total No. of Sessions: 24

Course Objectives:

The course offers an outline of the fundamental notions and theoretical underpinnings in the field of leadership. The focus of the course is to help students acquire awareness of the issues and problems in the leadership arena and equip them with appropriate conceptual and practical knowledge to address those problems.

- To recognize and appreciate the multi-faceted nature of effective leadership
- To be able to analyze and develop leadership for managing human resources, by enabling them in understanding self and others in the workplace
- To introduce various central notions and theoretical frameworks of leadership and the pragmatic application of the same to address various managerial and organizational situations

Learning objectives:

1. The course aims to provide students with an understanding of the core principles, misconceptions, and theories related to effective leadership and its application in today's business environment, taking into account a global perspective.
2. Students will have the opportunity to develop a comprehensive understanding of various leadership styles and their efficacy in the changing modern world.
3. Upon completion of the course, students will acquire the ability to comprehend and assess a given situation, employing the concepts learned throughout the course to make well-informed decisions.

Course Outcomes:

This course seeks to:

1. Demonstrate an understanding into how Leadership plays a key role in shaping a thriving and effective organizational life (PO7, PO9).
2. Gain insight into the development and implementation of leadership theories within organizations to enhance business performance (PO2, PO3 and PO7).
3. Leading themselves and others effectively and ethically in varied challenging situations in the contemporary world (PO3,PO7, PO8 and PO9).

POs	1	2	3	4	5	6	7	8	9
C01							✓		✓
C02		✓	✓				✓		
C03			✓				✓	✓	✓

Course Content:

Module I:

Definition; Nature & Importance; Breaking down the Leadership Myths; Functions; Leaders Vs Managers; Interactional Framework for analysing leadership; Leadership Development: The First 90 Days as a Leader; Leader Development- The Action-Observation-Reflection Model.

Module II:

Leadership Attributes; Personality Traits and Leadership; Personality Types and Leadership; Power and Leadership; The art of influence in leadership; Emotional intelligence; Culture and Leadership; Leadership and Doing the Right Things.

Module III:

Approaches to leadership: Trait approach: Intelligence, self-confidence, determination, integrity, sociability, five-factor personality model & leadership; Skills approach; Style approach; Situational approach; Psychodynamic approach.

Module IV:

Contemporary theories of leadership: Leader-Member Exchange theory; Transformational leadership; Servant leadership; Authentic leadership, Path-goal theory; Contingency theory; Women leadership; Leadership in Gig economy, Ethical leadership; Value-based Leadership.

Module V:

The Dark Side of Leadership- Destructive Leadership; Managerial Incompetence and Derailment; Negotiation and Leadership; Leadership under a crisis situation; Effective leadership Vs Successful leadership; Spirituality in the Workplace.

Reference Books:

1. Northouse, P. (2019). Leadership: Theory and Practice (8th ed.). Thousand Oaks, CA: Sage
2. Carmichael, J.L., Collins, C., Emsell, P. and Haydon, J., 2011. Leadership and management development. Oxford University Press.
3. Kouzes, K.M and Posner, B.Z. The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, 6th Edition, Jossey-Bass, 2017.
4. Hughes, R.L., Ginnett, R.C. and Curphy, G.J., Enhancing the Lessons of Experience Eighth Edition.

**TRIMESTER 5
TALENT MANAGEMENT**

Course Code: 24MH52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The demand for top talent remains high across regions, countries, and industries. Progressive global organizations are building and enhancing holistic talent practices, with talent acquisition functions continuing to carry elevated expectations and heavy workloads. Smarter, tighter, and shorter hiring processes have become a key competitive advantage, connoting a responsive, agile, and talent-friendly culture. This course presents a comprehensive overview of how to effectively develop a talent management strategy. Topics include workforce analysis, talent acquisition, onboarding, performance management, leadership development, succession planning, retention, and hurconomics for talent management.

Course Outcomes

1. To critically analyze theories underlying talent management approaches. (PO1)
2. To develop a talent acquisition strategy to meet organizational workforce needs. (PO1, PO2, PO4)
3. To create talent engagement programs for performance and impactful employee experience. (PO3)
4. To compare approaches to talent development and retention of employees. (PO1, PO4, PO5)

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2		✓							✓
CO3			✓						
CO4	✓								

Course Content:

Module I: Introduction to Talent Management: Talent – Definition and Three Habits of Talent – Difference between Knowledge, Skills, Talents, and Strengths – Global Talent Competitiveness Index / Global Talent Trends – Talent Management: Definition, Goals, why it matters - Talent management strategy aligned with business strategy — Winning with Talent: CEO Playbook

Module II: Talent Management Approaches: Planning, Process, Culture, Competition, Change, Development – Six Principles of Effective Global Talent Management – Talent Management Maturity - How Netflix Reinvented HR - Employee Value Proposition - Employer Branding: How to Build an Employer Brand - Impact of COVID and the Future of Work

Module III: Building blocks of Talent Management: Talent Life Cycle Approach - Talent Acquisition: Workforce Planning (WFP), Why it Matters, Job Analysis & Competency Modeling – 21st Century Talent Spotting, Tools, and Ethics – Talent Development: Forecasting Employee Potential for Growth (9-box approach) – Changing Trends - Emerging Challenges and Solutions – Coaching for Performance – Managers as Coaches – Google’s Project Oxygen

Module IV: Talent Engagement and Retention: Definition – Engagement Problem – Seven Signs of Distrust – Global Engagement Drivers - Gallup Q12 Engagement Survey – Engagement to Departure Process (Don’t) - Employee Experience: Definition, Dimensions and Why it Matters – Employee Retention: Why people leave, Identifying Flight Risks, Costs of Employee Turnover

Module V: Hurconomics and Talent Analytics: HR Economics – TV Rao CTC Model – Is HR a Cost or Investment or Contribution? Talent Analytics: Process and Maturity – Hiring Metrics, Engagement Metrics, Finance Metrics – HR Competencies: HRCS Competency Model – AIHR’s T-shaped HR Professionals – TD’s Competencies - Future of HR

TEXTBOOK

Joshi, G., & Vohra, V. (2018). Talent Management. New Delhi: Cengage Learning India (P) Ltd.

REFERENCE BOOKS:

1. Berger L.A., & Berger, D. R. (2018). *The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People* (3rd Edition). Chennai: McGraw-Hill Education (India) Private Limited.
2. Rao, T.V. (2011). Hurconomics for Talent Management, Pearson.

ADDITIONAL READINGS

What We Can Learn From 10 Audacious Talent Factories

<https://www.fastcompany.com/90205237/what-we-can-learn-from-ten-audacious-talent-factories?cid=search>

Which Gets You Further at Work: Effort or Talent?

<https://www.fastcompany.com/40500995/which-gets-you-further-at-work-effort-or-talent?cid=search>

[You're Recruiting the Wrong Kind of Talent—Here's Why](#)

<https://www.fastcompany.com/40415924/youre-recruiting-the-wrong-kind-of-talent-heres-why>

Talent management as a business discipline (Video)

<https://www.mckinsey.com/business-functions/organization/our-insights/talent-management-as-a-business-discipline-a-conversation-with-unilever-chro-leena-nair>

Deloitte's Future of Work (Video)

<https://www2.deloitte.com/global/en/pages/human-capital/topics/future-of-work.html>

TRIMESTER 5 LEARNING AND DEVELOPMENT

Course Code: 24MH53

Credits: 3.0 Total No. of Sessions: 24

COURSE OVERVIEW

"Change happens at the speed of understanding." – Richard Merrick

Welcome to the knowledge age. The knowledge economy places new demands on people to acquire knowledge and skills to be able to function and create value in their day to day lives. Equipping people to deal with these demands requires a new model of training, learning and development opportunities. This course attempts to shed light on the changing role of L&D function to accommodate new methods, tools and technologies adoption to improve organizational capabilities, competencies and literacies required to keep business competitive. Towards these objectives, this course facilitates students learn methods to identify training needs, develop curriculum, instructional design, implement and evaluate a training program.

COURSE OUTCOMES (COs)

1. Explain theories underlying learning and development and its applicability in delivering impactful learning outcomes. (PO1)
2. Conduct training needs analysis in a systematic manner and generate report findings to organizational leadership. (PO3, PO4)
3. Work with organizational leadership, teams and individual in designing effective training programs. (PO5, PO6)
4. Implement, evaluate, and measure ROI of training and learning outcomes. (PO9)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2			✓	✓					
CO3					✓	✓			
CO4									✓

COURSE CONTENT

Module I: Introduction to Training, Learning and Development: Definition of terms, Meaning, Definition and its Importance – Theories and Principles of Learning - Strategies and Styles of Learning - Andragogy, Kolb Experiential Learning – L&D Roles: Competencies and Communities - Aligning Learning and Development to Organizational Strategy

Module II: The Training Process: Learning Goals — When Training Fails – Value Chain of Learning - Training Cycle: Steps in Training – Training Needs Analysis (TNA): Organization Analysis, Task Analysis, Person Analysis – Tools and Techniques – Benefits of TNA – Developing Learning and Performance Objectives - Bloom’s Taxonomy

Module III: Training Design & Implementation – How Workplace Learns – Planning Model of Learning - Training Design – Principles of Training Design - Merrill’s Principles - Instructional Design – ADDIE Model – SAM Model – Implementing a Training Program - Trainer Identification and Training the Trainer – Budgeting for Training

Module IV: Methods, Techniques and Tools: On the Job Vs Off the Job - Technology in Training – Computer-based Training, Digital Learning, Microlearning, – Learning Management Systems (LMS) Vs Learning Experience Platforms (LXPs) - Resistance to Training - Factors Affecting Learning Transfer: Enablers & Impediments

Module V: Training Evaluation: Why Evaluate – Common Evaluation Methods: Kirkpatrick Model of Evaluation – CIRO Model – ROI of Training - Philips ROI Model Vs Kaufmann’s Five Levels of Evaluation - Cost-Benefit Analysis

REFERENCE BOOKS:

1. Blanchard N.P., Thacker, J., & Ram, A. Effective Training: Systems, Strategies and Practices, 6/E. Pearson, 2019.
2. Noe, R.A. Employee Training & Development, 7/E, Tata McGraw Hill, 2018.

TRIMESTER 5

REWARDS AND COMPENSATION MANAGEMENT

Course Code: 24MH54

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course aims to provide an understanding of the theories driving compensation and its importance and developing effective reward and compensation strategies for ensuring sustained performance of the organization. This course will enable to students to design and develop appropriate compensation strategies that can support the strategic goals of the organization.

Programme Outcomes:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop value-based leadership ability.
4. Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcomes:

1. To critically evaluate the different frameworks, philosophies and theories for designing compensation structure (PO2)
2. To discuss how effective compensation and performance management are interrelated and linked to organizational goals and values (PO2,PO3)
3. To analyse, integrate, and apply the conceptual knowledge for developing effective compensation and reward strategies that can attract, retain and motivate employees (PO 1,PO3,PO8)
4. To design compensation systems in contemporary organizations to achieve competitive advantage (PO3,PO8)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1		✓							
CO2	✓	✓	✓						
CO3	✓		✓					✓	
CO4			✓					✓	

Course Content:

Unit I – Introduction to Compensation: Nature and Objectives, wages, factors affecting compensation, compensation structure, total rewards.

Unit II – Theories of Compensation: Economic, behavioural (motivational) theories, Contextual influences on Compensation – Geography, Occupation, Labour Unions, Legal Systems

Unit III – Bases for Pay – Seniority, Merit, Pay for Performance, Performance Appraisal; Incentive Pay – Individual, Group, Company-wide; Person-focused pay – competency based, types of person-focused pay; Limitations of each pay.

Unit IV – Designing Compensation systems – Internally consistent (job analysis, job evaluation), Market-competitive compensation systems, recognising employee contributions; Employee benefits – discretionary benefits, legally required benefits.

Unit V – Contemporary strategic compensation – Compensating executives (executives, packages, principles and processes for setting compensation, disclosure rules; relevant issues in executive compensation); compensating flexible work force- contingent workforce; pay and employee benefits for flexible employees; International Compensation

Reference books:

5. Singh B. D., 2017. *Compensation and Reward Management*. 3rd Ed., Excel Books, India.
6. Martocchio, J., 2020. *Strategic Compensation: A Human Resource Management Approach*. 10th Ed., Pearson India
7. Jerry M. Newman, Barry Gerhart, George T. Milkovich. 2020. *Compensation*. Special Indian Edition. 12th Ed., McGraw Hill Publications

**TRIMESTER 6
MANAGERIAL COUNSELLING**

Course Code: 24MH61

Credits: 3.0

Total No. of Sessions: 24

Course Overview

Modern day workplace is known for volatility, uncertainty, complexity, and ambiguity. The rapidly dynamic workplace is a concern. Workplace challenges and changes, working styles and preferences put enormous pressure on the people and impact negatively their mental health. Managers, especially Human Resource, have to be resourceful to help their people go beyond the challenges and increase personal, team, and organizational productivity.

COURSE OBJECTIVES

- CO1. To aid the student to understand the importance of counseling in organizations.
- CO2. To appreciate the theoretical foundations behind counseling.
- CO3. To understand their strengths and areas of improvement to be an effective Counselor.
- CO4. To appreciate and develop skills for various forms of organizational counseling.

Course Outcomes

- 1) To explain the importance of counseling in workplace for mental health and productivity (PO3).
- 2) To identify the needs for counseling by employing the various measures of counseling (PO8).
- 3) To analyze critically the methods of counseling to apply them in the workplace (PO3, PO8).
- 4) To conduct counseling sessions to gain hands on experience (PO9).
- 5) To evaluate the efficacy of the chosen method of counseling (PO8, PO9).

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2								✓	
CO3			✓					✓	
CO4									✓
CO5								✓	✓

COURSE CONTENT:

MODULE I: Understanding self

Counseling: What and Why? Skills and Qualities of a counselor, Using psychological tests and simulations – Understanding and building assertiveness and interpersonal skills for counselors

MODULE II: Important schools of counseling

Psychoanalytical foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Behavior Therapy, Cognitive Behavior Therapy

MODULE III: Different Approaches to counseling

Person Centric Approach, Integrated model (Rogerian Counseling)

MODULE IV: Counseling Skill Development

Empathy, Listening and responding, Giving feedback, Resilience.

MODULE V: Counseling in organizations

Performance Counseling, Counseling at different stages in career: For Beginners, Mid-life, Adjustment situations in work environments; counseling to handle interpersonal conflicts, Diversity counseling.

References:

- 1. 'An A-Z of counselling theory and practice,' Stewart, William, Cheltenham, UK : Nelson Thornes, 2005.
- 2. Ruth Chu-Lien Chao (2015) *Counseling Psychology: An Integrated Positive Psychological Approach*. Wiley Blackwell.
- 3. [Robert Manthei](#) (1997). *Counselling The Skills of Finding Solutions to Problems*. Routledge.
- 4. [Danielle Quinodoz](#) (2002). *Words That Touch A Psychoanalyst Learns to Speak*, Routledge.

TRIMESTER 6
INTERPERSONAL EFFECTIVENESS

Course Code: 24MH62

Credits: 3.0

Total No. of Sessions: 24

COURSE OVERVIEW

When you look at any successful person, what do you see? Competence, Creativity, Control and Charisma. They're engaged in all aspects of their work and life, communicating and inspiring others as they lead by example. The importance of good interpersonal skills in the workplace cannot be underestimated. Interpersonal skills are those pertaining to relationships with people. Interpersonal skills gauge how good you are at interacting with others. The ability to influence, persuade and communicate with people in a positive way in order to achieve your organizational goals is one of the keys to success in any business or professional environment. Employers are increasingly looking for skills such as good communication and teamwork in graduates. This course provides relevant interpersonal skills through activities, exercises and seminar to help learners develop these skills and learn how to best leverage them.

COURSE OUTCOMES (COs)

1. To explain dimensions and factors underlying development of intrapersonal and interpersonally effective professionals. (PO1, PO3)
2. To demonstrate leadership ability to with difficult people, situations and adapt appropriate approaches to foster relationship at work. (PO7, PO8)
3. To network, build rapport and manage challenging situations professionally (PO9).

POs	1	2	3	4	5	6	7	8	9
CO1	✓		✓						
CO2							✓	✓	
CO3		✓							✓

COURSE CONTENT:

Module I: Interpersonal Effectiveness: Intrapersonal vs Interpersonal Effectiveness, Interpersonal Effectiveness - Definition, Goals and Dimensions: Objective, Relationship and Self-Respect – Self Perception Theory: Self-concept, Self-esteem: Pillars of Self-esteem, Self-Efficacy - Locus of control - Self-Awareness: Definition and External Self-Awareness and Internal Self Awareness – Social Intelligence

Module II: Personality – Personality Tests and Talent Decisions: Big Five - Myers Briggs Type Indicator Test (MBTI): MBTI Types and Career Choices - Dark Vs Light Personality Traits — How Do We Manage Failures: Enneagram

Module III: Fostering Interpersonal Relationships at Work – Principles of Interpersonal Relationship at Work – Interpersonal Needs: Will Schutz's Needs Theory, FIRO-B – Challenges in Human Relationship – Fostering Relationships at Work: Six Relationship Factors - Giving Feedback Constructively - Managing Power Differences: Managing Relationships with Your Boss and Managing Relationships as Boss

Module IV: Personal Growth & Transformation: Barriers for Personal Transformation - Negative Self-talk: Managing our Internal Dialogue, Mitigating Imposter Feelings – Transactional Analysis: Beliefs, Structural and Functional States, Transactions, Strokes – OK Carrol - JoHari Window - Six Irrational Beliefs and REBT Therapy - Steps in Personal Transformation

Module V: The Effective Executive: Eight Habits of Highly Effective People – Managing Yourself - Self-Control, Self-Regulation, Becoming Mindful, Cultivating Gratitude and Resiliency Practices - Ethical Decision Making - Perceptual Positions for Assertiveness - Stress Management - Time Management – Persuading with Integrity

Suggested Readings

1. De Janasz, S. C., Dowd, K. O., & Schneider, B.Z. (2012). Interpersonal Skills in Organizations, 3/E. New Delhi: Tata McGraw Hill Education (P) Limited.
2. Johnson, D.H. (2014). Reaching Out: Interpersonal Effectiveness and Self-Actualization, 11/E. Boston: Pearson Education.

**TRIMESTER 6
POSITIVE PSYCHOLOGICAL CAPITAL**

Course Code: 24MH63

Credits: 3.0

Total No. of Sessions: 24

Course overview

This course provides an introduction to the study of topics related to happiness and the positive aspects of human experience. Topics of study include happiness, positive emotions, resilience, creativity, finding meaning, and optimism. One basic premise of positive psychology is that human flourishing – a life rich in purpose, relationships, and enjoyment - will not result simply by eliminating behavioral and emotional problems. Rather, flourishing requires building and capitalizing on human strengths and capacities.

Course Outcomes (COs):

1. to introduce the untapped human resource capacity of psychological capital, or PsyCap to the learners (PO1)
2. to provide learners with the theory, research, measure, and method of application of Psychological Capital (PO2, PO9)
3. to help them develop and sustain their employee talents in their current/future organizations (PO3, PO7)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2		✓							✓
CO3			✓				✓		

Course Content:

Module I

Introduction to Psychological Capital - meaning and overview of psychological capital - current perspective and need for PsyCap, - the need for a new Positive approach - contributions of positive psychology, positive organizational scholarship (POS) and positive organizational behavior (POB) – PsyCap, beyond human and social capital

Module II

PsyCap efficacy – meaning and supporting cognitive processes - PsyCap efficacy and work performance – developing PsyCap efficacy in employees – collective efficacy. PsyCap hope – meaning of PsyCap hope – relationship between hope and performance – developing hope in employees – the hopeful organization.

Module III

PsyCap optimism - PsyCap optimism as explanatory or attributional style – need for employees with PsyCap optimism – Organizational leaders with PsyCap optimism – developing PsyCap optimism in today’s workforce. PsyCap resiliency – its meaning - PsyCap resiliency in the workplace, performance implications – impact of leadership on follower resilience

Module IV

Categories of positive PsyCap; cognitive, affective, social, and higher order. COGNITIVE - creativity and wisdom , AFFECTIVE - subjective well-being, flow, and humor, SOCIAL - gratitude, forgiveness and emotional intelligence, HIGHER-ORDER - spirituality, authenticity and courage

Module V

Characteristics of existing PsyCap measures - measuring and developing PsyCap in the workplace - psychological capital intervention (PCI) model - return on PsyCap investment – potential limitations and pitfalls

Reference Books:

1. Luthans F., Youssef, C.M., & Avolio, B.J. (2007). Psychological Capital: Developing the Human Competitive Edge. Oxford, United Kingdom: Oxford University Press
2. Peterson, C. & Seligman, M. E. P. (2004) Character Strengths and Virtues: a Handbook and Classification. Oxford University Press.

**TRIMESTER 6
POLITICAL BEHAVIOR IN ORGANIZATIONS**

Course Code: 24MH64

Credits: 3.0 Total No. of Sessions: 24

Course Overview:

This course provides an understanding of the organizational politics, its sources and the effective strategies to handle politics in the workplace. By becoming aware of the dynamics and manifestation of organizational politics, students will be able to maneuver and minimize the ill-effects of politics. Besides, they also learn how to promote themselves and their motives ethically to achieve their objectives in a challenging environment without resorting to unprofessional behaviors.

Course Outcomes:

This course seeks to:

1. Provide an understanding of the nature and context of politics and influence in organizations (PO2)
2. Explain how politics manifests in organizations and provide an understanding of its implications for the employee (PO2, PO8)
3. Demonstrate the effective strategies of navigating politics and being constructively political (PO3, PO8 and PO9)

POs	1	2	3	4	5	6	7	8	9
CO1		✓							
CO2		✓						✓	
CO3			✓					✓	✓

Course Content:

Module I: Introduction – Myths about politics – what is politics, power, influence, good and bad politics, why the bad rap, Consideration of Positive Politics, Definitions and Elements of Organizational Politics, Dimensions of Political Behavior, Political Behavior as Human Nature, Adaptive mechanism, Importance of Political Skill, Politics in Talent acquisition – Intuition, self-interest, avoidance, favoritism, ageism, gender

Module II: Understanding and Managing the 4 types of Organizational Politics, Understanding Power, Politics and Impression Management, Political Challenges - Political Challenges with the Boss – dealing with different types of bosses, Political Challenges with the Colleagues - dealing with different types of colleagues, Political Challenges in the Organization

Module III: Perception of Politics, Political Behavior and Political Skill, Power Motive, Toxic Climate, Toxic Leader, Team Level Politics (Within team, inter-team and Group level Politics - Collective Politics), Politics of Impression Management – Motivation, impact, IM strategies, Ethics and Politics

Module IV: The role of politics, importance of managing politics, Diagnosing Political Landscape – Adaptive change, Social Networks and Power, Informal Networks – Advice Network, Trust Network, Communication Network, Perception of Politics and outcomes (job satisfaction, performance): Nonlinear relationship

Module V: Dealing with Office Politics - Network, Influence & Persuade (Direct and Indirect), Collaborate - Being Constructively Political – managing conflict, conducting difficult conversations, working with difficult people, forging alliances, Organizational Politics and Strategic Management, Politics in New Ventures, Corporate Political Activity, Navigating Politics and Exerting Influence, Navigating Politics in Remote working

References:

1. Politics In Organizations – Theory and Research Considerations – Ferris and Treadway 2012, Taylor & Francis Group
2. Handbook of Organizational Politics – Gadot and Drory 2006, Edward Elgar Publishing
3. Bhatnagar, D. (1992). Understanding political behaviour in organizations: A framework. *Vikalpa*, 17(2), 15-24.
4. Dillon, K. (2014). HBR guide to office politics. Harvard Business Press. (<https://hbsp.harvard.edu/product/13989-PDF-ENG>)
5. HBR guide to managing up and across. Harvard Business Review
6. <https://hbsp.harvard.edu/product/H06GI3-PDF-ENG>
7. <https://hbsp.harvard.edu/product/H03W65-PDF-ENG>
8. <https://journals.sagepub.com/doi/abs/10.1177/0256090919920202>
9. <https://hbsp.harvard.edu/product/H04F9J-PDF-ENG>
10. <https://hbsp.harvard.edu/product/H03YTF-PDF-ENG>
11. <https://hbsp.harvard.edu/product/H03LHX-PDF-ENG>
12. <https://hbsp.harvard.edu/product/3277BC-PDF-ENG>
13. <https://iaap-journals.onlinelibrary.wiley.com/doi/10.1111/apps.12347>
14. <https://hbsp.harvard.edu/product/H05W9D-PDF-ENG>

ELECTIVE – SYSTEMS & BUSINESS ANALYTICS

TRIMESTER 4
DATA VISUALIZATION FOR DECISION MAKING

Course code: 23MS41

Credits: 3.0

Total No. of sessions: 24

Course Overview

Data Visualization for Decision Making is a practical course that train students with essential skills to analyze, visualize and interpret data for effective decision-making in real-world business problems.

Learning Objectives

- Understand and apply fundamental concepts of Data visualization, including data acquire, parse, and analyse large datasets.
- Develop proficiency in data modelling and various types of visualization techniques such as multivariate, temporal, text-based, geospatial, hierarchical, and network/graph-based to derive insights and make informed business decisions.
- Mastering the data visualization tools and techniques to effectively communicate analytical findings and support decision-making processes in a business context.

Course Outcome

1. Gain the ability to understand fundamental concepts in Data Visualization including the principles and techniques of multivariate, temporal, text-based, geospatial, hierarchical, and network/graph-based charts, graphs, and apply these concepts effectively in real-world business problems. (PO3)
2. Develop proficiency in understanding the best practices of data visualization techniques to extract valuable insights from data and make data-driven decisions. (PO3,PO4)
3. Train to the qualitative perspective of text data visualization to understand business sentiments through reviews and take appropriate decisions. (PO3, PO6)

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2			✓	✓					
CO3			✓			✓			

Course Content:

Module I: Overview Introduction to information visualization. Discussion of the theoretical foundations of data visualization, How to tell stories with information visualizations. Construction of a visual query. What information is more relevant to the decision makers?

Module II: Information visualization types and purpose Introduction to visual displays to: depict a relationship among data points, compare a set of values, track rises and falls over time, see parts of a whole, and analyze text.

Module III: Design principles Avoiding major design pitfalls that can impede communication and comprehension of visual displays. Topics include: chart junk, data ink ratio, data richness, scales, color, and attribution.

Module IV: A framework for producing visualizations, Identifying your audience, understanding the data visualization task, gathering the right data, and selecting the appropriate display. Interactivity and Animation, Temporal Data Visualization

Module V: Big Data Visualizations and Other Displays Where some tools fail with Big Data visualizations. Using visualizations to explore and present Big Data. Visualizing text. Data Visualization Tools : R, Python, Tableau, ManyEyes, HTML/CSS, Java D3 Framework, Google Fusion tables, Google Refine, Google Charts, Adobe Illustrator, and Excel.

Text Books

1. Now You See It, Second Edition, Stephen Few, Analytics Press, 2021
2. G. Sudha Sadasivam, R. Thirumahal, Big Data Analytics, Oxford University Press, 2020
3. The Data Loom, Stephen Few, Analytics Press, 2019
4. Raj kamal, Big Data Analytics: Hadoop, Spark, and Machine-Learning , McGraw Hill, 2019

Reference books:

1. The Visual Display of Quantitative Information, 2nd edition, E. Tufte. Graphics Press, 2016.
2. Yau, N. Data Points. Indianapolis: O'Reilly, 2016.
3. Yau, N. (2014). Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics. Indianapolis: O'Reilly.
4. Dewar, M. (2012). Getting Started with D3. O'Reilly Media.
5. Few, S. (2012). Show me the numbers: Designing tables and graphs to enlighten. Analytics Press. 2012
6. Wong, D. (2011). The Wall Street Journal guide to information graphics: The dos and don'ts of presenting data, facts and figures. New York: W.W. Norton & Company April 30, 2013

TRIMESTER 4
APPLIED PEOPLE ANALYTICS
Credits: 3.0

Course Code: 24MHB41

Total No. of Sessions: 24

Course Overview:

People Analytics is a sunrise domain in the field of Human Resources Management. While there are many avenues to build knowledge on this subject, courses designed to offer the practical orientation in People Analytics are not many. This course is conceived having the practical aspects of People analytics in mind and offers a guided approach for practitioners.

Course Objectives:

- Understand business challenges and assess the talent landscape to make a strategic impact.
- Understand the empirical value of people data and identify metrics & measures that drive results.
- Gain the competencies that will enable source, analyze, present and productize data and insights.
- Learn data analysis techniques using Excel, PowerBI & Azure ML Studio

Course Outcomes:

- Acquire insights into the strategic significance of people analytics in the evolving landscape of technology, business, and work. (PO 1, PO 2, PO 3, PO 6)
- Gain expertise in the fundamentals of people analytics and be equipped to proficiently use essential analytics for various areas of people management. (PO 1, PO 2, PO 3, PO 6)
- Gain competencies in analyzing and presenting data logically, using appropriate visualizations for effective communication and comprehension. (PO 1, PO 2, PO 3, PO 6)
- Gain hands-on experience with various tools such as MS Excel, Power BI, and Azure ML. (PO 1, PO 2, PO 3, PO 6)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓			✓			
CO2	✓	✓	✓			✓			
CO3	✓	✓	✓			✓			
CO4	✓	✓	✓			✓			

Course Module

Module I: Introduction to People Analytics - Contemporary view of Data driven HR management - Roll call: 'Full Stack' HR Professional - Analytics Maturity Model

Module II: Business case for People Analytics - *Toolkit:* HC Bridge, LAMP Model & HCM 21 - Strategic HR Metrics & Measurement models - *Toolkit:* Scorecards & KPI - Data Fluency/Literacy - *Toolkit:* data structure, sources, systems

Module III: Making Sense of data - *Toolkit:* Levels of Sophistication, Preparation & Statistical inferences - Leveraging data for People practices - *Toolkit:* Human centered design, MVP - Evidence based decision making process - *Toolkit:* Validation, Experimentation, Causation vs Correlation

Module IV: Analysing data - *Toolkit:* Descriptive & Diagnostic cases using Excel and Power BI - Presenting data for decisions - *Toolkit:* Data vizualisation & Storytelling - Productization of Analytics - *Toolkit:* Dashboards, Conversational AI, Digitized processes

Module V: The changing face of HR Processes with analytics - *Toolkit:* Case studies - Predictive analytics using MS Azure ML Studio

Reference Books

1. Cascio, W.F. & Boudreau, J.W. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition, Prentice Hall, 2015.
2. Jac Fitz-Enz & John Mattox, Predictive Analytics for Human Resources, Wiley, 2014.
3. Lewis, M. Moneyball: The Art of Winning an Unfair Game, W. W. Norton & Company, 2004.
4. McBassi L., Carpenter, R. & McMurrer, D. HR Analytics Handbook, McBassi and Company, 2012.
5. Siegel, E. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. 2nd Edition, Wiley, 2016.
6. Soundararajan, R. Singh, K. Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India Pvt Ltd, 2016.
7. Swanson, D., & Dearborn, J. The Data Driven Leader, A Powerful Approach to Delivering Measurable Business Impact Through People. Wiley, 2018.
8. Uppal, N. Human Resource Analytics: Strategic Decision Making, Pearson, 2021

TRIMESTER 5
BIG DATA IN MANAGEMENT
Credits: 3.0

Course code: 24MS51

Total No. of sessions: 24

Course Overview

The Big data in Management course explains the basic concepts behind deriving value from Big Data and its importance to Businesses. Develop skill sets needed to successfully extract intelligence and value out of data sets. How to integrate Big Data into a corporate culture with the best practices for data analysis and visualization.

Learning Objectives

- Understand and apply fundamental concepts of big data analytics, including data acquire, parse and presentation techniques.
- Develop proficiency in 6Vs such as Volume, Variety, Veracity, Velocity, Variability and Value. And understand the statistical analysis and predictive modelling techniques to derive insights and make informed business decisions.

Course Outcome

1. Big Data Management course is training the students to understand fundamental concepts in voluminous data in business and demonstrate practically the apply these concepts effectively in real-world scenarios. (PO1, PO3)
2. Develop the managerial and analytical proficiency in big data to extract valuable insights and train the students to how these insights are helpful to make data-driven decisions. (PO2, PO5)
3. Practical training on big data tools and techniques to effectively communicate analytical findings and support decision-making processes in a business context. (PO4, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓		✓						
CO2		✓			✓				
CO3				✓				✓	

Course Content:

Module I: Big Data Concepts- The Arrival of Analytics; Where Is the Value?; More to Big Data Than Meets the Eye; Dealing with the Nuances of Big Data; An Open Source Brings Forth Tools; Caution: Obstacles Ahead; Why Big Data Matters; Big Data Reaches Deep; Obstacles Remain; Data Continue to Evolve; Data and Data Analysis Are Getting More Complex; The Future Is Now

Module II: Big Data and the Business Case; Realizing Value; The Case for Big Data; The Rise of Big Data Options. Beyond HadoopWith Choice Come Decisions; Building the Big Data Team; The Data Scientist; The Team Challenge; Different Teams, Different Goals; Don't Forget the Data; Challenges Remain; Teams versus Culture; Gauging Success

Module III: Big Data Sources; Hunting for Data; Setting the Goal; Big Data Sources Growing; Diving Deeper into Big Data Sources; A Wealth of Public Information; Getting Started with Big Data Acquisition; Ongoing Growth, No End in Sight; The Nuts and Bolts of Big Data; The Storage Dilemma; Building a Platform; Bringing Structure to Unstructured Data. Processing PowerChoosing among In-house, Outsourced, or Hybrid Approaches

Module IV: Security, Compliance, Auditing, and Protection; Pragmatic Steps to Securing Big Data; Classifying Data; Protecting Big Data Analytics; Big Data and Compliance; The Intellectual Property Challenge; The Evolution of Big Data; Big Data: The Modern Era; Today, Tomorrow, and the Next Day; Changing Algorithms; Best Practices for Big Data Analytics; Start Small with Big Data; Thinking Big; Avoiding Worst Practices; Baby Steps; The Value of Anomalies; Expediency versus Accuracy. In-Memory Processing

Module V: Bringing It All Together; The Path to Big Data; The Realities of Thinking Big Data; Hands-on Big Data; The Big Data Pipeline in Depth; Big Data Visualization; Big Data Privacy; Hands on Experience: Hands on R-Programming & Weka o Twitter data analysis - Hadoop Framework o Eco system and Tools o HDFS & HBase - Hands on-Hadoop & HBase Programs

Text Book:

1. Nasir Raheem, Big Data - A Tutorial-Based Approach, CRC Press, 2019
2. G. Sudha Sadasivam, R. Thirumahal, Big Data Analytics, Oxford University Press, 2020
3. Now You See It, Second Edition, Stephen Few, Analytics Press, 2021
4. Dinesh Kumar, U. (2022). Business Analytics: The Science of Data-driven Decision Making. Second Edition India: Wiley India.

Reference Books:

1. Paul Zikopoulos, Chris Eaton, Paul Zikopoulos, "Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data", McGraw Hill, 2016.
2. Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics", Wiley and SAS Business Series, 2016.
3. Kai Hwang, Min Chen, Big-Data Analytics for Cloud, IoT and Cognitive Computing, Wiley, 2017
4. Thomas Erl, Wajid Khattak, Paul Buhler, Big Data Fundamentals: Concepts, Drivers, and Techniques, 2016

TRIMESTER 5
FINANCIAL MODELLING THROUGH SPREADSHEET

Course Code: 23MFS51

Credits: 3.0

Total No. of sessions: 24

Course Overview:

Financial forecasting is required for evaluation of projects and during budget preparation for organisations.

Under Financial modelling, financial forecasting is prepared for the fundamental financial statements of Balance Sheet, Income statement and Cash Flow statement. Revenues and cost are projected for desired period of time based on reasonable assumptions.

The assumptions vary depending on the purpose for which the forecasting is made. Success of the forecasting depends on the accuracy and relevance of the assumptions made.

Management Graduates aspiring for finance profession should be familiar with the assumptions to be made in preparing the financial modelling and the forecasted information should be realistic in nature.

This course on Financial Modelling through spread sheet is designed to understand the basic tools & techniques based on which financial projections are prepared for various industries.

Course outcomes (COs):

This Course aims

- 1) Understanding the various functions of business through financial statements (PO 1)
- 2) Analysing financial assumptions (PO 2)
- 3) Forecasting the financial statements (PO 3)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2		✓							
CO3			✓						

Course Content

Module I: Fundamentals of forecasting

Understanding information flow in financial statements, Inter linkage among financial statements, basic assumptions for forecasting, preparation of various information required for forecasting.

Module II: Scenario & Sensitivity analysis

Projecting financial statements under dynamic scenarios, understanding the impact of change in various elements of financial statements.

Module III: Purpose driven Financial Modelling

Financial modelling for manufacturing industry, service industry, merchandising company, startup ventures, capital restructuring, mergers & acquisitions

Module IV: Fund assessment

Arriving at the fund required for capex expansion, adding up a product line, entering a new market, business startup, working capital assessment for seasonal requirement, fund for business acquisition.

Module V: Dashboards

Dashboard information, building dashboard for forecasted financial statements, inferring the dashboard information and drawing conclusions.

Textbook

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations.

Reference Books

4. Financial Modelling using Excel & VBA – Chandan Sengupta – John Wiley & Sons
5. Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw Hill
6. Excel Modelling in Corporate Finance – Holden, Craig W., Pearson

TRIMESTER 5
ADVANCED MARKETING ANALYTICS
Credits: 3.0

Course Code: 24MMB51

Total No. of Sessions: 24

Course Objectives:

- This course builds the understanding of marketing analytics and how to develop innovative strategies to enforce sound leadership and managerial applications.
- It also equips the participants with the basic understanding needed for marketing decision making in consumer perspective and sales as an entrepreneur or as a professional.
- To learn appropriate research methodology tools and techniques as in which suits analytics metrics and to learn the importance of consumer tracking, privacy, and universal analytics without amplifying a negative momentum among users personal/ethical touch, mostly touching the analysis with social aspects.

Course Outcome:

1. Comprehend advanced analytical methods in marketing (PO1,PO3).
2. Analyse and apply customer-centric models to understand marketing KPI well (PO2,PO3).
3. Apply the concepts and skills for actual managerial decision-making (PO4, PO5, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓		✓						
CO2		✓	✓						
CO3				✓	✓			✓	

Course Content:

Module I: Building Client-centric solutions - Part (A) – Data Exploration and Storyboarding

Understanding and managing real-time data with emphasis on developing logical storyboarding as enablers of marketing decision-making. Extensive use and understanding of survey tools, softwares like MS Office to prepare, manipulate and construct data tables and meaningful data visualizations, that help to structure a coherent marketing thought-process using data. *Tools:* Excel / R/ any platform for data wrangling

Obj: Think like a client. Think like a consultant and appreciate data-driven-client-centric solutions.

Module II: Building Client-centric solutions - Part (B) – Choice models – Foundations in Conjoint Analyses

Customer-centricity is key to sustainability. There is a great deal of emphasis on being customer focused. The agenda of this module is to understand customers for products and services planning and to a smaller extent pricing dynamic. The objective is to understand customer preferences, perceptions and purchase behavior. *Tools:* Custom-made tools. Sawtooth software. SPSS.

Obj: Learn and apply customer-choice models and apply them in creating customer-centric products and services.

Module III: Building Client-centric solutions - Part (C) – New Product Forecasts | Optimizing Marketing Spends

VUCA environments have made forecasting a challenging task for marketers. Predicting future sales is key to planning marketing budgets and executing marketing plans. We will focus on the industry-standard and widely used diffusion-models to build sales forecasts. Another important role of marketers is to understand keenly the impact of their marketing spends. The second focus of this module will therefore address marketing-response models. *Tools:* Custom-made tools.

Obj: Learn and apply response – models. Use diffusion – models to forecast sales for new products.

Module IV: Evaluating multi-variable relationships using structural equation models

Halo effects, indirect effects and other complex relationships that impact the critical outcome variables of marketing need special tools to evaluate them. This module introduces the marketer to new tool and platform to model and evaluate such complexity. *Tools:* AMOS-SPSS

Obj: Learn and apply SEM and evaluate marketing impact.

Module V: Evaluating market structures.

Understanding market structures to figure out white spaces for NPD is critical to market entry strategy, therefore this module will help participants to understand mathematical way to understand market structures and appreciate market positioning strategies.

Obj: Learn and apply various Segmentation / Perceptual Mapping techniques.

Textbooks

1. Marketing Research | Malhotra & Dash | Pearson | 7th Edition Revised

Reference Books

1. Kellogg on Marketing | Second Ed. | Alice M. Tybout
2. Choice-Based Conjoint Analysis: Models and Designs | Raghava Rao, Wiley & Chitturi | Chapman & Hall | 1st Edition

TRIMESTER 5
FUNDAMENTALS OF OPERATIONS ANALYTICS

Course Code: 24MOB51

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objective of this course is to prepare students to analyse various management decision issues using advanced analytical and quantitative methods. Topics included address the areas such as Waiting Line Models, Decision Tree Analysis, Stochastic Process, Time Series Modelling and Nonlinear Optimization Theory. The course designed especially keeping Operations Management and Finance student in mind to take optimal decision in many business problems. The concept building for this course will probably place a much stronger emphasis on various decision-making criterions falling under Prescriptive Analytics.

Course Outcomes (COs):

1. Introduction to Issus with Queues, Customer dissatisfaction and understanding various waiting line model with evaluation of costs associated with it. (PO1, PO2, PO3, PO5, PO6)
2. Decision making under uncertainty through Application of Stochastic Process and Decision Tree Analysis. (PO1, PO2, PO4, PO5, PO9)
3. Modelling high volatility in time series data through various Autoregressive econometric Models (such as ARIMA, ARCH, GARCH). (PO1, PO2, PO5, PO7, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓		✓	✓			
CO2	✓	✓		✓	✓				✓
CO3	✓	✓			✓		✓	✓	

Course Content:

Module-I: Introduction: Data Analytics: Perception & Reality, Implication and applications of Analytics in industries and real life. Examples, Effective visual techniques, Data-ink Ratio, Effective table designs, Pivot Table report, Charts, Dashboard preparation, Data Visualization: Importance & cautions, Creating effective table, charts and data dashboard.

Module-II: Waiting Line Model & Simulation: Impact of Ques, various types of services with respect to kind of Queue. Queuing model Layout, Queue Characteristics. Utilization factor. Waiting Line Model-I, M/M/1: Model, Infinite queue and Infinite population, Waiting Line Model-II, M/M/1: Model, Model for finite Queue length, Hands-on Simulation for one server- infinite queue model: Hospital with one Nurse and One Doctor., Analysis and interpretation of simulation/M/C: Model, M/M/C: Models

Module III: Decision Analysis & optimization: Elements in Decision Analysis- payoff tables, Possible decision criteria, Decision Trees – Applications and Concepts, Bayesian Decision Rules, Examples, The precision tree add-in through spreadsheet- Part-I, Risk Profiles –Applications in Operations Management and financial portfolio analysis, Developing risk Profiles, Evaluation of Risk profiles, Multi-stage decision problems and developing decision tree models., Basics of utility theory- utility and decision making, Risk Avoiders vs Risk Traders, Expected Monetary Value Vs Expected utility, examples.

Module IV: Introductory Stochastic Process: Introduction to Stochastic Process-definition and basic concepts, Markov Process examples, Markov Chain, Ito's lemma, Transition Probability Matrix (TPM), Chapman, Kolmogorov and other theorems in management., Random Walk problem and Other applications

Module V: Time Series Modelling in Operations Management: Introduction to Time Series Analysis- Regression, Autocorrelation, Test Statistics for, Statistical Inferences, Concepts of Homoscedasticity and Heteroscedasticity, Autoregressive Process-Simple AR process- Hands-on Analysis through Gretl & Eviews, ARIMA process, Hands-on Analysis through Gretl & Eviews., ARCH & GARCH Models with applications, Hands-on Analysis through Gretl & Eviews

Reference Books:

1. S. Christian Albright and Wayne L. Winston, "*Management Science Modeling*", 4th Edition, Cengage Learning India Private Limited, New Delhi.
2. Douglas C. Montgomery, *Design and Analysis of Experiments*, International Student Version, 8th Edition Wiley India, Pvt. Ltd, New Delhi.
3. Ruey S. Tsay "*Analysis of Financial Time Series*", (Wiley Series in Probability and Statistics) 2nd Edition, Wiley India, Pvt. Ltd, New Delhi.
4. Akinc, U. (2013). Preferred Customer Service at US Airways. *Case Research Journal*, 33(1).
5. Krieger, D., & Ruback, R. S. (2001). Merck & company: evaluating a drug licensing opportunity. *Harvard Business School Case*, 9-201.

TRIMESTER 5
DISRUPTIVE TECHNOLOGIES FOR DIGITAL TRANSFORMATION

Course code: 24MS52

Credits: 3.0

Total No. of sessions: 24

Course Overview:

Organizations across the globe have been transforming and enhancing their digital presence with disruptive technologies (such as Data, AI/ML, Blockchain, Cloud and IoT) and strategies to meet the ever-increasing demands of the new generation of consumers. Digital transformation is changing business models, value chains, communication strategies, and how clients engage and people work. It is an organizational transformation that integrates digital technologies and business processes in a digital economy. This course is designed to equip the students with a comprehensive knowledge on technology led disruptions happening across industries, and the Digital leadership and practical techniques needed to plan and drive transformation.

Course outcomes (COs):

This Course aims at:

1. Identifying and appreciating key and foundational aspects of Digital Transformation (PO6)
2. Analyzing the business problem/requirement and develop a plan for Digital Transformation procedures (PO6,PO7)
3. Understanding the human side of Digital Transformation and Digital leadership (PO6)
4. Assessing how to build digital capabilities ground up for pushing forward digital transformation and change management (PO6)

POs	1	2	3	4	5	6	7	8	9
CO1						✓			
CO2						✓	✓		
CO3						✓			

Course Content

Module I: Digital Business & Digital Business Models

Digital Transformation Fundamentals – B2C Digital Business Models (Content, Commerce, and Connection)- Value Chain, Core Assets and Competencies - B2B Digital Business Models (Sourcing, Sales, Supportive Collaboration & Service Broker) - Hybrid Models –

Module II: Innovation & Domains of Digital Transformation

Diffusions of Innovation and Disruptive Innovation - Customer Network – Platform Business – Data As an Asset – Rapid experimenting – Creating Value proposition

Module III: Digital Technologies

Technology Led Transformation - Data Analytics - AI/ML – Blockchain – IoT – Cloud – Digital Supply Chain - Social Networks and Enterprise 2.0 – Web 3.0

Module IV: Digital Transformation (Industry Specific)

Digital Transformation in Banking, Manufacturing, Telecom/Media, Healthcare and Retail industries

Module V: Planning & Executing Digital Transformation

Digital Leadership - Identifying opportunities for digital disruption – Building Roadmaps – Change Management - Monetization - Critical issues to consider (Ethics, Privacy, and Regulations)

Course Reading Materials (CRM)

1. Bernd W. Wirtz, "Digital Business Models", Springer Nature, 2019
2. Rogers, David L., "The Digital Transformation Playbook: Rethink your business for the digital age", Columbia University Press.

References (Books Sections & Articles)

1. Rogers M Everett, "Diffusions of Innovation" Fourth Edition, The Free Press (New York)
2. Srinivasan, R. (2021). "Introduction. In: Platform Business Models. Management for Professionals." Springer, Singapore.
3. Clayton M. Christensen, Michael E. Raynor, and Rory McDonald (2015), "What Is Disruptive Innovation?", Harvard Business Review.

TRIMESTER 4
ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

Course code: 23MS53

Credits: 3.0

Total No. of sessions: 24

Course Overview

This course provides an introduction to artificial intelligence and machine learning. Students will learn key concepts and algorithms used in AI and ML, including supervised and unsupervised learning, neural networks, and decision trees. Emphasis is placed on practical applications and hands-on experience with data analysis and model building. Prerequisites may include basic programming skills and statistics knowledge.

Learning Objectives

- Understand the fundamental concepts and techniques of artificial intelligence and machine learning, including key algorithms and models used in these fields.
- Develop the ability to apply AI and ML techniques to real-world problems, including data analysis, feature engineering, model selection, and evaluation.
- Gain hands-on experience with popular AI and ML tools and frameworks, and develop the skills necessary to implement and train machine learning models, interpret their results, and make informed decisions based on them.

Course Outcomes

1. Gain a comprehensive understanding of the fundamental concepts, techniques, algorithms, and models utilized in artificial intelligence and machine learning. (PO3)
2. Acquire the capability to apply AI and ML techniques effectively to address real-world problems, encompassing tasks such as data analysis, feature engineering, model selection, and evaluation. (PO6)
3. Develop practical proficiency with popular AI and ML tools and frameworks, enabling the implementation and training of machine learning models, interpretation of results, and informed decision-making based on the outcomes. (PO3, PO6)

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2						✓			
CO3			✓			✓			

Course Content

Module I: Introduction to Artificial Intelligence and Machine Learning

Fundamentals of Artificial Intelligence and Machine Learning. Overview of key algorithms and models in AI and ML Ethical considerations in AI and ML History and evolution of AI and ML Types of machine learning (supervised, unsupervised, reinforcement learning) Applications of AI and ML in various industries.

Module II: Data Analysis and Feature Engineering

Data preprocessing and cleaning techniques. Exploratory data analysis (EDA) Feature selection and extraction methods. Handling missing data and outliers. Data visualization techniques Feature scaling and normalization.

Module III: Machine Learning Models and Algorithms

Supervised learning algorithms (e.g., linear regression, logistic regression, decision trees, random forests). Least Absolute Shrinkage and Selection Operator (LASSO) Regression, RIDGE Regression, Polynomial Regression. Logistic Regression, Classification and Regression Trees (CART), Random Forest, Neural Networks- ANN.

Module IV: Unsupervised Learning Models

Unsupervised learning algorithms (e.g., clustering, dimensionality reduction). Evaluation metrics for model performance Ensemble methods (e.g., bagging, boosting) Support Vector Machines (SVM), KNN, Naïve Bayes.

Module V: Model Selection and Evaluation

Cross-validation and model selection techniques (e.g., k-fold cross-validation). Hyperparameter tuning Model evaluation and comparison. Bias-variance tradeoff. Overfitting and underfitting. Machine Learning Applications across Industries- Health Care, Retail, Financial Services, Manufacturing, Hospitality.

Text Books

1. Dinesh Kumar, U. (2022). Business Analytics: The Science of Data-driven Decision Making. Second Edition India: Wiley India.
2. Manaranjan Pradhan and Dinesh Kumar U. (2021). Machine Learning using Python. Wiley India.

Reference Books

1. Joshi, A. V. (2019). Machine Learning and Artificial Intelligence. Germany: Springer International Publishing.
2. Nagy, Z. (2018). Artificial Intelligence and Machine Learning Fundamentals: Develop Real-world Applications Powered by the Latest AI Advances. United Kingdom: Packt Publishing.

TRIMESTER 6
BLOCKCHAIN TECHNOLOGIES
Credits: 3.0

Course Code: 24MS61

Total No. of Sessions: 24

COURSE OBJECTIVES

By the end of the course, students will be able to

- Understand how blockchain systems (mainly Bitcoin and Ethereum) work,
- To securely interact with them,
- Design, build, and deploy smart contracts and distributed applications,
- Integrate ideas from blockchain technology into their own projects.

Learning Objectives

- Understand and apply fundamental concepts of Blockchain technologies.
- Develop proficiency in block chain technologies such as decentralized ledger and how it is helpful for business applications.

Course Outcome

1. Gain the ability to understand fundamental concepts of blockchain technologies. (PO6)
2. Develop proficiency in Blockchain techniques such as decentralized ledger, cryptocurrency and smart contracts. (PO6)
3. Acquire skills in blockchain applications to effectively communicate and support strategic business functions and decision-making. (PO4, PO6)

POs	1	2	3	4	5	6	7	8	9
CO1						✓			
CO2						✓			
CO3				✓		✓			

Course Content:

Module I: Basics: Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero, Knowledge Proof.

Module II: Blockchain: Introduction, Advantage over conventional distributed database, Blockchain Network, Mining Mechanism, Distributed Consensus, Merkle Patricia Tree, Gas Limit, Transactions and Fee, Anonymity, Reward, Chain Policy, Life of Blockchain application, Soft & Hard Fork, Private and Public blockchain.

Module III: Distributed Consensus: Nakamoto consensus, Proof of Work, Proof of Stake, Proof of Burn, Difficulty Level, Sybil Attack, Energy utilization and alternate.

Module IV: Cryptocurrency: History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum -Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin

Module V: Cryptocurrency Regulation: Stakeholders, Roots of Bit coin, Legal Aspects-Crypto currency Exchange, Black Market and Global Economy. Applications: Internet of Things, Medical Record Management System, Domain Name Service and future of Blockchain.

Tutorial & Practical: Naive Blockchain construction, Memory Hard algorithm – Hashcash implementation, Direct Acyclic Graph, Play with Go-ethereum, Smart Contract Construction, Toy application using Blockchain, Mining puzzles

Textbook

1. Chandramouli Subramanian, Asha A George, Abhilash K.A and Meena Karthikeyan, BlockChain Technology, Universities Press, 2021
2. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder, Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction, Princeton, University Press, 2019.

Reference Books

1. Antonopoulos, Mastering Bitcoin: Unlocking Digital Cryptocurrencies, 2019
2. DR. Gavin Wood, "ETHEREUM: A Secure Decentralized Transaction Ledger,"Yellow paper.2014.
3. Satoshi Nakamoto, Bitcoin: A Peer-to-Peer Electronic Cash System

TRIMESTER 6
COMPUTATIONAL FINANCE
Credits: 3.0

Course Code: 23MFS61

Total No. of sessions: 24

Course Overview:

This course is designed to offer insights on time series analysis in finance. The course gives an overview on time series analysis, univariate time series forecasting, volatility clustering and volatility modelling using models like ARCH, GARCH, etc. The financial time series analysis along with forecasting and volatility modelling will be dealt using EViews, R and GRETL software.

Course Outcomes (COs):

This course aims at

- 1) To provide fundamental knowledge on time series analysis and modelling time series (PO1, PO2, PO3)
- 2) To analyse and understand various applications of time series modelling and forecasting techniques. (PO2, PO3, PO6)
- 3) To understand the intuition behind various explanative & explorative analysis (PO3, PO6, PO8)
- 4) To provide exposure on modelling volatility, forecasting, etc and implement them in real world business situations (PO2, PO3, PO6, PO8)
- 5) To understand impact of all financial decisions on business (PO7, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓	✓						
CO2		✓	✓			✓			
CO3				✓		✓		✓	
CO4		✓	✓			✓		✓	
CO5							✓	✓	

COURSE CONTENT:

Module I: Issues with linear regression , overview on ACF, PACF, MA processes

Assumptions of Linear regression analysis. Violations of the assumptions of Classical Linear Regression Analysis. Time series analysis - Preparing data for analysis, Univariate time series analysis, Autocorrelation function (ACF), Partial autocorrelation function (PACF), Moving Average processes (MA), Auto Regressive processes (AR), ARMA process,

Module II: Univariate time series modelling and forecasting

Box Jenkins approach – Building ARMA, ARIMA models in EViews, GRETL, R. Forecasting ARMA models using EViews, Exponential smoothing models, ARIMA models, applications in financial decision making.

Module III: Multivariate models

Multiequation modelling- Simultaneous equation modelling. Vector Auto Regression (VAR), VAR with exogenous variables, VAR estimation in E Views, GRETL, R. Impulse Response and variance decomposition

Module IV: Modelling long-run relationships

Stationarity and unit root testing, cointegration, equilibrium or error correction models, testing for cointegration using Johansen technique.

Module V: Modelling volatility in time series

Modelling time series volatility: Volatility - Historical volatility, Implied volatility models, ARCH processes, GARCH Processes, Estimation of ARCH, GARCH models in EViews, Extensions of GARCH models, Multivariate GARCH models

Textbook:

The course is predominantly case based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

3. Ruey S. Tsay "Analysis of Financial Time Series", (Wiley Series in Probability and Statistics) 2nd Edition, Wiley India, Pvt. Ltd, New Delhi.
4. Montgomery, D. C., Jennings, C. L., & Kulahci, M. (2015). Introduction to time series analysis and forecasting. John Wiley & Sons

TRIMESTER 6
DEEP LEARNING & NEURAL NETWORKS
Credits: 3.0

Course Code: 24MS62

Total No. of Sessions: 24

Course Overview:

The Deep Learning course is designed to provide students with an in-depth understanding of deep learning techniques and their applications. The course will cover the theoretical foundations as well as practical aspects of deep learning, enabling students to develop a strong foundation in this rapidly evolving field. Through a combination of lectures, hands-on exercises, and projects, students will gain the necessary knowledge and skills to apply deep learning algorithms to solve complex real-world problems.

Learning Objectives:

- Understand the fundamental concepts and theories of deep learning, including neural networks, activation functions, optimization algorithms, and backpropagation.
- Explore various architectures of deep neural networks, such as convolutional neural networks (CNNs) and recurrent neural networks (RNNs).
- Gain practical experience in implementing and training deep learning models using popular frameworks like TensorFlow.

Course Outcomes

1. Analyze and apply the fundamental concepts and theories of deep learning, including neural networks, activation functions, optimization algorithms, and backpropagation, to solve real-world problems. (PO3)
2. Design and develop deep neural network architectures, such as convolutional neural networks (CNNs) and recurrent neural networks (RNNs), for specific applications and tasks. (PO3, PO6)
3. Apply popular frameworks like TensorFlow to implement, train, and evaluate deep learning models, demonstrating proficiency in practical application and troubleshooting. (PO3, PO6)

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2			✓			✓			
CO3			✓			✓			

Course Content:

Module I: Introduction to Deep Learning

Introduction to Deep learning. Overview of neural networks and deep learning. Activation functions and their properties. Optimization algorithms for training deep models. Backpropagation and gradient descent

Module II: Convolutional Neural Networks (CNNs)

Architecture and components of CNNs. Convolutional layers and filters. Pooling and stride operations
 Transfer learning with pre-trained CNN models.

Module III: Recurrent Neural Networks (RNNs)

Understanding sequential data and time series. Architecture and working principles of RNNs. Long Short-Term Memory (LSTM) Applications of RNNs in natural language processing

Module IV: Advanced Topics in Deep Learning

Advanced optimization techniques (e.g., Adam, RMSprop). Regularization methods (e.g., dropout, batch normalization). Interpretability and explainability of deep learning models Ethical considerations in deep learning applications

Module V: Deep Learning Applications and Project

Deep learning in object detection, image segmentation, Deep learning in natural language processing tasks (e.g., sentiment analysis, Applying deep learning techniques to a selected real-world business problem

Text Books

1. Ketkar, N. (2018). Deep Learning with Python: A Hands-on Introduction. United States: Apress.
2. Weidman, S. (2019). Deep Learning from Scratch: Building with Python from First Principles. United States: O'Reilly Media.

References

1. Gibson, A., Patterson, J. (2017). Deep Learning: A Practitioner's Approach. Taiwan: O'Reilly Media.
2. Kelleher, J. D. (2019). Deep Learning. United Kingdom: MIT Press.

ELECTIVE – FAMILY BUSINESS & ENTREPRENEURSHIP

TRIMESTER 4

ENTERPRISE, ENTREPRENEURSHIP AND NEW BUSINESS VENTURING

Course Code: 24ME41

Credits: 3.0

Total No. of Sessions: 24

Course Objective:

This module helps to understand the social and economic changes that have raised the status of enterprise, small business and entrepreneurial ventures in the global economy. It examines the diverse nature of entrepreneurs, their characteristics and motivations, as well as the barriers and issues facing entrepreneurs when planning and establishing a new venture.

Course Outcome:

1. Evaluate, analyse, understand and interpret the activities involved in business venturing. (PO1)
2. Analyse and interpret approaches and attitudes to enterprise, entrepreneurship, and business venturing. (PO2, PO8)
3. Converse with key stakeholders about issues relevant to the development of a new Venture. (PO8)
4. Understand opportunity recognition, development and evaluation of business ventures in a variety of contexts. (PO3, PO9)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓								
CO2		✓						✓	
CO3								✓	
CO4			✓						✓

Content:

Module I: Enterprise and Entrepreneurship

Enterprise – business enterprise and social enterprise – stakeholders for enterprise – types of enterprises – entrepreneurial capabilities, behavioral issues, skills and competencies – recent trends

Module II: Entrepreneurial planning

The business environment and the nature of entrepreneurial activity – environmental assessment - techniques to identify new business ideas – innovation – analyzing ideas and inspirations - Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities and develop startup strategy.

Module III: Opportunities, risk, legal and obligations

Legal aspects of Entrepreneurship – risk involved in enterprise – identifying risk - Financing a new venture – financial planning and operational plan – Role of regulatory bodies and support institutions

Module IV: Team building & Business plan

The importance of team, forming and building team - developing an effective business plans – understanding the elements of business plans

Module V: Emerging trends and practices in new venture creation

Elevator pitch – Networking and Marketing yourself – Technology in new ventures – threats & opportunities – emergence of new business models

Textbook:

1. Adams, R. & Spinelli, S. (2016). New Venture Creation: Entrepreneurship for the 21st Century, 10th edition, McGrawHill Publications.
2. Byers T. H., Dorf, R.C. and Nelson A. (2021) Technology Ventures from Idea to Enterprise, 5th edition, McGrawHill Publications.

TRIMESTER 4
BUSINESS MODEL INNOVATION
Credits: 3.0

Course Code: 24ME42

Total No. of Sessions: 24

Course Objective:

Business models tell a story about the business, focusing attention on structure and using strategy to describe how the firm differentiates itself and deals with competition. Yet, research indicates that over 66% of firms have given no thought to their business model and are unable to articulate it. Accordingly, achieving competitive advantage for firms is an uphill battle and is a cause for concern, given the intensely competitive nature of the market place. This course explores fundamental questions relating to business models in practice, how they work beyond the boundaries of the firm and into the wider business network and market, how certain models come to dominate sectors and how are they created, driven, picked-up, dropped or transformed.

Course Outcome:

1. Understand, Analyze and evaluate current business models (PO2, PO8)
2. Development of business models as method of competitive advantage. (PO2, PO9)
3. Test certain aspects of the business models before widespread roll out. (PO3)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1		✓						✓	
CO2		✓							✓
CO3			✓						

Course Content:

Module I:

Conceptual foundation of business models – approach towards defining business models – What, How, Who & Why framework – Implications of the framework

Module II:

Business challenges of business model design – value creation & value appropriation

Module III:

Business model strategic design drivers - Business models design process/formulation/innovation/imitation – NICE framework

Module IV:

Application of business models (FMCG/B2B/Media, etc.) - Managing the Organizational Challenges of Business Model Implementation in Startups and in Established Firms - Managing business model implementation risks in startups

Module V:

Business models performance evaluation - Business Model Innovation Strategy in the Digital Age

Textbook:

1. Amit, R., and Zott, C. (2020). Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders. Wiley Publications. ISBN: 978-1-119-68968-3

Reference Books:

1. MIT Sloan Management Review
2. HBR
3. California Management Review
4. Management Science
5. Journal of Targeting, Measurement and Analysis for Marketing

TRIMESTER 4

FAMILY BUSINESS MANAGEMENT

Course Code: 24ME43

Credits: 3.0

Total No. of Sessions: 24

Course Objective:

This course introduces the main characteristics of family businesses and depict how and why they are different to other type of businesses. It also covers the economic and social importance of family businesses in India and across the world. Managing a family business can be challenging as family considerations add additional levels of complexity to the tasks of management. This course will address the features and challenges of family business, allowing the participants to understand the distinctiveness of family businesses and how to cope with them adequately.

Course outcomes:

1. To appreciate the unique key competitive advantages and challenges of family businesses, differentiating them from other types of organizations. (PO1)
2. To analyze the life cycles of family businesses from the perspective of business, family, and ownership. (PO3)
3. To diagnose situations and problems in family businesses and families, fostering critical thinking in the cognitive and affective domains. (PO2)
4. Evaluate common concepts and models used to understand family businesses and design sustainable solutions for common situations in family businesses. (PO3, PO8)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓								
CO2			✓						
CO3		✓							
CO4			✓					✓	

Content:

Module I: Introduction to Family Business

Family Business: The three generation rule - systems theory and agency theory of family business. Competitive Challenges and Competitive advantages of family businesses - role of Genograms and family messages to understand the family system. Family emotional intelligence - ECI-U Model.

Module II: Ownership Challenges and Family Governance

Managers vs. Owners - Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic – fit and its implications on family firms.

Module III: Successor Development

Attribute interests and abilities for responsible leadership - Characteristics of leaders - managing interdependence- CEO as an architect of succession and continuity - Types of CEO and the transfer of power

Module IV: Strategic Planning and Transgenerational Entrepreneurship

Life cycle stages influencing family business strategy - unique vision of family-controlled businesses - strategic regeneration- Business Rejuvenation matrix - Intrapreneurship.

Module V: Future of Family Business

Three states of evolution - Continuity and culture – managing cultural change - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

Textbook:

1. Baron, J. & Lachenauer, R. (2021) Family Business handbook: How to build and sustain a Successful, Enduring Enterprise. Harvard Business Press
2. Mary, F. W. Aronoff, C.E., Ward, J.L. (2011). How Families Work Together. Palgrave Macmillan.

TRIMESTER 5

ENTREPRENEURIAL MARKETING

Course Code: 24ME51

Credits: 3.0

Total No. of Sessions: 24

Course Objective:

This course focuses on a subset of marketing strategies and tactics that are ideal for early-stage startups seeking to build communities of early adopters and beta testers for their products, services, and systems. How to test the MVP and attract the first set of customers at a minimum cost? There will be an emphasis on audience acquisition tactics that align stakeholders in understanding who our desired audience is, how to find them, and engage them with quality content, incentives, and offers. Students in this course will learn how to design, build, and execute a strategic marketing plan.

Course outcome:

1. Understand the relevance of marketing concepts in entrepreneurial settings and develop a marketing plan. (PO1)
2. Develop strategic marketing plan aimed at building an audience for a new product/service/company. (PO3, PO8)
3. Understand metrics for performance and methods to test and optimize marketing campaigns. (PO9)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓								
CO2			✓					✓	
CO3									✓

Content:

Module I: Understanding Marketing Strategy

Foundations in Marketing – Marketing Strategy Formulation Process – Segmentation and targeting – Diversity in Marketing – Marketing in a small business setup – Current trends.

Module II: Competitive Advantage

Defining Brand, Mission and Message – Market research and competitive analysis – understanding buyers – understanding pain points - new product vs service development – concept testing

Module III: Pricing

Developing forecasts - pricing for entrepreneurs – price sensitivity – strategies – demand based pricing – free and freemium

Module IV: promotion

Digital attribution tools – virality – customer journey and experiential engagement – personalizing offers for individuals and organizations – using inbound, inside sales and outbound sales – digital marketing – influencers and affiliate marketing – managing sales teams.

Module V: Marketing Plan

Understand the elements of marketing plan – developing strategies for effective marketing – budgeting and control.

Textbook:

1. Capon. N & Singh, S.S (2014), Managing Marketing: An applied Approach; Wiley Publications. ISBN: 978-81-2654851-4.
2. Lodish, L., Morgan, H., Aramchabeau, S. and Babin, J. (2016) Marketing that Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company. Pearson Education.

TRIMESTER 5
ENTREPRENEURIAL FINANCE
Credits: 3.0

Course Code: 24ME52

Total No. of Sessions: 24

Course Objective:

This course aims to equip entrepreneurs to evaluate, finance, and capitalize on new business opportunities. Fundamental topics in finance like valuing cash flows, assessing the cost of capital, choosing among suppliers of funds, and aligning incentives for value maximization are as important for entrepreneurial firms as for more established firms. However, the capital market for financing entrepreneurial activities, and private equity investing more generally, differs fundamentally from capital markets considered in standard corporate finance. New and growing firms likely to have less information about their future prospects. Investments in private companies are also often illiquid and under-diversified, hence difficult decisions about financial contracting have to be made. This course provides a basic understanding of the concepts and institutions involved in entrepreneurial finance and private equity markets. Further, this course discusses strategic financial decisions, evaluation of projects, risk assessment, forecasting within the venture, valuation of firms and exit strategies.

Course Outcome:

1. Provides a deeper understanding of finance in entrepreneurial finance setting. (PO1)
2. Recognizing an opportunity for financing and value an opportunity. (PO3)
3. Understand the needs of various avenues (funder's perspectives) of fund raising for a new, young, and private firm. (PO2, PO4, PO5)
4. Appreciate various strategies for growth and exit. (PO2, PO5)
5. Understand the different valuation techniques. (PO1, PO2)

POs	1	2	3	4	5
CO1	✓				
CO2			✓		
CO3		✓		✓	✓
CO4		✓			✓
CO5	✓	✓			

Content:

Module I: Overview of Entrepreneurial Finance

Introduction and overview of entrepreneurial finance – organizing and financing a new venture, consideration and choices – Types and costs of financial capital.

Module II: Financing alternatives

Most attractive sources of funds. Trade-off between various sources of financing. Term sheets negotiations, Impact of contracts on both entrepreneur and financier.

Module III: Opportunity Assessment and Creation

Organizing and financing a new venture. Valuing early-stage venture. Valuation, risk management and planning – discounted cashflows – real option valuation - business and financial plans – capital structures – governance, incentives, and deal structure.

Module IV: Venture Capital Funding and Valuation

Venture capital valuation methods: Valuing early-stage ventures, basic mechanics of valuation, developing projected financial statements for a DCF. Sources of funding – seed stage financing - venture capital, private equity (GPs and LPs), crowd funding, debt financing – funding stages.

Module V: Growth and Exit Strategies

Security structures and enterprise values – acquisition – consolidation – leveraged buyouts - Initial Public Offerings – Mergers and sales . Exit strategies and harvesting, valuation of an enterprise. Turnaround strategies for troubled ventures.

Textbook:

1. Smith, J. K, & Smith R.L., (2019) Entrepreneurial Finance: Strategy, Valuation and Deal Structure, Stanford University Press (Second Edition). ISBN: 9781503603219
2. Leach, J. C., & Melicher, R. W. (2020). Entrepreneurial finance. Cengage Learning.

TRIMESTER 6
SOCIAL ENTREPRENEURSHIP
Credits: 3.0

Course Code: 24MME63

Total No. of Sessions: 24

Course Objectives:

Social entrepreneurship is a new and fast-growing field of academic study and real-world practice. In essence, social entrepreneurship is doing well financially by creatively solving social issues. This course introduces students to both theory and practice of social entrepreneurship through highly experiential, interactive, and collaborative workshops. Working in a team and on a social issue they care about, students will learn system thinking skills, entrepreneurial mindset, skills, and tools to start up their own social venture or work in a social business.

Course Outcomes:

Upon completion of this course on Social Entrepreneurship, the students will be able to

1. Distinguish between social entrepreneurship, nonprofit leadership, CSR, and commercial entrepreneurship. (CO1)
2. Gain insights into the unique challenges and opportunities within the social sector and learn to develop and validate social value propositions while empowering beneficiaries. (CO2)
3. Understand the framework of social innovation and its alignment with Sustainable Development Goals (SDGs) and conceptualize and implement the Theory of Change. (CO3)
4. Proficient in resourcing social enterprises, including business models, funding, organizational structures, and marketing strategies. (CO4)
5. Develop the capability of scaling social impact through sustainable revenue models and effective social marketing plans. (CO5)

POs	1	2	3	4	5	6	7	8	9
CO1		✓							
CO2								✓	
CO3		✓							
CO4									✓
CO5	✓								

Course Content:

Module I: Introduction to Social Entrepreneurship

Social Entrepreneurship – Social Entrepreneur - difference between social entrepreneurship and nonprofit leadership, CSR, and commercial entrepreneurship

Module II: Social Enterprise & Social Entrepreneurship

Social sector perspectives and social entrepreneurship - Causing Change – Challenges and opportunities - Social Value Proposition – construction, development and validation, and Empowering Beneficiaries

Module III: Social Entrepreneurship Framework

Social Innovation process - Envisioning an Innovative Society – Aligning Social Innovation with Sustainable Development Goals (SDG) - Understanding the Theory of Change

Module IV: Resourcing Social Entrepreneurship

Social enterprise business models - Funding opportunities & resource mobilization for social enterprises - Organisational Forms and Structures - Marketing strategies for social enterprises

Module V: Scaling Social Impact

Measuring the social impact: Value created - Scaling and Assessing the social Impact - Sustainable revenue models - Developing a social marketing plan

Text Book:

1. Wei-Skillern, J., Austin, J., Leonard, H. and Stevenson, H. (2007), Entrepreneurship in the Social Sector. London: Sage Publications

Reference books:

1. Bornstein, D. and Davis, S. (2010). *Social Entrepreneurship: What Everyone Needs to Know* by Susan Davis, Oxford University Press. 0195396332
2. Chahine, T. (2016). *Introduction to social entrepreneurship*. Boca Raton, FL: CRC Press.
3. Guo, C., & Bielefeld, W. (2014). *Social entrepreneurship: An evidence-based approach to Creating social value*. San Francisco, CA: Jossey-Bass. WSU eBook, <http://elibrary.wayne.edu/record=b4810879~S473>

Other Course Reference Materials:

1. Alexander Osterwalder & Yves Pigneur (2010) *Business Model Generation*.
2. Coursera.org - Identifying Social Entrepreneurship Opportunities by Copenhagen Business School
3. coursera.org - Social Business Model and Planning for Social Innovation
4. coursera.org - Unleashing the Impact of your Social Enterprise
5. coursera.org - Becoming a Change Maker: Introduction to Social Innovation
6. coursera.org - Design Thinking for the Greater Good - Innovation in the Social Sector
7. coursera.org - System Thinking for Public Health

ELECTIVE – GENERAL MANAGEMENT & PUBLIC POLICY

**TRIMESTER 5
ENTREPRENURSHIP
Credits: 3.0**

Course Code: 24MG51

Total No. of Sessions: 24

Objective:

Everyone can tell you the risk. An entrepreneur can see the reward.

– Robert Kiyosaki, Author – Rich Dad Poor Dad

The course addresses the very important question, how an idea transforms into a business. The course helps the learner to develop a viable business plan through a series of tools and techniques. The course will also address the key factors an aspiring entrepreneur should focus while developing the business plan.

Course Outcome

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

1. Assess a viable business opportunity(PO1,PO2,PO8)
2. Understand market requirements and forecasting demand(PO2,PO8)
3. Valuating the business, different funding options and profitability(PO2,PO3,PO8)
4. Pitch deck – art of pitching(PO4,PO5)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	✓	✓						✓	
CO2		✓						✓	
CO3		✓	✓					✓	
CO4				✓	✓				

Course Content:

Module I:

Why Startup? - Self-Reflection – Idea & innovation; Ideation – Opportunity Analysis; Conceptualization - Business Model; Team Formation - Resources Mobilization – Startup Financing.

Module II:

Commitment - Business Planning - MVP – Prototyping; Validation – Pilot - Product Market Fit – KPI; Build - Position - Go-to-Market Strategy; Grow - Cash Flow – Breakeven Analysis.

Module III:

Scale - Licensing & Franchising; Investments – Subsidies - Government Schemes; Intellectual Property.

Module IV:

Valuation - Financial Management - Marketing - Branding - Sales - Digital Marketing

Module V:

Mentoring - Value-Added Sessions - Pitch Deck

TRIMESTER 6
PUBLIC POLICY AND MANAGEMENT
Credits: 3.0

Course Code: 24MP61

Total No. of Sessions: 24

Course Overview

The subject of "Public Policy and Management" is a unique course that identifies the various subtleties of the effect of policymaking from the Governance perspective on businesses and small, medium, and big corporate houses. The external world is as crucial as the internal efforts of any company to grow organically in all dimensions. In today's world marred by the Covid-19 pandemic, this field has exponentially gained importance owing to its nature. Government policies, regulatory bodies, and the role of other important institutions play a large role in expanding the Economy. The awareness, comprehension, and application of the knowledge attained by learning this subject will help a learner solve problems in troubled times like the ones we are in. Keeping this in mind this course is designed to benefit the student in a way that he/she develops a holistic view of the business ecosystem.

Course Outcomes

- 1) To understand the role of governance, policies, and regulatory environment in businesses. (PO1, PO2)
- 2) To analyse the Macroeconomic situation and apply the knowledge in business-related decision-making. (PO3, PO7)
- 3) To critically analyze the Global markets and environment to understand the money flow and businesses. (PO4, PO5)
- 4) To develop leadership skills by acquiring knowledge of policymaking and policies and understanding their dynamic nature. (PO9, PO8)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓							
CO2			✓				✓		
CO3				✓	✓				
CO4								✓	✓

Course Contents

Module I: Public Policy in India

1. Introduction to Public Policy
2. Policymaking and other disciplines
3. GoI and Major Ministries
4. High-speed Railways
5. Railways & Development
6. Aviation Policy
7. UDAN-RCS and other enabler schemes

Module II: Fiscal system

1. Fiscal ecosystem
2. Tax havens
3. Global Reports
4. Offshore Financial Centre

Module III: Money and Capital

1. Banking system overview and Capital markets
2. Evolution of Indian Banking
3. Bank Mergers, Development Financial Institutions
4. Monetary Policy case – Japan Land of Setting Sun
5. Case Discussion

Module IV: Promoting Economy through Policymaking

1. Singapore – Facing Challenges Together – Case
2. Foreign Investments – Singapore Case
3. Regional Economic Integration
4. Policies leading to Development.

Module V: Expanding Economy in a globalized world.

1. Export Promotion & Foreign trade
2. Multinational Corporations
3. MNC Strategy in Host Countries
4. Institutions and interventions during global meltdowns

Textbooks

- 1) Our Constitution – Subhash C. Kashyap – National Book Trust
- 2) Our Parliament - Subhash C. Kashyap – National Book Trust
- 3) Indian Economy – Sriram Srirangam, Manish Kumar, Rohit Deo Jha - Pearson
- 4) International Business – Concepts, Environment, and Strategy
Vyuptakesh Sharan, Pearson International
ISBN – 978-81-317-3251-9
- 5) Public Policy in India [Oisi] Paperback – 978-0199470693
by Rajesh Chakrabarti & Kaushiki Sanyal

HBS Cases

1. Japan – Land of the setting sun
2. Singapore – Facing challenges together.

Websites for Reference

- 1 www.niti.gov.in
- 2 www.weforum.org
- 3 www.india.gov.in
- 4 www.asean.org
- 5 www.europa.eu
- 6 www.imf.org
- 7 www.worldbank.org
- 8 www.wto.org
- 9 www.weforum.org
- 10 www.mea.gov.in
- 11 www.rbi.org.in
- 12 www.makeinindia.com

All leading newspapers and current affairs magazines

TRIMESTER 6
COURSE OF INDEPENDENT STUDY
Credits: 3.0

Course Code: 24MG61

Total No. of Sessions: 24

The student can undertake an industry-based or research project for a duration of 1 trimester. It represents an opportunity for the participant to explore a topic in-depth in his/her area of special interest. It makes possible the integration of several fields of study in searching for the solution for a real-time industry problem/project.

Evaluation:

Industry-based Project: Completion of the Project certified by Industry Mentor & Internal Evaluation by the Faculty Panel.

However, the Project theme should be a real-time managerial problem duly approved by the Faculty Panel.

Research Project: At least one conference proceeding organized by premier Institutions like IITs/IIMs and other international Universities.

In both the cases, the student need to apply atleast one trimester prior for evaluation and approval of the proposal.

This course carries 3 credits and the grade will be mentioned in the VI Trimester.

**TRIMESTER 6
DIPLOMATIC COMMUNICATION PRAXIS**

Course Code: 24MG62

Credits: 3.0

Total No. of Sessions: 24

COURSE OVERVIEW

The literal meaning of diplomacy, according to Cambridge dictionary goes as “skill in dealing with people without offending or upsetting”. As an academic discipline, diplomatic communication is integral to political communication, which is an emerging field within Communication studies. Considering the regional, national, and global challenges, it is becoming increasingly important to learn the tactics of diplomatic communication and apply them towards achieving desired results amidst complex business environments. This course intends to impart the theoretical grounding and practices of diplomatic communication covering ancient, modern, & contemporary times with particular emphasis on India. Going beyond any labelling of diplomacy as “bad” or “good”, this course presents itself as a collection of sessions on why diplomacy is a circumstantial demand. The course also highlights how harnessing diplomatic communication skills can amplify human, organizational and nation building as well as branding.

PROGRAM OUTCOMES (PO):

1. **Apply** knowledge of business communication skills and key concepts effectively as professional industry ready graduates in business context. (PO1)
2. **Foster** an insight to critically analyse the different ways to communicate in specific situations using specific channels of communication in the organization. (PO2)
3. **Ability to develop** business communication skills for succeeding in the workplace at the national and global level with ethical values. (PO3)
4. **Develop** effective leadership skills and value based managerial skills in all spheres. (PO4)
5. **Ability to contribute** their best in attaining the organizational goals and practice in their day-to-day life. (PO5)

COURSE OUTCOMES (CO):

CO1: Familiarise students with interdisciplinary diplomatic communication concepts and its application methodologies within varying circumstances. (PO1), (Bloom’s taxonomy learning level 3-Apply)

CO2: Enhance students’ critical thinking skills, power to criticize, decide, evaluate, and justify an informed decision through a diplomatic lens so that one can emerge as a leader. (PO7), (Bloom’s taxonomy learning level 5- Evaluate)

CO 3: Uplifting students’ analytical skills, conceptual application, ethical consequence prediction capacity, and power to invent, design and test diplomatic communication strategies amidst uncertainty. It drives students to contribute effectively as a team, organization, and nation. (PO9), (Bloom’s taxonomy level 6-Create)

POs	1	2	3	4	5	6	7	8	9
CO1	✓								
CO2							✓		
CO3									✓

COURSE CONTENT:

MODULES:

Module I: Introduction, History & forms of Diplomacy and Diplomatic communication strategies:

Meaning of diplomatic communication-Difference between ancient and modern diplomatic practices- Diplomatic Representation and negotiation- Chanakya’s sixfold diplomacy-Application in Business & Management field (4 days)

Module II: Corporate & Economic Diplomatic Communication: Diplomatic Reinforcement of Company’s internal cohesion-Understanding Transnationalism, Global vs Subsidiary corporate cultures-Private Multilateralism-Listening & Advocacy (6 days)

Module III: Cultural Diplomatic Communication: Culture as soft power-- Power of exchanges regarding artistic, economic, educational, technical assistance, international expertise-Political manipulations over cultural exchanges (4 days)

Module IV: Humanitarian & Environmental Diplomatic communication: Understanding and reinforcing “The Imperative of Humanity” approach and its communication- Reflection of human rights in Humanitarian diplomatic communications- Understanding rules of consensus in environmental treaties and its impact on diplomatic communication- Understanding environmental negotiations(4 days)

Module V: International Diplomatic Communication: Self-promoting communication strategies about various aspects of international expertise in digital platforms- Understanding offensive/proactive stakeholders and response initiation- Influencing and global broadcasting strategies through outreach and lobbying (6 days)

TEXTBOOK:

Public Diplomacy: Foundations for Global Diplomacy in the Digital Age by Nichollas J Cull.

https://www.amazon.com/Diplomacy-Foundations-Engagement-Contemporary-Communication/dp/074569120X/ref=sr_1_17?crid=

REFERENCES:

- *The Making of Indian Diplomacy: A Critique of Eurocentrism* (2015) by Deep data Ray, Oxford Publishers.
- *Global Diplomacy: An Introduction to Theory and Practice* (2020), edited by Thierry Balzacq · Frédéric Charillon · Frédéric Ramel. Palgrave McMillan, <https://doi.org/10.1007/978-3-030-28786-3>
- *International Law in Ancient India* by Sri R.K.Dave. [InternationallawinAncientIndiaRKDave.pdf](http://www.ijstor.org/stable/41853950?origin=JSTOR-pdf)
- *Some Reflections On Ancient Indian Diplomacy* by D.B. Mathurr
<http://www.ijstor.org/stable/41853950?origin=JSTOR-pdf>
- TEDx Talks, *Mastering the Art of Everyday Diplomacy* by Allisher Faizullaev, <https://www.youtube.com/watch?v=8eI6qa-DyT0>
- TEDx Talks, *Roots of Diplomacy* by T.P.Sreenivisan, <https://www.youtube.com/watch?v=J101DzBJ2J0>

CORE PAPER

TRIMESTER 4
BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Code: 24MT41

Credits: 2.0

Total No. of Sessions: 16

Course Overview

The subject of "Business Ethics and Corporate Governance" is a unique course that decodes the various inter-linkages both within and between businesses, governments, and issues related to Corporate Governance. Keeping this in mind this course is designed to benefit the student in a way that he/she develops a holistic view of the business ecosystem. Since the government and society is very much a part of any business ecosystem the knowledge of the interconnectedness between the three really helps the student in integrating the different strands of any given business problem.

Course Outcomes

1. To understand Ethics, Organization & significance of Ethical Decision Making (PO3)
2. To familiarize with Employee Duties & Rights and Ethical Dilemmas at Work (PO1, PO5)
3. To understand Ethical Principles in Business & Finance (PO2, PO4)
4. To understand the role of Sustainability in Corporates (PO8, PO9)

POs	1	2	3	4	5	6	7	8	9
CO1			✓						
CO2	✓				✓				
CO3		✓		✓					
CO4								✓	✓

Course Content:

Module I

1. Introduction to ECG course
2. Corporate Governance
3. Ethics and Ethics in Business- Philosophy and Concepts
4. Stage theory of Moral development - Lawrence Kohlberg

Module II

1. Ethical dilemma - A case of Intern's Dilemma
2. Celebrity Frauds - A case of Rajat Gupta
3. Rajat Gupta Case discussion
4. Big corporates Crimes - A curious case of America's Financial Crises

Module III

1. Sales Misconduct at Wells Fargo - Case
2. Wells Fargo case Discussion
3. Wells Fargo and banking system overview

Module IV

1. Ikea and sustainability case
2. Ikea Business Model
3. Sustainability and Options for Ikea - Case
4. Apple - Building Backdoor case
5. Right to Privacy and Apple case

Books & Materials

- 1. Case materials - Harvard Business School cases provided**
 - a. An Intern's Dilemma
 - b. Rajat Gupta
 - c. Wells Fargo – Sales Misconduct at Community Bank
 - d. Sustainability and Ikea Group
 - e. Apple – Building Backdoor

2. Reference Books

- a. Business Ethics and Corporate Governance – Fernando, published by Pearson
- b. Corporate Governance – Goel, published by McGraw Hill
- c. Business Ethics and Corporate Governance – Jyotsna & Joshi, published by McGraw Hill
- d. Business Ethics and Corporate Governance – Ghosh, published by McGraw Hill

TRIMESTER 4

ESG STRATEGIES FOR BUSINESS

Course Code: 24MT42

Credits: 2.0

Total No. of Sessions: 16

Course objective:

The course explores the importance of ESG, its relevance and the demands from investors, regulators, employees, and the general public who are increasingly asking companies to monitor the impact of environmental and social impact. The course would introduce the theoretical frameworks that have defined the purpose of organizations and explore where to draw the line between the rights and obligations of business versus governments. Further, the course aims to analyse the shifting role of investors and in particular institutional investors with respect to implementation of social, sustainability and environmental aspects. The course also details the best practices for measuring and disclosing environmental and social risks.

Course Outcome:

This course aims at

- 1) Understanding the theoretical concepts that have defined the purpose of organizations, the role of investors in embracing ESG framework. (PO1, PO2)
- 2) Exploring the ESG process to mitigate environmental, social and governance risks of organizations. (PO8, PO7)
- 3) Analysing the best practices for measuring and disclosing ESG metrics. (PO3, PO4)
- 4) Examining the issues of companies addressing supply chain, climate change and sustainability processes. (PO9)

POs	1	2	3	4	5	6	7	8	9
CO1	✓	✓							
CO2							✓	✓	
CO3			✓	✓					
CO4									✓

Course content:

Module I: Articulating & Enacting Corporate Purpose- Importance of corporate purpose from both theoretical and practical perspective. Articulation of corporate purpose. Legal norms, business norms, & cultural norms in the past and how they are shifting today. Importance of Organizations accountability & their effective communication to the stakeholders

Module II: Redefining the Roles of Government and Business to Address Social and Environmental Challenges- Importance of corporations' obligations to society. Expectations of consumers, investors & employees on companies' response to address social and environmental issues. Alignment of corporate's profit and social values.

Module III: Communicating with Investors on Environmental and Social Risks and Priorities- Origins of sustainable investment movement & how it has changed now? Investors communication of ESG priorities to companies. **Governing ESG Risks and Opportunities** – Companies risk mitigation and seizing business opportunities. Steps in ESG process. Is ESG a better risk monitors than compliance? ESGs interaction with traditional enterprise risk management.

Module IV: Measuring and Disclosing Environmental and Social Risks and Priorities – Lack of standardized ESG metrics. ESG standard setters – Standards that companies should report. Differences between standards, frameworks, rating agencies and data providers. Main providers of ESG ratings and company analysis. Difference between investors' expectations of ESG disclosure and stakeholders' expectations, CDP Scores.

Module V: Building Resilience Against Supply Chain Risks & Environmental risks- Increased legal and regulatory risks of supply chain risks. Emerging technologies and approaches to address supply chain risk and examples of companies overseeing supply chain. Consumers' expectations on organizations' environmental practices. Legal risk of corporates failing to oversee or disclose the risk of climate change. Role of boards in overseeing environmental risks.

Reference Books:

- 1) Figueres, C., & Rivett-Carnac, T. (2021). *The future we choose: the stubborn optimist's guide to the climate crisis*. Vintage.
- 2) Williams, E. (2015). *Green giants: How smart companies turn sustainability into billion-dollar businesses*. Amacom.
- 3) Ehrenfeld, J. (2008). *Sustainability by design: A subversive strategy for transforming our consumer culture*. Yale University Press.
- 4) McAteer, P. (2019). *Sustainability Is the New Advantage: Leadership, Change, and the Future of Business*. Anthem Press.

VALUE ADDED COURSES

**VALUE ADDED COURSE
EXCEL FOR MANAGERS**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

The course seeks to

- * To familiarize the students with Excel functions
- * To have hands on experience in excel formulas.
- * To experience data cleaning & data crunching for exploring insights.

Course Content:

Module I: Managing the Work book

Create workbook & worksheet; Navigation & formatting; Customise toolbars; Name ranges & cells; custom data formats; conditional formatting & filtering

Create & manage tables; table styles and options; Filter & sort a Table; Page layout & Print options

Protect cells, sheets, workbook, manage comments

Module II: Functions

Data functions: SUM, MIN, MAX, COUNT, AVERAGE

Logical functions: AND, OR, IF, IFERROR, SUMIF, AVERAGEIF, COUNTIF

Text functions: RIGHT, LEFT, MID, UPPER, LOWER, PROPER, CONCATENATE

Date functions: TODAY, DAYS, MONTH, EDATE, EMONTH,

Module III: Charts, Objects & Workbook elements

Create & format charts, switch between rows and columns in source data, modify chart elements

Insert text boxes, shapes, images, modify object properties

Custom cell formats, autofill, data validation, filtering options, Trace precedence & dependence

Module IV: Formula & Operations

Logical operations using AND, OR functions, simple nested formula,

VLOOKUP, HLOOKUP, XLOOKUP operations

Module V: Data analysis & Macros

Data cleaning, Text to Data, Group rows & columns, Pivot tables & charts

Creating & executing simple Macros

Reference Books:

1. Michael Alexander, Dick Kusleika, Microsoft Excel 365 Bible, Wiley Publication, March 2022
2. Michael Alexander, Microsoft Excel 2019 Bible, Wiley Publication, December 2018
3. William Fischer, Excel: Quick start guide from beginner to expert, Createspace Independent publication, May 2016
4. Michale Alexander, Pivot Table Data Crunching, Microsoft Press, February 2019

**VALUE ADDED COURSE
CORPORATE READINESS TOOLKIT**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

1. Enabling placement cracking skills (Personal Interviews & Group Discussions).
2. Developing effective tactics to deal with day-to-day office difficulties.

Course Content:

For convenience, the course is divided into **4 modules**.

Module 1: Placement Season Readiness

Duration: 2 Sessions

Module Objective:

- Understanding the characteristics of good vs. bad interviews.
- How to crack Behavioural, Stress & Case Study Interview questions?

Module 2: E-Mail Etiquettes

Duration: 2 Sessions

Module Objective:

- Why E- mails matter? Characteristics of Convincing vs Unconvincing e-mails.
- Fighting E-mail non-responsiveness.

Module 3: Swimming with Sharks

Duration: 2 Sessions

Module Objective:

- How to handle beaurocracy at work?
- What to do when boss says NO!

Module 4: How to be better organized?

Duration: 2 Sessions

Objective:

- Cultivating the habit of moderation.
- Giving-Accepting feedback.

Textbook:

1. Karamchandani, Anil. (2015). *21 Office Situations: How to Deal With Them?*. A K Books.

Reference Books:

1. Raman, Meenakshi., Singh, Prakash. (2021). *Business Communication* (2nd Ed., 14th impression). Oxford University Press.
2. HBR's 10 Must Reads. *On Communication*. (2013). Harvard Business review Press.

**VALUE ADDED COURSE
RURAL DEVELOPMENT IMMERSION PROGRAMME**

Course Code: 24MVA31

Credits: 1.0

Total No. of Sessions: 7-8 days

Course Objectives:

The objectives of this course is

- Expose the students of Business Management to the issues of poverty, inequality and development in rural and urban context
- Make them understand the status, issues and interventions related to livelihoods, health and education
- Help them to critically look at the roles of different stakeholders (govt., NGOs and corporate) in the process of development at the grassroots
- Facilitate self-reflection process to connect self (as a business management professional) in development process

Course Content:

This is a full time course running for 9- 10 days. The course delves in to the following dimensions:

- I. Poverty, Inequality and Development
- II. Livelihoods and Development
- III. Social Development (Health and Education)
- IV: Contemporary issues and case analysis

Methodology

The following methods would be used in the course:

- Documentaries followed by dialogue
- Simulation exercise
- Case studies from field
- Resource lectures and interaction
- Observation-reflection – documentation
- Focused discussion with communication Modules facilitated by field visits.

Course Evaluation:

The course is proposed to be offered in collaboration with DHAN Foundation, Madurai.

Evaluation would be based on the Reports of Field visits, Class Participation and Term Paper

**VALUE ADDED COURSE
ART AND SCIENCE OF HEALTHY LIVING**

Credits: 1.0

Total No. of Sessions: 8

Overview

The value-added course "Art and Science of Healthy Living" emphasizes the benefits of healthy living habits like yoga, and meditation. The importance of mental, physical, and psychological well-being in a healthy lifestyle was widely acknowledged by medical practitioners and research scholars. Educational institutions can make significant contribution to Government of India's "Fit India" initiative (<https://fitindia.gov.in>) through such courses. Young people can reach their full potential if they can follow a healthy lifestyle and have good health.

Course Objective

1. To Promote healthy living practices among students' community
2. To create awareness about Yoga and integral approach to mind body well being
3. To appreciate importance of meditation and its relationship to mental health.

Module 1- Introduction to healthy living practices

Introduction to five element theory- Interconnectedness of five element theory with wellbeing of an individual- Wood- Earth- Water- Fire- Metal- Meridians- characteristics of five elements that are associated with season, weather, color, and symptoms/disease states.

Module 2- Importance of Yoga

Foundations of Yoga- Relevance of yoga with health - Pranayama and its importance – Selected Asanas- Integral approach to mind body wellbeing.

Module 3- Importance of Meditation

Relaxation, Meditation, Sleep, and its importance. Entrainment of mind and Generation of feelings resulting in Entrainment of brain- Savasana Meditation, Aga Oli Meditation, Chakra Meditation, Kavasa Meditation, Vipassana Meditation.

Module 4- Mind, Body and Spirit Connectedness

Endocrine glands, Thymus, Hypo thymus gland, pituitary Gland, Pineal Gland and its importance, Emotional Quotient Vs Spiritual Quotient, and its interconnectedness.

Books

1. Hegde, B. M. (2006). What Doctors Don't Get to Study in Medical School. United Kingdom: Anshan.
2. Vora, D. (n.d.). Health in Your Hands. India: Gala Navneet Publications Limited.
3. Murphy, J. (2018). The Power of Your Subconscious Mind. India: Jaico Publishing House.
4. Lipton, B. H. (2015). Biology of Belief. United States: Hay House, Incorporated.

YouTube Links

S.No	You tube videos	Link
1	How Music Can heal your brain and heart	https://www.youtube.com/watch?v=NIY4yCsGKXU
2	Five element theory	https://www.youtube.com/watch?v=T7TqPPGsZqo
3	Yoga Therapy BKS Iyengar	https://www.youtube.com/watch?v=G2dPW0KaUYI
4	The science of Yogic Breathing	https://www.youtube.com/watch?v=aIfwbEvXtwo
5	How to Activate your Pineal Gland	https://www.youtube.com/watch?v=Un7O8SiBvHM

Further Readings

S.No	Research Articles	Topic
1	Li, S., Xu, J., Tang, L., Li, Y., Wang, H., Zhao, L., ... & Li, N. (2021). Application of five-element music therapy in pain coping skills training in patients with knee osteoarthritis. <i>Journal of Integrative Nursing</i> , 3(4), 161.	Music Therapy
2	Francisco, S., & Puwacharoen, C. (2019). Multiple Sclerosis Symptom Management Using Constitutional Five Element Acupuncture: A Case Report. <i>Available at SSRN 3506382</i> .	Five Element therapy
3	Manoharan, P. (2021). PROSPECTS OF MUSIC AS A FORM OF HEALING IN TIMES OF A GLOBAL PANDEMIC. <i>Jurnal Gendang Alam (GA)</i> , 85-96.	Music as a form of healing
4	Kakumanu, R. J., Nair, A. K., Venugopal, R., Sasidharan, A., Ghosh, P. K., John, J. P., ... & Kutty, B. M. (2018). Dissociating meditation proficiency and experience dependent EEG changes during traditional Vipassana meditation practice. <i>Biological psychology</i> , 135, 65-75.	Vipaasana Meditation
5	Jackson, S. B. (2020). Rolling My Third Eye: The Third Eye and Pineal Gland Connection. <i>DU Quark</i> , 5(1), 6-13.	Third Eye: Pineal Gland

**VALUE ADDED COURSE
DESIGN THINKING**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

- * Introduce the mindset, transfer the toolkit and impart the knowledge required to think and act like a Designer.
- * Develop the empathic, creative, collaborative, and problem-solving skills of the students which form part of the Design Thinking Toolkit.

Course Content:

Module I: Laying the Foundation

Right and Left Brain Thinking – Origin, Nature, and Scope of DT - Problems and Opportunities – Wicked Problems and Design Thinking - Design Principles – Design in Business – Five Phases in DT.

Module II: Understanding the Problem

Empathy – Beginner’s Mindset – Empathic Habits – Empathic Design – Instruments: Listening – Observation – Questioning – Immersion – Storytelling – Traits: Sincerity – Humility – Curiosity – Empathy Mapping.

Module III: Stating the Problem

Defining the Problem – Analysis and Synthesis – Good Problem Statement – Human- Centricity– Scope: Broad and Narrow – Point of View (PoV) – How Might We (HMW) – Why-How Laddering.

Module IV: Generating Ideas

Ideas – Going Wide – Creativity and Innovation – Challenging Assumptions – Ideation Methods: Brainstorming – SACMPER – Mindmap – Storyboard – Worst Possible Ideas – Best Practices – Guidelines.

Textbook:

1. Design by Change: How Design Thinking Transforms and Inspires Innovation by Tim Brown, Harper Collins (2009)

Reference Books:

1. A Whole New Mind by Daniel Pink, Riverhead Books (2006)
2. The Innovator’s Dilemma: Mastering Five Disruptive Innovation by Clayton M Christensen, et al HBR Press (2011)
3. Design Thinking: Understanding How Designers Think and Work by Nigel Cross, Bloomsbury (2011)
4. Design of Business: Why Design Thinking Is the Next Competitive Advantage by Roger Martin, HBR Press (2009)
5. Designing for Growth: A Design Thinking Toolkit for Managers by Jeanne Liedtka and Tim Ogilvie, Columbia Business School Publishing (2011)

**VALUE ADDED COURSE
SQL FOR MANAGERS**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

The course seeks to

- * To familiarize the students with Structured Query Language (SQL) statements
- * To have hands on experience in SQL formulas
- * To experience data retrieving, collections from various sources

Course Content:

Module I – Introduction to SQL, Data Definition Language (DDL), Data Manipulation Language (DML).

Module II –Create a new Database, Queries, CREATE TABLE, SQL Constraints, Primary-key, foreign key, auto increment, alter table, insert into, update, delete, select, the order by, keyword, select distinct, WHERE clause, operators, like operator, in operator, between operator, wildcards, and & or operators.

Module III - Joins, Different SQL JOINS, SQL Scripts, using Comments, Single-line comment, Multiple-line comment, Variables, Built-in Global Variables, @@IDENTITY, Flow Control, IF– ELSE, WHILE, CASE.

Module IV - CURSOR , Views, Using the Graphical Designer, Stored Procedures, NOCOUNT ON/ OFF

Module V – Functions, Built-in Functions, String Functions, Date and Time Functions, Mathematics and Statistics Functions, GROUP BY Statement, HAVING Clause, User-defined Functions, Triggers, Communication from other Applications, ODBC, Microsoft Excel.

References

1. SQL for Data Analytics- Harness the power of SQL to extract insights from data, 3rd Ed, Jun Shan, Matt Goldwasser, Upom Malik, Benjamin Johnston, 2022
2. Learning SQL: Generate, Manipulate, and Retrieve Data 3rd Ed, Kindle Edition, Alan Beaulieu 2020
3. SQL Practice Problems: 57 Beginning, Intermediate, and Advanced Challenges for You to Solve Using a "Learn-by-doing", by Sylvia Moestl Vasilik, 2016

**VALUE ADDED COURSE
FINANCIAL PLANNING**

Credits: 1.0

Total No. of Sessions: 8

Course Overview:

The objective of this course is to provide students with the knowledge and skills necessary to develop and implement a comprehensive financial plan. Upon completion of the course, students should be able to assess the personal financial planning process, the life cycle of financial plans, and methods of goal achievement. It also aims to recognize how planning and timing impact personal wealth over a lifetime. By the end of the course, students will have acquired the knowledge and skills necessary to develop comprehensive financial plans, make informed financial decisions, and be equipped to apply their financial planning skills to their personal lives for improved financial well-being.

Course Outcomes (COs):

This course aims at

1. Gaining a comprehensive understanding of personal finance principles (PO1)
2. Developing skills to assess one's personal financial situation (PO2)
3. Creating personalized financial plans that align with their short-term and long-term goals (PO3)
4. Demonstrating proficiency in making informed decisions related to major financial milestones and challenges in life (PO5)

POs	1	2	3	4	5
CO1	✓				
CO2		✓			
CO3			✓		
Co4					✓

COURSE CONTENT:

Module I – Wealth Management and Economic cycles

Financial Planning vs wealth management; Life Cycle Vs. Wealth Cycle; Economic Cycles, Indicators; Macroeconomic risks and indicators

Module II – Investment asset classes – risk profiling

Nature, characteristics and avenues of various asset classes – equity, gold, debt; Risk Return Framework, Measuring down-side risk, Risk Profiling of various asset classes – Equity, gold, debt.

Module III – Personal portfolio – construction and evaluation

Investment horizon, Portfolio diversification; Construction of personalized portfolio and evaluation

Reference Books

1. Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. (2019). Personal finance. McGraw-Hill Education.
2. Garman, E. T., & Fogue, R. E. (2018). Personal finance. Cengage Learning.
3. Altfest, L. J. (2017). Personal financial planning. McGraw-Hill Education.

**VALUE ADDED COURSE
TRUTH OF EVERYTHING**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

- To facilitate Joyful living by understanding the true source of happiness.
- To increase the ability to logically approach and handle difficult situations in life.
- To show how to be a high achiever in life without stress and other negative emotions.

Course Content:

Module I: You: What is "INSIDE" us - Who Am I?

The Five Layers – Nature of Ego – Objects and goals in life – Ultimate Goal - True source of happiness. Physical Body and Mind – Five Sense Organs and Five Action Organs – Means of gaining knowledge.

Module II: Mind: The Window to the world: Thoughts, Memory and Emotions

Understanding the basic nature and functioning of the mind – Role of the four components of the mind – controlling mind – training the mind – role of meditation – ensuring a mind that is completely free of suffering.

Origin and source of our thoughts – decisive thoughts vs oscillating thoughts – Memory – The nonstop commentary in our head – Building blocks of emotions – Contamination thru likes and dislikes – Reasons for stress in work – Attaining Holistic personality with a mind that is capable of handling itself and the world.

Module III: Truth: What is "Out there" Vs How you Know.

Senses-Perception-Cognition, Logic-Induction-Reason, Truth vs False, Real-Unreal – How what is inside grasps what is outside using the mind as a window – Clarity in mind for grasping the true world view.

Module IV: Happiness

What is happiness? – Relationship between pursuits of desire (to acquire money, position, power, fame etc) and happiness. – External Knowledge leading to comforts in life and Internal Knowledge leading to PSH(Peace/ Security/ Happiness) – The need for gaining self-knowledge and the steps towards gaining it.

Textbook:

Path to Joyful Living by Raja Subramaniyan (Available online for free download)

Reference Books:

TruthOfEverything.TV

**VALUE ADDED COURSE
INTO THE WORLD OF LIFE AND BUSINESS**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

- To impart skills needed to succeed as a leader in the 21st Century.

Learning Outcome

Familiarity and ability to use the learned methods

Course Content:

Session 1: Setting the Context

Session 2: Introspection – Reflective Thinking – Reflective Analysis – Reflective Action

Session 3: Cases – Ramana Maharishi - Gandhi – Andy Grove – Indira Nooyi

Session 4: Moving from WHAT and WHY to HOW – Students' Exercise

Session 5: Outrospection – Empathy

Session 6: WHAT – HOW - WHY

Session 7: Cases – Saint Francis of Assasi – Vallalar - TOMS Shoes – Aravind Hospitals

Session 8: Empathy Exercise Presentation by Students

**VALUE ADDED COURSE
GOOD, BAD AND BIAS BEHAVIOUR**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

- To expose the heuristics and biases in behavioral responses.

Learning Outcome

Being aware of human behavioral biases and overcome them.

Course Content:

Session 1: Economics and Behavioral Economics

Session 2: Satisficing - Bounded Rationality of Herbert Simon

Session 3: Thinking, Fast and Slow – Amos Tversky and Daniel Kahneman – Heuristics

Session 4: Heuristics – Representativeness and Availability – Adjustment and Anchoring

Session 5: Fallacies – Sunk Cost Fallacy – Escalation of Commitment

Session 6: Biases – Confirmation – Status Quo Bias etc.

Session 7: Framing Effect – IKEA Effect, etc – Nudge Theory of Richard Thaler

Session 8: Student Assignment and Presentation

**VALUE ADDED COURSE
GENDER SOCIALISATION & SENSITIZATION**

Credits: 1.0

Total No. of Sessions: 8

About the Course:

This value-added Course will help the student to understand how gender socialization could influence the lives of women as well as men. This will enable the student's industry ready and make career choices, sensitizing gender socialization.

Course Objective:

After completion of this course the students will be able to:

- Identify the career opportunities overcoming the social constructs to empower oneself.
- Analyse the United Nations Policies and attain the Millennium development goals in the technological era.

Course Content:

Module -I

Gender Socialisation -Definition -Meaning -Culture's view on gender – rules norms and expectations. Agents of Gender Socialization - Influencing factors.

Module- II

Sex Vs Gender - Sex meaning -Gender Meaning -Social Constructs -Gender early and adulthood socialization.

Module -III

Gender Roles, Gender Identity, and Gender Stereotypes – Gender Inclusiveness.

Module -IV

UNO Policies on empowerment - Gender equality -Equity – Discrimination –career choices, abilities, rights.

Module -V

Developmental goals: Gender budgeting, and gender auditing -Gender Sensitivity.

References

1. Chattopadhyay, Sujit Kumar. *Gender Socialization and making Gender in the Indian Context*, Sage Publications,2018.
2. Rupani, Khushbu and, Manwani, Neeta, *Gender Equality*, Notion Press, 28 August, 2020.
3. Singh, Raj Pal, Sihag, Anupama, *Gender Sensitization: Issues and Challenges*, Raj Publications, 2019
4. JaneBlithe,Sara, *Gender Equality and Work-life Balance*.
5. Rao, Aruna, Sandler. Joanne, Kelleher, David, *Gender at work theory and practice for 21st century organizations*.

E Resources

1. It's Long Past Time to Fix **Gender Inequality**

<https://search.ebscohost.com/login.aspx?direct=true&db=buh&db=bwh&db=ddu&bquery=gender+inequality&cli0=FT&clv0=Y&type=0&searchMode=And&site=ehost-live>

2. Remote Work and Post-Bureaucracy: Unintended Consequences of Work Design for **Gender Inequality**

<https://web.p.ebscohost.com/ehost/results?vid=2&sid=11a2a0eb-430d-4608-8f4e-a6bd03d9c45f%40redis&bquery=gender+inequality&bdata=JmRiPWJ1aCZkYj1id2qmZGI9ZGR1JmNsaTA9RIQmY2x2MD1ZJnR5cGU9MCZzZWYy2hNb2RlPUFuZCZzaXRlPWVob3N0LWxpdmU%3d>

3. Positivizing the Meaning of BIAS: Toward a sustainable future through **gender** equality.

<https://web.p.ebscohost.com/ehost/results?vid=2&sid=11a2a0eb-430d-4608-8f4e-a6bd03d9c45f%40redis&bquery=gender+inequality&bdata=JmRiPWJ1aCZkYj1id2qmZGI9ZGR1JmNsaTA9RIQmY2x2MD1ZJnR5cGU9MCZzZWYy2hNb2RlPUFuZCZzaXRlPWVob3N0LWxpdmU%3d>

**VALUE ADDED COURSE
TAKING CHARGE OF YOUR LIFE**

Credits: 1.0

Total No. of Sessions: 8

Introduction:

From the day a child begins school, it is bombarded with information: it learns the alphabets, and so, to write and read sentences and, finally, whatever it wants. It is also taught numbers, addition, subtraction and how to manipulate them. As it grows further, the child, now a career oriented individual, is informed about how to be an engineer, a doctor, a lawyer, writer, economist, and what not. The individual ends up as a specialist in one or more of these areas, often more like a well-aligned machine rather than a human being. At no stage of one's progress in learning is one formally taught how to live. Is a child ever taught how to manage one's own life, even though that should undoubtedly be the most critical aspect of one's learning?

Among the thousands of youngsters that I have come across in my long career as a teacher and a mentor, I have rarely found one who has any concept of one's own life, leave alone the general philosophy of it. Their only ambition in life seems to be about getting a good job and enjoy the luxuries it can provide. Otherwise, they are confused, highly stressed, goalless, and often mistaking street smartness as the means to get along – thus living always in a survival mode. Self-help books become the bible to those who choose to understand and correct the deep discomfort or unhappiness in their existence only to be confused through some bad decrees.

This course is designed as a mid-course correction to their current lives, in making them more aware of what actions the youngsters can take to make their lives more meaningful and enjoyable by enabling to take control of their own destinies. It is not fool proof but certainly a guide towards being so.

Course Objective:

The Objective of this course is to create an awareness of how one can take charge of one's life, by exposing the participants to the wisdom of masters in the field of behavioral science, philosophy, and spiritual science. At the end of the course, the participants should find a marked transformation in their lives. This will improve their productivity, creative thinking, confidence, and intuition.

Course Methodology:

The course will be strictly discussion oriented with some theoretical inputs based on established books and research. The curriculum will primarily deal with limiting beliefs, conscious and subconscious mind, and living in the present. It will be based on three must read prescribed books on the above concepts, but wisdom from other books and case studies will be brought in.

The sessions will be so organized that the prescribed texts will be discussed in detail, along with related material that substantiate the concepts further and throw more and recent light on the subjects. Experiences where required, will also be shared.

The participants will also be introduced to mindfulness meditation to enhance their awareness in taking charge of one's life.

It is contemplated that about 20 hours will be required to do full justice to such a course. A detailed session wise outline will be provided once the course is accepted. It is also suggested that the ideal size of the class should be thirty and under, though up to a maximum of 50 can be accommodated.

It can also be covered as an inspirational course with less number of sessions, where the participants need not read the three books (though they are encouraged to do so later on) as the instructor chooses to use the inspirational issues from them and deliver lectures, encourage discussion and share experiences, in a workshop mode.

Prescribed Texts:

1. Johnathan Livingstone Seagull – Richard Bach
2. The Power of the Subconscious Mind - Dr. Joseph Murphy
3. The Power of Now – Eckhart Tolle

Reference Books:

1. The Four Agreements – Don Miguel Ruiz
2. You are The Placebo – Dr. Joe Dispenza
3. Mind to Matter – Dawson Church
4. The Biology of Belief – Bruce Lipton
5. The Bhagavata Gita – Eknath Easwaran, or any other
6. Miscellaneous books as available.

Course Facilitator:

S. Jagadish, former Professor at IIM Bangalore, with extensive experience in consulting and mentoring. Continue teaching on invitation and mentoring on request. Actively associated with the Mahatma Gandhi National Fellowship (MGNF) programme of IIMB.

VALUE ADDED COURSE
EMPLOYMENT COMMUNICATION

Credits: 1.0

Number of sessions: 8

Course Overview

The course intends to support the students in preparing the documents related to recruitment and in performing in interviews confidently. It helps them understand the nuances of employment communication and handle situations tactfully during interviews. It aims to make students aware of the probable questions in the interviews and answer them appropriately citing references from their learning experiences.

Module 1

Resume/CV Making & Cover Letter

- Overview
- Importance
- Role of a resume/CV and cover letter in the selection process
- Ways to compile an appropriate resume/CV and cover letter

Module 2

Pre-Interview Preparation

- Research the company
- Research the job title/description
- Know your skillset
- Skills acquired
- Knowledge gained
- Soft skills developed

Module 3

Written Communication

- Follow-up Messages
- Letter of Acceptance
- Letter Declining a Job Offer
- Letter of Resignation

Module 4

Tell me about yourself.

- Introduction
- Academic background
- Work experience
- Technical/managerial skills
- Strengths and weaknesses
- Short-term and long-term goals

Module 5

Interview Questions

- Who is your role model?
- Where do you see yourself in 5 years?
- What is your greatest achievement?

Module 6

Video Resume & Career Portfolio

- Video Resume
- Career Portfolio

Module 7

- Mock Interviews

Module 8

- Mock Interviews

Reference Book: Bovee, C. L, Thill, J. V., & Raina, R. L. (2021). Business Communication Today. Sixth Impression. Pearson.

Other Resources:

www.youtube.com

www.tedtalks.com

VALUE ADDED COURSE CRITICAL THINKING

Credits: 1.0

Total No. of Sessions: 8

COURSE OVERVIEW

The ability and agility to think clearly, concisely, empathetically, and with a solution-oriented approach has come to be considered as the one of the most preferred human or workplace skills to compete in today's technology driven world. Reports published by Forbes (2024) and Coursera (2024) has thrown significant focus on the transition of human-centered intangible, transferrable, and non-technical traditional "soft skills" to "power skills", which are extremely difficult to learn and apply in the professional world. Critical thinking and problem solving is one such power skills valued highly by World Economic Forum in its report in 2023. Keeping in mind the growing competition and struggle to stand out, this value-added course *Critical Thinking* aims to train students towards art of precise thinking and develop problem solving abilities in all spheres of life. The 8 sessions of *Critical Thinking* comprise of 1. Observation Forming 2. Conceptualizing 3. Analysing 4. Inference making 5. Interpretation & Communication: Relevance Association 6. Problem Solving 7. Decision making, 8. Rationalizing/ Justifying. Overall, the course presents itself as a capacity building exercise which aims to enhance student's placement chances, career and individual growth.

COURSE CONTENT:

MODULES:

Module I: Understanding & Observation Forming

To Do: This practical based session will focus on introducing linear and non-linear thinking towards understanding and observation formation.

Reference Materials:

- HBR's "Linear Thinking in a Non-Linear World" <https://hbr.org/2017/05/linear-thinking-in-a-nonlinear-world>
- "Linear Thinking: The Ultimate guide to Linear Thought process" <https://www.mindmanager.com/en/tips/linear-thinking/>
- "What kind of Thinker I am? Linear vs. Non-Linear Thinking" <https://chuckslamp.com/index.php/2009/04/11/non-linearthinking/>
- Lateral Thinking: "How to workshop innovative ideas?"

<https://www.youtube.com/watch?v=-yM6m83Umjs>

Module II: Conceptualization/ Ideation/ Brainstorming

To Do: This practical session focuses on connecting observations to a tangible, feasible, identifiable, & implementable concept that has real life implications. It also focusses on asking right questions and forming arguments/counterarguments.

Reference Materials:

- "4 simple ways to have a great idea | Richard St. John", <https://www.youtube.com/watch?v=mtn31hh6kU4>
- "Brainstorming techniques: How to innovate in Groups", <https://www.youtube.com/watch?v=YXZamW4-Ysk>
- "The Right question framework for Decision-Making, Coaching and Achieving Goals", <https://www.youtube.com/watch?v=q1rXkqlm9pI>
- "The art of asking right questions", <https://www.youtube.com/watch?v=tYnGiWlwcj4&t=8s>
- HBR's "Are you solving the right problem?" <https://www.youtube.com/watch?v=tYnGiWlwcj4&t=8s>

Module III: Fostering Analysis

To Do: This module focusses on understanding and removing common cognitive fallacies and biases to optimize bias-free analysis.

Reference Materials:

- Textual analysis, <https://www.scribbr.com/methodology/textual-analysis/>
- What is critical reading? <https://www.csuohio.edu/writing-center/critical-reading-what-critical-reading-and-why-do-i-need-do-it>

- 13 Types of Common Cognitive Bias That Might Be Impairing Your Judgment, <https://www.verywellmind.com/cognitive-biases-distort-thinking-2794763>

Module IV: Inference Making

To do: This module will aim to train students towards synthesizing the analytical findings and factual premises towards making logically valid conclusions/inferences, and prioritizing inferences.

Reference Materials:

- Understanding ladder of inference, <https://gould.usc.edu/news/understanding-the-ladder-of-inference-navigating-cognitive-pitfalls/>
- Inference in arguments <https://www.thoughtco.com/inference-logic-term-1691165>
- Making inferences to improve reading comprehension <https://www.thoughtco.com/making-inferences-3111201>

Module V: Interpretation and Communication: Relevance Association

- **To do:** This session focuses on correct interpretation and communication of the valid conclusions by adding high relevance.

Module VI: Problem Solving

To Do: This session focusses on correct detection of problem arising out of interpretative findings.

Reference Material:

- " 5 ways to enhance your problem detection skills", <https://synapticpotential.com/attention/five-ways-to-enhance-your-problem-detection-skills/>

Module VII: Decision Making

To do: This session focusses on reflecting the skills and steps of correct decision making.

Reference Materials:

- [The Art of Decision Making, https://www.newyorker.com/magazine/2019/01/21/the-art-of-decision-making](https://www.newyorker.com/magazine/2019/01/21/the-art-of-decision-making)
- [Spotlight On The Art of Decision Making, https://hbr.org/2013/11/spotlight-on-the-art-of-decision-making](https://hbr.org/2013/11/spotlight-on-the-art-of-decision-making)

Module VIII: Art of Justification/Rationalization

To do: This session focusses on communicating the entire findings, analysis, inferences, strategy, decisions towards a strong rationalization that can be implemented and approved.

Reference Materials:

- Theory of Opinion Formation, <https://www.ethicalpolitics.org/ablunden/pdfs/Opinion-formation-theory.pdf>
- Components of Public Opinion, <https://www.britannica.com/topic/public-opinion/Components-of-public-opinion-attitudes-and-values>
- Rationalization, <https://www.psychologytoday.com/us/basics/rationalization>

[n.b.- Every session, i.e. 75 minutes will comprise of understanding the conceptual side of the session objective followed practical classwork whereby students must complete the classwork pertinent to respective session]

TEXTBOOK:

Critical Thinking, Logic & Problem Solving. Author: Alexander C. Sterling. https://www.amazon.com/Critical-Thinking-Logic-Problem-Solving/dp/B0CW1ZHZCQ/ref=sr_1_7?crd=2JL57MT2OJ5T8&dib

Or

HBR guide to Critical Thinking : HBR Guide Series. https://www.amazon.com/HBR-Guide-Critical-Thinking/dp/B0C1HJFZW7/ref=sr_1_13?crd=2JL57MT2OJ5T8&dib=e

OTHER REFERENCES:

- Coursera. (2024, February 19). 7 Power Skills That Are in Demand in 2024 and How You Can Help Your Employees Develop Them. Retrieved from <https://www.coursera.org/enterprise/articles/power-skills-in-demand-2024>
- Wells, R. (2024, February 19). Soft Skills Vs. Power Skills—Is There A Difference?

[nb- Every session, i.e. 75 minutes will comprise of understanding the conceptual side of the session objective followed practical classwork whereby students must complete the practical classwork pertinent to respective session]

End of BOS Document for MBA 2024-2026 batch