



**SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING**  
(Deemed to be University)

**Syllabus for**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(M.B.A)**

(Effective from Semester II for the batch starting in June 2018 and onwards)

Prasanthi Nilayam – 515 134,  
Anantapuramu District, Andhra Pradesh

# SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING

## Underlying Philosophy of SSSIHL

*“The Sai educational institutions have been established not merely to enable students to earn a living but to make them acquire good traits, lead ideal lives, and give them ethical, moral and spiritual strength. I have established them with a view to inculcate love and teach good qualities to students. They will learn here humility, discipline and faith.*

*I have established these institutions to impart spiritual education as a main component and worldly education as a secondary one. Education should enable one to cultivate good qualities, character and devotion. The teaching of the university curricula is only the means employed for the end, namely, Spiritual uplift, Self-discovery and Social Service through love and detachment.*

*This will be a Gurukula - a place where teachers and taught will grow together in love and wisdom - and like the ancient system of education, it will develop in its students a broad outlook and promote virtues and morals, which serve to foster noble ideals in society.*

*This Institute will be a temple of learning where youth are shaped into self-reliant, contented and enterprising heroes of action and self-sacrifice, for the purpose of serving humanity.”*

**- Bhagawan Sri Sathya Sai Baba**

## Vision

- To assist generations of students acquire Self-knowledge (Atma Vidya) and Self-confidence (Atma Vishwas), so as to cultivate Self-sacrifice and earn Self-realisation; thereby moulding them into leaders who will benefit society.

## Mission

- To mould well-rounded holistic individuals – professionally sound, socially responsible and spiritually aware – who embody noble values and a right attitude, through Educare (Integral Education based on Human Values) that caters to the physical, intellectual, emotional, psychological and spiritual dimensions of the human personality.

## Core Purpose

- To impart true, ideal education, and mould students as ideal citizens wedded to the service of society.  
To provide the youth with an education which, while cultivating their intelligence, will also purify their impulses and emotions and equip them with the physical and mental disciplines needed for drawing upon the springs of calmness and joy that lie in their own hearts
- To help students to cultivate self-knowledge and self-confidence, so that each one can learn self-sacrifice and earn self-realisation
- To blossom students as true representatives of Bharatiya Samskriti, spreading tolerance, charity and brotherhood throughout the World.
- To equip students for the role of future leaders of India, as persons of integrity and character, as embodiments of truth, justice (righteousness), peace and love; and to confer on them the courage to stand up against injustice, indiscipline, immorality and falsehood.

## **Programme Outcomes**

### **PROFESSIONAL PROGRAMMES**

- To develop future professionals with integrity and character who are academically sound, socially responsible and spiritually aware – who embody noble values and a right attitude.
- Develop self-reliant and enterprising heroes of action and self-sacrifice who serve humanity.
- Such spiritually aware professionals will influence organizations through their personal example and ethical practices rooted in the teachings of Bhagawan Sri Sathya Sai Baba.
- Through Educare, (Integral Education based on Human Values) the programme caters to physical, intellectual, emotional, psychological and spiritual dimensions of the human personality.

## **Programme Specific Outcomes**

### **MASTER OF BUSINESS ADMINISTRATION**

MBA Programme of Sri Sathya Sai Institute of Higher learning is the manifestation of the vision of Bhagawan Sri Sathya Sai Baba to-

- Shape young students into self-reliant and enterprising heroes of action and self-sacrifice, for the purpose of serving humanity.
- Develop future leaders with integrity and character.
- Develop dedicated, dynamic, and professionally competent managers with a wholesome personality, academic soundness, right attitude and strong values.
- Such spiritually aware leaders will influence organizations through their personal example and ethical practices rooted in the teachings of Bhagawan Sri Sathya Sai Baba.

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**MBA**  
**Structure and Scheme of Evaluation**  
Applicable from the batch 2018-19 onwards w.e.f. September 2018

<b>First Semester</b>						
<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>CREDITS</b>	<b>HOURS</b>	<b>MODE OF EVALUATION</b>	<b>THEORY/PRACTICAL</b>	<b>MAXIMUM MARKS</b>
MBAG-101	Economics for Managers	3	3	IE2	T	100
MBAG-102	Values Based Management	4	4	IE2	T	100
MBAG-103	Marketing Management	4	4	IE2	T	100
MBAG-104	Self Development	1	3	I	P	50
MBAG-105	Financial Accounting for Managers	3	3	IE2	T	100
MBAG-106(T)	Financial Management	3	3	IE2	T	100
MBAG-106(P)	Computer Applications- Financial Management	1	2	I	P	50
MBAG-107	Statistics for Business Management	3	6	I	P	100
MBAG-108	Business and Managerial Communication-1	1	2	I	P	50
MBAG-109	Analytical and Presentation Skills Part-1	1	2	I	P	50
SAWR-100	Awareness Course-I: Indian Ethos and Values (Part-1)	1	1	I	T	50
	<b>TOTAL</b>	<b>25</b>	<b>33</b>			<b>850</b>
<b>Second Semester</b>						
<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>CREDITS</b>	<b>HOURS</b>	<b>MODE OF EVALUATION</b>	<b>THEORY/PRACTICAL</b>	<b>MAXIMUM MARKS</b>
MBAG-201	Entrepreneurship and Innovation	1	3	I	P	50
MBAG-202	Human Resources Management	4	4	IE2	T	100
MBAG-203	Fundamentals of Research Methods	1	2	I	P	50
MBAG-204	Business Law	3	3	IE2	T	100
MBAG-205	Rural Management (Seminar)	4	4	I	T	100
MBAG-206	Management Accounting	4	4	IE2	T	100
MBAG-207	Service Operations Management	4	4	IE2	T	100
MBAG-208	Management Science	2	4	I	P	50
MBAG-209	Analytical and Presentation Skills Part-2	1	2	I	P	50
MBAG-210	Year End Viva voce	2	0	-	V	50
SAWR-200	Awareness Course-II: Indian Ethos and Values (Part-2)	1	1	I	T	50
	<b>TOTAL</b>	<b>27</b>	<b>31</b>			<b>800</b>

Third Semester						
PAPER CODE	PAPER TITLE	CREDITS	HOURS	MODE OF EVALUATION	THEORY/ PRACTICAL	MAXIMUM MARKS
MBAG-301	Strategic Management	4	4	IE2	T	100
MBAG-302	Group Dynamics	1	3	I	P	50
MBAG-303(T)	Management of Quality	2	2	IE2	T	50
MBAG-303(P)	Management of Quality - Applications	1	2	I	P	50
MBAG-304	Business and Managerial Communication-2	1	2	I	P	50
MBAG-305	Elective - I	4	4	IE2 / I**	T	100
MBAG-306	Elective - II	4	4	IE2 / I**	T	100
MBAG-307	Elective - III	4	4	IE2 / I**	T	100
MBAG-308	Computer Applications - Business Analytics	1	3	I	P	50
MBAG-309	Analytical and Presentation Skills Part-3	1	2	I	P	50
MBAG-310	Project work - Review	Non-credit	3	--	PW	50
SAWR-300	Awareness Course-III: Values in Management (Part-1)	1	1	I	T	50
	<b>TOTAL</b>	<b>24</b>	<b>34</b>			<b>800</b>
Fourth Semester						
PAPER CODE	PAPER TITLE	CREDITS	HOURS	MODE OF EVALUATION	THEORY/ PRACTICAL	MAXIMUM MARKS
MBAG-401	Values-Centred Leadership	3	3	IE2	T	100
MBAG-402	Fundamentals of Project Management	2	2	IE2	T	50
MBAG-403	Business Excellence	1	3	I	P	50
MBAG-404	Managing in the Information Age	2	2	IE2	T	50
MBAG-405	Elective - IV	4	4	IE2 / I**	T	50
MBAG-406	Elective - V	4	4	IE2 / I**	T	100
MBAG-407	Elective - VI	4	4	IE2 / I**	T	100
MBAG-408	Computer Applications- Enterprise Applications	1	3	I	P	50
MBAG-409	Analytical and Presentation Skills Part-4	1	2	I	P	50
MBAG-410	Project Work	6	4	E2	PW	150
MBAG-411	Experiential Leadership Development *	1		I	P	50
MBAG-412	E Business	2	2	I	T	50
MBAG-413	Comprehensive Viva voce	3	0	E1	V	100
SAWR-400	Awareness Course-IV: Values in Management (Part-2)	1	1	I	T	50
	<b>TOTAL</b>	<b>35</b>	<b>34</b>			<b>1000</b>
	<b>GRAND TOTAL (Four semesters)</b>	<b>111</b>	<b>132</b>			<b>3450</b>

\* This course starts after submission of projects.

\*\* Electives that are application oriented, and do not lend themselves to theoretical end semester evaluation, would be classified under mode of evaluation as 'I'. These have been specifically marked so in the list of electives.

The Project Work topic would be finalized by the end of the first semester and the project work would commence thereafter, continue in the third semester and would get completed in the fourth semester. The project work done in the third semester is reviewed based on a preliminary report submitted by the student and is evaluated for 50 marks, which is later included as part of the total marks of 200 in the fourth semester.

Total marks for the project work would be **200 marks**, which would include 50 marks for the review of the preliminary report submitted by the student at the end of the third semester + **150 marks** for the double evaluation of the project report at the end of the fourth semester.

Applicable from the batch 2018-19 and onwards

Project Work will commence at the end of the First Semester and the final report will be submitted by 20<sup>th</sup> December (Fourth Semester). Details in Regulation 8(b).

#### Modes of Evaluation

Indicator	Legend
<b>IE1</b>	CIE and ESE ; ESE single evaluation
<b>IE2</b>	CIE and ESE ; ESE double evaluation
<b>I</b>	Continuous Internal Evaluation ( <b>CIE</b> ) only Note: 'I' does not connote 'Internal Examiner'
<b>E</b>	End Semester Examination ( <b>ESE</b> ) only Note: 'E' does not connote 'External Examiner'
<b>E1</b>	ESE single evaluation
<b>E2</b>	ESE double evaluation

#### Types of Papers

Indicator	Legend
<b>T</b>	Theory
<b>P</b>	Practical
<b>V</b>	Viva voce
<b>PW</b>	Project Work
<b>D</b>	Dissertation

Continuous Internal Evaluation (CIE) and End Semester Examination (ESE)

PS: Please refer to guidelines for 'Modes of Evaluation for various types of papers', and 'Viva voce nomenclature & scope and constitution of the Viva voce Boards'.

### LIST OF ELECTIVES

#### \*\*\*MARKETING\*\*\*

M-MS	MARKETING STRATEGY
M-BRM	BRAND MANAGEMENT
M-CB	CONSUMER BEHAVIOUR
M-RuM	RURAL MARKETING
M-SeM	SERVICE MARKETING
M-ReM	RELATIONSHIP MARKETING
M-DM	DIGITAL MARKETING

#### \*\*\*FINANCE\*\*\*

F-FD	FINANCIAL DERIVATIVES
F-AFD	ADVANCED FINANCIAL DERIVATIVES
F-CF	COMPUTATIONAL FINANCE
F-FMBE	FORECASTING METHODS FOR BUSINESS AND ECONOMICS
F-MFM	MODELLING FINANCIAL MARKETS
F-RMFI	RISK MANAGEMENT IN FINANCIAL INSTITUTIONS
F-IFM	INTERNATIONAL FINANCIAL MANAGEMENT
F-MF	MATHEMATICS OF FINANCE
F-DIT	DIRECT AND INDIRECT TAXES
F-FIM	FINANCIAL INSTITUTIONS AND MARKETS
F-MB	MANAGEMENT OF BANKS
F-MA	MERGERS AND ACQUISITIONS
F-CFS	CORPORATE FINANCIAL STRATEGY
F-CB	CORPORATE BANKING
F-ER	EQUITY RESEARCH
F-IEF	INTERNATIONAL ECONOMICS AND FINANCE
F-PFP	PERSONAL FINANCIAL PLANNING
F-IF	INFRASTRUCTURE FINANCE
F-IAPM	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
F-FRA	FINANCIAL REPORTING AND ANALYSIS
F-FIS	FIXED INCOME SECURITIES
F-CG	CORPORATE GOVERNANCE
F-VI	VALUE INVESTING

Applicable from the batch 2018-19 and onwards



**\*\*\*HUMAN RESOURCE MANAGEMENT\*\*\***

H-TM	TALENT MANAGEMENT
H-EE	EMPLOYEE EMPOWERMENT
H-PM	PARTICIPATIVE MANAGEMENT
H-IER	INDUSTRIAL / EMPLOYEE RELATIONS
H-CM	COMPENSATION MANAGEMENT
H-HRNS	HR RELATED NEGOTIATION SKILLS
H-PM	PERFORMANCE MANAGEMENT
H-PC	PERSONNEL COUNSELING
H-QWL	QUALITY OF WORKING LIFE
H-TAR	TALENT ACQUISITION AND RETENTION
H-MTD	MANAGEMENT OF TRAINING AND DEVELOPMENT
H-LL	LABOUR LEGISLATIONS
H-ODT	ORGANISATION DEVELOPMENT AND TRANSFORMATION

**\*\*\*ORGANISATIONAL BEHAVIOUR\*\*\***

OB-CCM	CROSS-CULTURAL MANAGEMENT
OB-LIP	LEADERSHIP, INFLUENCE AND POWER
OB-MCCD	MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT
OB-TA	TRANSACTIONAL ANALYSIS
OB-PL	THE PSYCHOLOGY OF LEADERSHIP

**\*\*\*SYSTEMS\*\*\***

S-DSM	DIGITAL STRATEGY FOR MANAGERS
S-BA	BUSINESS ANALYSIS
S-CRM	CUSTOMER RELATIONSHIP MANAGEMENT
S-ITPM	IT PROJECT MANAGEMENT
S-KM	KNOWLEDGE MANAGEMENT
S-GIS	GEOSPATIAL INFORMATION SYSTEMS

**\*\*\*DATA SCIENCE\*\*\***

DS – DSWP	DATA SCIENCE WITH PYTHON
DS – DSWR	DATA SCIENCE WITH R
DS-ML	MACHINE LEARNING
DS-BDAB	BIG DATA ANALYTICS FOR BUSINESS

**\*\*\* OPERATIONS\*\*\***

O-PJM	PROJECT MANAGEMENT
O-SCM	SUPPLY CHAIN MANAGEMENT
O-AORA	ADVANCED OPERATIONS RESEARCH APPLICATIONS
O-PPC	PRODUCTION PLANNING AND CONTROL
O-SQC	STATISTICAL QUALITY CONTROL
O-RE	REENGINEERING

**\*\*\*HEALTHCARE MANAGEMENT\*\*\***

HC-IHM	INTRODUCTION TO HEALTHCARE MANAGEMENT
HC-HQA	HEALTHCARE QUALITY AND ACCREDITATION
HC-HI	HEALTHCARE INFORMATICS
HC-MHS	MANAGING HEALTH SERVICES, ORGANIZATION AND SYSTEMS
HC-EV	ETHICS AND HUMAN VALUES IN HEALTHCARE MANAGEMENT
HC-PHM	PUBLIC HEALTH MANAGEMENT AND HEALTHCARE STATISTICS
HC-IHD	INNOVATION AND HEALTHCARE DELIVERY
HC-SHM	STRATEGY IN HEALTHCARE MANAGEMENT
HC-HTA	HEALTH TECHNOLOGY ASSESSMENT

Applicable from the batch 2018-19 and onwards

# SEMESTER 1

## MBAG –101 ECONOMICS FOR MANAGERS

(3 Credits)

### Course Objectives

To help students develop an understanding of basic principles involved in micro and macroeconomics to enable them to apply this knowledge in managerial decision-making. While covering these topics, emphasis is given to Indian thought and scenario.

### Course Outcomes

At the end of the course the students would be able to explain basic principles of micro and macro economics and apply principles in managerial decision-making.

### Contents

- |   |          |
|---|----------|
| 1. Overview   | 4 hours  |
| • Introduction to Micro and Macro Economics   |          |
| • Key principles in economics   |          |
| • India as a Mixed Economy  |          |
| 2. Micro-Economics  | 12 hours |
| • Basic Elements of Supply and Demand   |          |
| • Elasticity and Applications   |          |
| • Analysis of Perfect, Monopolistic, Oligopoly and Monopoly Markets                 |          |
| • Markets and Pricing strategies  |          |
| • Analysis of Costs   |          |
| 3. Macro-Economics  | 8 hours  |
| • Overview of Macroeconomics  |          |
| • Monetary and Fiscal Policies and their impact on the economy                      |          |
| • Fiscal and Monetary Policies interaction  |          |
| • Inflation and Inflation Targeting in India  |          |
| • Introduction to Balance of Payments, its components; Deficit vs. Surplus in BoP   |          |
| • Efficiency vs. Equality: The Trade-off  |          |
| 4. Indian Antecedents to Modern Economic Thought                                    | 4 hours  |
| • Economic Thought and Policies in ancient Indian texts and Kautilya's Arthashastra |          |
| • Economic guidelines from the sayings of Sri Sathya Sai Baba                       |          |
| 5. India as a modern welfare state and the role of corporations                     | 2 hours  |
| 6. Social - Cost Benefit Analysis   | 2 hours  |
| 7. Case Studies and Exercises   | 7 hours  |

### Text Book

Paul Samuelson and William D Nordhaus, (Indian Adaptation by Sudip Chaudhari and Anindya Sen); Economics, 19<sup>th</sup> Edition McGraw Hill, 2010.

## **Suggested Readings**

1. Stephen Perez and Leonie Stone, Economics – Principles, Applications and Tools, Pearson; 9<sup>th</sup> edition, July 2017.
2. Colander, David C., Macroeconomics (9<sup>th</sup> Indian Edition); McGraw Hill Education (India) Private Ltd., 2017.
3. Varshney and Maheshwari, Managerial Economics, Sultan Chand and Sons, 2018.
4. Thomas R. Trautmann, Arthashastra: The Science of Wealth, Random House India, 2016.
5. Devdutt Pattanaik, The Success Sutra: An Indian Approach to Wealth, Aleph Book Company; First edition, 2015.
6. Kautilya's Arthashastra; The Way of Financial Management and Economic Governance; Bottom of the Hill Publishing; 2010 Translated by R Shamasastri.

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# **MBAG-102 VALUES BASED MANAGEMENT**

## **(4 Credits)**

### **Course Objectives**

The course aims to impart knowledge and skills in the application of management principles with values as the foundation.

### **Course Outcomes**

At the end of the course the students will be able to specify how managerial tasks of planning organising, leading and controlling can be executed in a variety of circumstances; and explain the role of values in management.

### **Contents**

- |   |          |
|---|----------|
| 1. Introduction to Management   | 6 Hours  |
| <ul style="list-style-type: none"><li>• Management definition</li><li>• Managerial Roles and skills</li><li>• Challenges of Management in the 21<sup>st</sup> century</li></ul>   |          |
| 2. Values, Ethics and Social Responsibility   | 15 Hours |
| <ul style="list-style-type: none"><li>• Man Management –Definition of manager by Bhagawan Sri Sathya Sai Baba</li><li>  M – Mind of Man</li><li>  A – Awareness of Atma</li><li>  N – Nature of Nations</li><li>  A – Aspect of Environment</li><li>  G – Guidelines to Goodness</li><li>  E – Enquiry into Ethos</li><li>  R – Role of Rules</li><li>• Importance of Human Values as emphasized by Bhagawan Sri Sathya Sai Baba</li><li>• What are the core “Values” and role of “Values” in shaping behaviour of Man</li><li>• Importance of “Values” in Individual life , Corporate life .</li><li>• How do “Values” Create Value for organizations</li><li>• Reason for decline of ethics in business</li><li>• Workplace ethics and behaviour</li><li>• Importance of ethics in organisations</li><li>• Social responsibility – perspectives</li></ul> |          |
| 3. Evolution of Management theory   | 2 Hours  |
| <ul style="list-style-type: none"><li>• Classical theory</li><li>• Behavioral Theory</li><li>• Quantitative Theory</li><li>• Contemporary theories</li></ul>  |          |
| 4. Planning   | 2 Hours  |
| <ul style="list-style-type: none"><li>• Overall planning process</li><li>• Types of Plans</li></ul>   |          |
| 5. Organizing   | 2 Hours  |
| <ul style="list-style-type: none"><li>• Basic concepts in organizing</li></ul>  |          |

<p>6. Leading, Motivation, Change Management and Innovation</p> <p>Leading</p> <ul style="list-style-type: none"> <li>• Manager vs Leader</li> </ul> <p>Motivation</p> <ul style="list-style-type: none"> <li>• Importance of Motivation</li> <li>• Types of motivation</li> <li>• Difference in eastern and western motivation approaches.</li> <li>• Change management</li> <li>• Change vs Transformation</li> <li>• Triggers for change</li> <li>• Resistance to change</li> <li>• Principles of managing change.</li> <li>• Kotters change management steps / process</li> </ul> <p>Innovation</p> <ul style="list-style-type: none"> <li>• Qualities of Innovative organization</li> <li>• How to create culture of Innovation</li> </ul>	<p>15 Hours</p>
<p>7. Controlling</p> <ul style="list-style-type: none"> <li>• Types and process of control</li> </ul>	<p>2 Hours</p>
<p>8. Presentation Seminar</p>	<p>8 Hours</p>

**Text Book**

Daniel Gilbert, James A.F.Stoner, R.Edward Freeman, *Management*, Sixth Edition. Pearson eighth impression 2011, ISBN 978 -81-317-0704-3.

**Study Material**

- a. Definition / Facets of Manager by Bhagawan Sri Sathya Sai Baba -Study material
- b. Eastern and Western motivation approaches - Study material

**Suggested Readings**

Man Management: A values- based management perspectives based on the discourses of Bhagawan Sri Sathya Sai Baba.

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# **MBAG-103 MARKETING MANAGEMENT**

## **(4 Credits)**

### **Course Objectives**

To familiarise students with concepts in marketing, and the use of these concepts in formulating marketing strategy. Through case studies and real life contemporary problem situations, students learn to apply these concepts and theories. Ethical and values based thinking and reasoning underpin the course. Digital marketing is interwoven throughout the course.

### **Course Outcomes**

At the end of the course the student will be able to explain and act upon:

- the process of formulating a marketing strategy;
- the roles of the different elements that go into formulating a successful marketing strategy;
- what needs to be managed in the marketing operations of a firm.

### **Contents**

1. Introduction to marketing: Concept of value. Role of value in marketing. Needs, wants, and demand. Supply chain. 4 Ps and update of the 4 Ps. 4 hours
2. Developing Marketing Strategies and Plans. Value creation, value communication and value delivery. Value Chain model. Core competencies. SBU. Assessing growth opportunities. Marketing strategy formulation process. Vision and mission. Environment analysis using Porter's 5-Forces model, and identifying opportunities and threats. SWOT analysis. Goal formulation. Strategy formulation (STP). Programme formulation ('4 Ps') and implementation. Feedback and control. Nature and content of a marketing plan. 5 hours
3. Analysing Consumer Markets. Factors that influence consumer behaviour. Key psychological processes. The buying decision process. The 5-stage model. Low-involvement and High-involvement of consumers. 4 hours
4. Identifying Market Segments and Targets. How segmentation defines your business strategy. Bases for segmenting consumer markets. Criteria used to identify meaningful segments. Legal and ethical issues with market targets. 4 hours
5. Brand. Role of brands. Understanding and building brand equity. Positioning and value proposition concepts. Means of differentiation. Perceptual maps. Establishing brand positioning. 4 hours
6. Addressing Competition and Driving Growth. Growth strategies. Competitive strategies for market leaders. Market challenger strategies. Market follower strategies. Market Nicher strategies. Product Life Cycle and strategies at each of the stages. 4 hours
7. Setting Product Strategy. Product characteristics and classifications. Product levels. Consumer-goods classification. Differentiation. The product hierarchy, product systems and product mix, product line analysis, product line length, line stretching. 2 hours
8. Designing and Managing Services. Distinctive characteristics of services. Achieving excellence in services. 2 hours

9. Pricing Strategies. How companies price – common pricing strategies, setting the price. Adapting the price – cash, barter, counter-trade, discounts, promotional pricing, bundling.	2 hours
10. Integrated Marketing Channels. Role and importance of channels. Types and levels of channels. Channel design criteria. Evaluating channel alternatives. Introduction to E-Commerce marketing practices and digital platforms.	2 hours
11. Managing Digital Marketing and Communications – Objectives of marketing communication; Deciding the communication mix; online, social media and mobile marketing. Advantages and disadvantages of online marketing communications. Online marketing communications options.	3 hours
Theory classes:	36 hours
Case analyses, discussions, guest lectures from industry, student presentations:	16 hours
<b>TOTAL HOURS:</b>	<b>52 hours</b>

### **Text Book**

1. Philip Kotler, Kevin Lane Keller -- *Marketing Management*, Pearson India. 15<sup>th</sup> edition, ISBN 978-93-325-5718-5.

### **Reference Books**

1. Al Ries, Jack Trout, *Positioning: The Battle for Your Mind*. McGraw Hill Education; 20<sup>th</sup> edition, ISBN: 978-0070533752.
2. Seth Godin, *All Marketers Tell Stories: The Underground Classic That Explains How Marketing Really Works--and Why Authenticity Is the Best Marketing of All*. Penguin USA; Reprint edition (2012). ISBN-13: 978-1591845331.
3. Philip Kotler, *Marketing 4.0: Moving from Traditional to Digital*. Wiley (2017). ISBN: 978-8126566938.
4. Seth Godin, *Purple Cow: Transform Your Business by Being Remarkable*, Penguin UK; Latest Edition edition (2005). ISBN: 978-0141016405.
5. W. Chan Kim and Renée Mauborgne, *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business Press; 1 edition (2015), ISBN: 978-1625274496.
6. HBR articles: 'Marketing Myopia' (Theodore Levitt); 'Core Competence of the Corporation' (CK Prahalad, Gary Hammel, HBR May-June 1990); Marketing is Everything (Regis McKenna, HBR Jan-Feb 1991), 'What is Strategy' (Michael E. Porter HBR Nov-Dec 1996). 'Analysing Consumer Perceptions' (Robert J. Dolan HBR Dec 2001). "Marketing Success through Differentiation—of Anything" (Theodore Levitt).

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# MBAG-104 SELF-DEVELOPMENT

(1 credit, 3 hours, Practical)

## Course Objectives

Self Development course is designed as a practical course that aims at application of the concepts and tools of personal excellence. Through various self development exercises, reflections and discussions, the course introduces students to insights, tools, skills and attitudes that empower them. The program is based on traditional Indian schools of knowledge and modern western research in psychology, management and coaching tools. Students would be evaluated on the basis of the students' understanding of the self development concepts, and quality of their effort to improve themselves.

## Course Outcomes

At the end of the course, the students would be able to work on their own self development. They would have a raised sense of self-awareness, self-responsibility and self-accountability for developing themselves, by putting the ideas of personal excellence into practice.

## Contents

1. 'Self' development  
Self-responsibility (Locus of Control), Self-Concept / identity, Self-Awareness- SWOT, JOHARI Window, 360 degree appraisal, Self-accountability for Self-development (Structure). Overcoming 'Self-imposed limiting traits'. 6 hours
2. Self-confidence and Developing a Strong Personality  
Overcoming self consciousness and 'need for approval'. Self-satisfaction Overcoming guilt and shame. Self-acceptance. Integrity. Connect with roots for confidence (parents, nation, society and nature). Self-sacrifice. Authenticity - Unity of thought-word-deed. Self discipline. Authentic humility. Assertiveness. Bhagawan Sri Sathya Sai Baba on Self. 6 hours
3. Integrity and Gravitas.  
Importance of Posture and *Body Language*. Importance of voice modulation in delivery. 4 hours
4. Positive Attitude  
Overcoming fears. Healing scars of Past. Overcoming Anger and resentment. Forgiveness. Authentic apology. Persevering with patience through setbacks. 3 *Gun*as. Mindfulness. Self-discipline and will-power (Habits). Importance of Diet. Meditation. 7 hours
5. Collaboration and Teamwork  
*Real* Goal of Communication, Building strong relationships, Shifting from improving others to self, Love, Real listening, Responding to here and now, Transactional analysis, Authentic appreciation, Teamwork for creativity, Being open to Points of views. 9 hours
6. Finding Happiness and Fulfillment - Positive Psychology  
Happiness-wealth disconnect -Daniel Gilbert. Ceiling on desires and Minimalism. Martin Seligman on Happiness. Sharing and Service (*Seva*). Designing life for Fulfillment – IKIGAI and a Balanced Life *Inside-out*. A life of Purpose. Gratitude. Bhagawan Baba on Purpose of Life. 7 hours



## Evaluation

Students would be evaluated on the basis of the students' understanding of the self development concepts, and quality of their effort to improve themselves. Evaluation of students in this course is through in class exercises, seminars and individual assignments that would track the student's work on various aspects of self development covered in the course. Exercises would include self appraisal (introspection, 360 degree feedback and reflection) on various disciplines, action-plans and evaluating of own progress.

Through Assignments, Essays (Concept clarity, quality of introspection, resolve and implementation), Quality of Class discussion (quality of participation in sharing and introspection).

## Course Text

Notes and reading material shared by the teachers.  
Self Development by Prof. R. Kumar Bhaskar

## Suggested Readings:

1. Dr. Wayne Dyer- *Your Erroneous Zones: Step-by-Step Advice for Escaping the Trap of Negative Thinking and Taking Control of Your Life*. Publisher: William Morrow Paperbacks (1e, 21 August 2001) ISBN-10: 0060919760, ISBN-13: 978-0060919764.
2. Dr. Martin Seligman - *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment*, Publisher: Atria Books; Reprint edition (5 January 2004), ISBN-10: 0743222989, ISBN-13: 978-0743222983.
3. Charles Duhigg - *The Power of Habit: Why We Do What We Do in Life and Business* Paperback – 1e, 7 Jan 2014 Publisher: Random House Trade Paperbacks. ISBN-10: 081298160X, ISBN-13: 978-0812981605.
4. Phyllis Krystal - *Taming Our Monkey Mind: Insight, Detachment, Identity*, Paperback – February 1, 1994, Publisher: Weiser Books, ISBN-10: 0877287937, ISBN-13: 978-0877287933.
5. HBR's 10 Must Reads - *On Managing Yourself* – 3rd Jan 2011, Publisher: Harvard Business Review Press; 1 edition (January 3, 2011), ISBN-10: 1422157997, ISBN-13: 978-1422157992.
6. Dale Carnegie - *'How to Win Friends and Influence People'* Publisher: RHUK; 2004 edition (1 October 2004), ISBN-10: 0091906350, ISBN-13: 978-0091906351.
7. Dale Carnegie *'How to Stop Worrying and Start Living'* - Publisher: RHUK; edition :1 October 2004), ISBN-10: 9780091906412, ISBN-13: 978-0091906412.
8. Thomas A Harris - *'I'm OK, You're OK'* - Publisher: Arrow (4 May 1995 edition), ISBN-10: 9780099552413, ISBN-13: 978-0099552413.

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# MBAG-105 FINANCIAL ACCOUNTING FOR MANAGERS

(3 credits)

## Course Objectives

The course aims to equip students in understanding the preparation and presentation of statements generated by financial accounting. The emphasis is on understanding accounting information presented in financial statements from a managerial perspective rather than training them to be specialists in accounting

## Course Outcomes

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

- Explain the concepts and procedures of financial reporting, including income statement, statement of retained earnings, balance sheet, and statement of cash flows.
- Identify the basic economic events most common in business operations and be able to report the events in a generally accepted manner, including the impacts of alternative accounting methods on financial statements.
- Read and explain financial data from annual reports of corporations.
- Be aware of the key elements of Indian Accounting standards (Ind-AS) pertaining to items in the financial statements.

## Contents

- |   |   |         |
|---|---|---------|
| 1 | Introduction to accounting and Financial Statements<br>Introduction to accounting, Accounting cycle, Financial statements: Balance sheet, Income statement, Cash flow statement, statement of shareholder's equity, notes to the accounts, the accounting environment and legal framework: Ind-AS, and IFRS, Role of auditors   | 3 hours |
| 2 | Generally accepted accounting principles and Accounting cycle,<br>Terms in Accounting, Accounting equation and concepts   | 4 hours |
| 3 | Accounting for revenue and receivables,<br>Recognizing revenue: Percentage of completion, completed contract, creating reserve for debts, managing receivables, Key elements of Ind AS 115<br>Numericals: Percentage of completion, completed contract, A/R reserve presentation in statements.   | 6 hours |
| 4 | Accounting for Inventory, and accounts payable,<br>Inventory valuation and their effect, analysis of inventory, reporting requirements, Key elements of Ind AS 2.<br>Numericals: FIFO, LIFO, Weighted Average, calculation of turnover ratio and days inventory held.   | 6 hours |
| 5 | Accounting for fixed assets and depreciation,<br>Cost of acquisition, depreciation, Intangible assets and their amortization, Natural resources and their depletion, sale of assets, impairment of assets, Key elements of Ind AS 16.<br><br>Numericals: Calculation of amount to be capitalised, Straight line and written down value method, effect of and presentation of depreciation / amortisation /depletion and effect of and presentation of sale of assets. | 6 hours |

- |   |  |         |
|---|--|---------|
| 6 | Long term debt and leases,<br>Issue of debt, retirement of debt, amortization of interest expense, Presentation of leases, Key elements of Ind AS 23 and Ind AS 17<br>Numericals: Treatment of capital and operating lease in statements, issue and retirement of debt, presentation in statements.    | 4 hours |
| 7 | Shareholder's equity,<br>Stock issues, cash and stock dividends, splits, repurchases, Basic and Diluted EPS, Key elements of Ind AS 33.<br>Numericals: presentation in stockholders' equity statements after events like splits, dividends, bonus, and repurchases, calculating basic and diluted EPS. | 4 hours |
| 8 | Case study: Reading annual reports,<br>A detailed Case study of reading an annual report of a well known Indian company.<br>This module is not tested in the end semester examinations.  | 6 hours |

### Course Textbooks

1. Sanjay Dhamija, *Financial Accounting for Managers*, Pearson 3e, 2018
2. Hongren, Charles T, *Financial and Managerial Accounting*, 3<sup>rd</sup> Edition, Prentice Hall, 2011.

### Additional references

1. Tulsian, S P, *Corporate Accounting*, S Chand, 2e, 2016
2. Rawat DS, *AStudents' guide to Ind AS*, Taxmann Publications, 2e, 2018.
3. Ind AS: <http://www.mca.gov.in/MinistryV2/Stand.html>

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# MBAG-106(T) FINANCIAL MANAGEMENT

(3 credits)

## Course Objectives

The course aims to equip students with the main concepts in financial management that are required in taking decisions on investment, financing, dividend policy and working capital management.

Note: This paper has a companion paper MBAG 106 (P) which is a practical computer applications to impart MS Excel skills relevant to financial management.

## Course Outcomes

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

- Articulate capital budgeting methods, capital structure and dividend theories
- Be able to analyze investment decisions through NPV, IRR and Payback
- Articulate metrics related to short term financial decisions

## Contents

1	The Nature of Financial management, Introduction to the various areas of finance, the goal of financial management, Decisions in financial management, organization of finance function, Agency costs.	4 hours
2	Time value of money and Valuation of securities, Present value and Future value calculations of a single sum, Present value and future value of an Annuity, Perpetuity, Loan amortization, Valuation of equity shares under various growth assumptions, Valuation of bonds.	8 hours
3	Investment decisions- Capital Budgeting, Payback, Accounting rate of return, Net Present value, Internal rate of return, Evaluating project cash-flows, risk analysis in capital budgeting through scenario analysis and sensitivity analysis	8 hours
4	Risk and Return, Calculating average return and risk, portfolio expected return, risk and covariance, Portfolio diversification, CAPM, Efficient market hypothesis and its forms	3 hours
5	Long term Financing and dividend decisions, Capital structure and cost of capital, Effect of leverage: EBIT-EPS analysis, theories of capital structure and dividend, dividend decisions-cash dividends, stock dividends, practical aspects in raising capital and dividends	8 hours
6	Short term financing decisions, Operating cycle, cash cycle, short term financing policy, float and cash management, inventory management and receivables management.	6 hours
7	Ethical issues in finance, Ethical decision making situations, one case study	2 hours

## Textbook

Ross, Westerfield and Jordon, *Essentials of Corporate Finance*, McGraw Hill, 9e, 2017

## Additional texts

1. Brigham, E. F., and Houston, J. F.: *Fundamentals of Financial Management*, South-Western College Pub, 13e, 2014
2. Chandra Prasanna: *Financial Management - Theory and Practice*, TMH, 9e, 2017.
3. Khan M.Y. and Jain P.K.: *Financial Management - Text and Problems*, TMH, 7e, 2014.

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# **MBAG-106(P) COMPUTER APPLICATIONS: FINANCIAL MANAGEMENT**

**(1 credit, 2 hours, Practical)**

## **Course Objectives**

The course aims to equip students with hands on skills in financial management using MS excel.

## **Course Outcomes**

At the end of the course the student would be to be able to do the following in Excel-

- Carry out capital budgeting
- Conduct Risk analysis -Scenario analysis, Sensitivity analysis
- Carry out portfolio analysis, CAPM
- Analyse the effect of financing choices on Earnings per share

## **Contents**

- |   |   |         |
|---|---|---------|
| 1 | Time value of money and Valuation of securities,<br>Present value and Future value calculations of a single sum, Present value and future value of an Annuity, Perpetuity, Loan amortization, Valuation of equity shares under various growth assumptions, Valuation of bonds.<br>[Computation intensive problems in time value and bonds and shares valuation] | 6 hours |
| 2 | Investment decisions- Capital Budgeting,<br>Payback, Accounting rate of return, Net Present value, Internal rate of return, Evaluating project cash flows, risk analysis in capital budgeting through scenario analysis and sensitivity analysis<br>[Cash flow estimation, risk analysis in capital budgeting scenario analysis, sensitivity analysis]          | 7 hours |
| 3 | Risk and Return,<br>Calculating average return and risk, portfolio expected return, risk and covariance, Portfolio diversification, CAPM,   | 7 hours |
| 4 | Long term Financing and dividend decisions,<br>Effect of leverage: EBIT-EPS analysis, effect of capital structure changes, cost of various capital sources (debt/equity), WACC  | 6 hours |

## **Evaluation:**

Assignments and tests in MS Excel

## **Course Textbook:**

Ross, Westerfield and Jordon, *Essentials of Corporate Finance*, McGraw Hill, 9e 2017

## **Additional texts:**

1. Brigham, E. F., and Houston, J. F.: *Fundamentals of Financial Management*, South-Western College Pub, 13e, 2014.
2. Chandra Prasanna: *Financial Management - Theory and Practice*, TMH, 9e, 2017.
3. Khan M.Y. and Jain P.K.: *Financial Management - Text and Problems*, TMH, 7e, 2014.

# **MBAG-107 STATISTICS FOR BUSINESS MANAGEMENT**

## **(3 Credits, 6 hours, Practical)**

### **Course Objectives**

To expose students to the basic theoretical underpinnings of statistics and probability and managerial decision making under uncertainty using data.

### **Course Outcomes**

At the end of this course, the student will be able to use statistical analysis in MS Excel to

- understand a business problem,
- collect relevant data,
- decide on appropriate statistical tests,
- analyse, interpret and present findings and
- take managerial decisions.

### **Contents**

1. Descriptive statistics: Mean, Median, Mode, Averages, Weighted averages, relative Frequencies, Quartiles, Skewness and Kurtosis, Dispersion, Percentile 10 hours
2. Probability and Decision Theory: Basic Probability Concepts, Expected values, Conditional probability, Bayes Theorem, Decision trees 10 hours
3. Probability Distributions: Random variables, Discrete and Continuous Distributions, Binomial, Poisson, Exponential and Normal Distributions. 10 hours
4. Inferential statistics: Sampling, Estimation, confidence interval, Hypothesis testing- one and two samples, T-Tests 16 hours
5. Analysis of Variance (ANOVA) 6 hours
6. Chi-Square 2 hours
7. Simple Correlation and Regression 4 hours
8. Introduction to Multiple Regression Analysis and residual analysis 8 hours
9. Student Seminars and Presentations 12 hours

### **Evaluation**

Assignments and tests in MS Excel.

### **Text books**

1. Richard I. Levin, David S. Rubin, Statistics for Management, 7<sup>th</sup> Edition, PHI, New Delhi, 2012.
2. David M. Levine, David F. Stephan, Timothy C. Krehbiel, Mark L. Berenson, Statistics for Managers using Microsoft Excel, Pearson, 5<sup>th</sup> Edition, 2008.
3. Wayne Winston, Microsoft Excel 2016: Data Analysis and Business Modeling, Microsoft Press, 5e, 2016.

# MBAG-108 BUSINESS AND MANAGERIAL COMMUNICATION-1

## (1 Credit, 2 hours, Practical)

### Course Objectives

- To enable the students to become aware of their communication skills and sensitise them to their potential to become successful managers:
- To introduce them to some of the practices in managerial communication that are in vogue.
- To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as
  - One-on-one communication,
  - Preparing effective presentations,
  - Writing letters, memos, minutes, reports and advertising, and
  - Maintaining one's poise in private and in public

This is a practice-based course where all learning will take place through class and home assignments.

### Course Outcomes

At the end of the course, the students would be able to handle communications in day-to-day managerial responsibilities, such as One-on-one communication, preparing effective presentations, Writing letters, memos, minutes, reports and advertising.

### Contents

1. Introduction to managerial communication	2 Hours
2. Introduction to managerial writing	4 Hours
3. Letters:	4 Hours
• Business letters	
• Routine letters	
• Bad news and persuading letters	
• Collection letters and sales	
• Job application letters	
4. Internal communication through memos, minutes, notices	4 Hours
5. Report writing	3 Hours
6. Drafting Presentations	3 Hours
7. Making Proposals	3 Hours
8. Preparing Board Notes	3 Hours

### Evaluation

Presentations, Class-exercises, assignments.

### Text Book

This is a practical course, several sources are referred, listed below. No particular text book is prescribed.

### Reference / Reading Material:

1. HBR *Business Communications that Work* Chris Turner, March 1999.
2. Scott McLean, *Business Communication for Success*, Publisher-Flat World Knowledge, L.L.C., 2010, ISBN 1936126117, 9781936126118.
3. HBR's 10 Must Reads on Communication (with featured article "The Necessary Art of Persuasion," by Jay A. Conger) Paperback – April 2, 2013, 1e.
4. *Backstage: Preparing Your Presentation* - George Williams Haiku Deck, 2015.

Applicable from the batch 2018-19 and onwards

- <https://www.haikudeck.com/backstage-preparing-your-presentation-education-presentation-5HkNWdJJw8>
5. HBR Guide to Persuasive Presentations, 2012, 1e, HBS Press.
  6. HBR Guide to Better Business Writing Paperback – 15 Jan 2013. A Nine-Step Guide to Fast, Effective Business Writing, 1e, Harvard Business School Press India Limited.
  7. HBR Communication Breakdown- Mistakes Managers Make  
<https://hbr.org/2009/03/seven-communication-mistakes-m.html>
  8. HBR - Good Writing-It Begins with Principles, Chapter from the book 'Business Communication' 2006, HBS, 1e.
  9. Everyday Writing: Memos, Letters, and E-Mail - George Williams Haiku Deck  
<https://www.haikudeck.com/everyday-writing-memos-letters-and-e-mail--education-presentation-cmfqNKKech>
  - 10.. Business Basics: Communication and the Language of Business.  
[https://www.oreilly.com/library/view/plugged-in-the/9781422163665/e9781422163665\\_c11.html](https://www.oreilly.com/library/view/plugged-in-the/9781422163665/e9781422163665_c11.html)

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# SEMESTER 2

## MBAG-201 ENTREPRENEURSHIP AND INNOVATION (1 credit, 3 hours, Practical)

### Course Objective

This is a course where students through interactions with entrepreneurs, case studies, classroom interactions, cross functional teams, group discussions, learn about transforming creative ideas into commercially viable business models / businesses.

### Course Outcome

At the end of the course the student would be able to apply above concepts in his profession, whether in the role of owner of a business, intrapreneur, an innovative manager or as a social entrepreneur.

### Contents

1. Entrepreneur and Entrepreneurship	6 hours
Traits of most innovative entrepreneurs.	
Challenges and opportunities of entrepreneurship	
Identifying and evaluating opportunities	
Developing effective business plan,	
Sources of capital for entrepreneurship	
Making the pitch	
Business incubators	
Social entrepreneurship	
Intrapreneurship	
2. Innovation	3 hours
Creativity and innovation in an entrepreneurial organization	
Role of creative Thinking	
Elements of innovation	
Forms of innovation	
Challenges of innovation	
Creating culture of innovation.	
3. Case Studies	9 hours
4. Interactions with entrepreneurs	6 hours
5. Group activity developing and presenting business model / business case for an entrepreneurial idea	15 hours

**Evaluation** Assignments.

### Text Book

D.F. Kuratko, T.V. Rao., Entrepreneurship A south-Asian Perspective, ISBN-10:8131517160, ISBN-13:978-8131517161 Cengage Learning, 2012.

### Suggested Readings

1. Peter F. Drucker, Peter Ferdinand Drucker, Innovation and Entrepreneurship: Practice and Principles, Publisher Routledge, 2007 ISBN 0750685085 ,9780750685085.
2. New Venture Creation – Entrepreneurship for the 21 centuries by Jeffery Timmons and Stephen Spinelli (McGraw Hill, edition 2009) ISBN-13:978-0-07-067738-9 ISBN -10:0-07-067738-7

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# MBAG-202 HUMAN RESOURCES MANAGEMENT

(4 Credits)

## Course Objectives

To make students understand the Human Resources Function in a Business Context. To link Bhagwan Sri Sathya Sai Babai's emphasis on Man Management with the Human Resource Development. Give students a flavour of the Strategic roles that Human Resources Function is expected to play. The student will get an understanding of how the Human Resource Function is run in a practical manner. The students should be able to appreciate the function from a staff as well as a line manager perspective.

## Course Outcomes

At the end of the course students would be able to develop Human resource strategies and execute Human resource development covering its various aspects.

## Contents

1.	Nature and Scope of HRM	2 hours
2	Context of HRM	2 hours
3.	Integrating HR Strategy with Business Strategy	2 hours
4.	HR Planning	2 hours
5.	Job analysis, Job Design, and Job Evaluation	2 hours
6.	Recruiting Talent	2 hours
7.	Selection of talent	2 hours
8.	Training and Development, Career and Talent Management	2 hours
9.	Performance Management	2 hours
10..	Employee Engagement and Empowerment	2 hours
11.	Compensation Management	2 hours
12.	Incentives and Performance Based Pay	2 hours
13.	Employee Benefits and Services	2 hours
14.	Compensating Top Brass	2 hours
15	Organization Culture	2 hours
16.	Safety and Health	2 hours
17.	Employee Welfare	2 hours
18.	Managing Separations and Right Sizing	2 hours
19.	Industrial Relations(IR)	2 hours
20.	Labour Laws	2 hours
21.	Trade Unions	2 hours
22.	Resolving Industrial Disputes	2 hours
23.	Ethical Issues in HRM	2 Hours
25.	Contemporary Challenges in HRM	2 Hours
26.	Difference between Domestic and International HRM	1 Hour
27.	An Introduction to OD	2 Hours

## Text Book

K. Aswathappa, *Human Resource Management - Text and Cases* - 7<sup>th</sup> Edition, Publisher: McGraw Hill Education; May 2013, ISBN-10: 1259026825, ISBN-13: 978-1259026829.

## References/ Suggested Readings

- 1) Gary Dessler and Biju Varkkey, *Human Resources Management*, 15<sup>th</sup> Edition, Pearson, 2017.
- 2) Articles given in class.

# **MBAG-203 FUNDAMENTALS OF RESEARCH METHODS**

**(1 Credit, 2 Hours, Practical)**

## **Course Objectives**

To acquaint students with fundamental concepts pertaining to research in business.

## **Course Outcomes**

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

- Develop a design for the research area.
- Explain and execute the research process starting from defining the problem to finally writing the report.
- Use research as an aid to managerial decision making.

## **Contents**

- |   |         |
|---|---------|
| 1) Introduction to Research. Applying scientific thinking to management problems.   | 2 hours |
| 2) Types of Research. Ethics in research. Review of Research Literature.<br>Selection of research project.                                      | 2 hours |
| 3) Problem Definition. Writing a research proposal.   | 2 hours |
| 4) Types of Variables. Theoretical Framework. Hypothesis development.   | 2 hours |
| 5) Elements of Research Design.   | 2 hours |
| 6) Sampling. Types of Sampling.   | 4 hours |
| 7) Data collection methods. Primary and Secondary Data. Interviews.<br>Questionnaires. Other methods of data collection. Reliability. Validity. | 8 hours |
| 8) Data Analysis and Interpretation. Overview of Qualitative and Quantitative methods.  | 3 hours |
| 9) The Research Report.   | 1 hours |

## **Evaluation**

Submission of a Term paper - A review of literature pertaining to the project (MBAG 410)

## **Text book**

Uma Sekhara, Research Methods for Business: A Skill Building Approach, 7<sup>th</sup> edition, Wiley, 2018.

## **Suggested Readings**

- Cooper, D.R. and Schindler, P.S., Business Research Methods, 12<sup>th</sup> edition, Tata McGraw-Hill, 2014.
- Zikmund William G et. al., Business Research Methods, Cengage, 2016

# **MBAG-204 BUSINESS LAW**

**(3 credits)**

## **Course Objectives**

To equip students with fundamentals in important areas of business and commercial law, to impart operational knowledge of the enactments within which Indian business operates and to teach how to appropriately handle legal issues and problems therein.

## **Course Outcomes**

At the end of the course students would be able to

- Demonstrate an understanding of the Legal Environment of Business.
- Apply the relevant legal knowledge to business transactions.
- Communicate effectively using standard business and legal terminology.

## **Contents**

1. Introduction to Business Law 2 hours  
Introduction- Meaning and Nature of law- Sources of Indian law – Basic legal concepts in mercantile law - Legal Environment and Civil procedures in India
2. Indian Contract Act, 1872 8 hours  
Introduction of Law of Contracts - Nature of contract – Offer and Acceptance, Essentials of a valid contract, Contingent and Quasi Contracts, Performance and Discharge of contracts, e-Contracts, Special Contracts: (a) Contracts of Indemnity and Guarantee (b) Contracts of Bailment and pledge and (c) Contracts of Agency.
3. Management and Control of Companies; Companies Act 2013 12 hours  
Introduction-development of the concept of 'Corporate' personality, Memorandum of Association and Articles of Association, Directors and Auditors: Qualifications, Appointment, Duties and Responsibilities, Removal - Borrowing Power of Companies; Prospectus, Issue of Shares and Debentures, Dividends Distribution Policies - Annual Accounts and Returns, e-filing of forms - Powers of the Board, General and Class meetings, Ultra Vires acts and effects, monitoring and management of companies - Powers of Central Government and jurisdiction of courts.  
  
Concepts Introduced in the Companies Act 2013 supporting enhanced disclosure, accountability and governance of business like; Associate company, One person company, Dormant company, Independent director, Women director, Resident director, Special court, Secretarial standards and audit, Class action, Registered valuers, Rotation of auditors, Vigil mechanism, Corporate social responsibility, Cross border mergers, Prohibition of insider training and Global depositories receipts.
4. Negotiable Instruments Act 1881 4 hours  
Definition and characteristics - Kinds of negotiable instruments - Promissory Note - Bill of Exchange and Cheques - Holder and Holder in Due Course - Privileges of Holder in Due Course – Negotiation - Types of Endorsements - Discharge of Negotiable Instruments - Noting and Protest - Crossing and Bouncing of Cheques – Repercussions and Remedies

5. Banking and Insurance Law 4 hours  
Introduction - Control and Regulation of Banking and Insurance Sectors in India - Kinds of Insurance- Principles of Insurance- Role of IRDA in development of insurance industry in India.
6. Competition Act, 2012 4 hours  
Purpose and Objective of Competitions Act 2002 – Difference between MRTP Act and Competitions Act - Anti-competitive Agreements and Abuse of Dominance –Risks of Infringement of Competitions Law by corporates - Recent Cases involving punitive action by CCI – Initiation of Enquiry and Investigation by Competition Commission
7. FEMA 5 hours  
Introduction and Definitions under the Act like; Resident in India, Authorized person, Current and Capital Account Transactions, Exports and Imports - Importance of Regulation and Management of Foreign Exchange, Difference between FERA and FEMA, Realization and Repatriation of foreign exchange, Contravention and penalties, Adjudication and Appeal, Directorate of Enforcement.

**Textbook**

N. D. Kapoor - Sultan Chand and Sons, *Elements of Mercantile Law* - Thirty Fourth edition (2014)

**Reference Books**

1. N.D. Kapoor, Elements of Company Law, Sultan Chand and Sons, New Delhi, 2015.
2. Pathak Akhileswar, Legal Aspects of Business; McGraw Hill Education; 6<sup>th</sup> edition, July 2017.
3. Dr. Avtar Singh, Company Law, Eastern Book Company; Edition: 16, 2015.
4. A. Ramaiya, Guide to Companies Act, Wadhwa and Co., Edition: 18, 2015.
5. G K Varshney, Company Law and Secretarial Practice, Sathya Bhavan Publications; 2017.
6. Daniel Albuquerque, Legal Aspects of Business – Text, Jurisprudence and Cases; Oxford; 2017.

# **MBAG-205 RURAL MANAGEMENT**

**(4 credits)**

## **Course Objectives**

With the changing socio-economic scenario and government policies the focus of Government, National / Multinational Organisations and National / International developmental organisation is shifting to Rural India. The course is comprehensively designed to provide the insights in various dimensions of Rural management

## **Course Out come**

At the end of the course the students will be able to understand and appreciate various aspects of rural environment and rural business and enable them to suggest solutions / strategies for the economic and social wellbeing of rural India.

## **Contents**

- |   |  |          |
|---|--|----------|
| 1 | Rural Landscape, Changing face of rural India, Rural India- Challenges and Opportunities   | 9 hours  |
| 2 | Rural Operations: Case Studies   | 6 hours  |
| 3 | Rural Finance, Importance of Rural Credit  | 3 hours  |
| 4 | Rural Information and communication Technology, Rural Communication, Role of ICTs in Rural Development, Challenges in the adoption of ICTs for Rural Sector,   | 10 hours |
| 5 | Rural Entrepreneurship Role and importance of rural Entrepreneurs in India, Major Challenges and Problems of Rural Entrepreneurship in India, Inclusive Rural Livelihood strategies  | 12 hours |
| 6 | Rural Development, Dimensions of Rural Development, Economic Growth vs Development, Standard of life vs Quality of life, Why India's rural development is important for the nation, Bottom of Pyramid (BOP)-Market based approaches to Rural Development, Bhagawan Sri Sathya Sai Baba's views on Rural Development. | 12 hours |

Format: Seminar

Methodology: Group Discussion, Individual and Team Assignments / Discussion Platforms with Industry

## **Text Book**

Rural Management ( pb2014) by K.B.Gupta Faizia .Siddiqui ,Iftikhar Alam ISBN 812392460 (ISBN 13:9788123924601

## **Suggested Readings**

1. Accenture Research Report: Masters of rural markets
2. E book of Ministry of Rural development (2018 -19):Transforming Rural India .
3. International Journal of Rural management: Sage Journals
4. Bhagwan Sri Sathya Sai Baba's Divine Discourses on Integrated Rural Development

# MBAG-206 MANAGEMENT ACCOUNTING

(4 credits)

## Course Objective

The course aims to equip students with tools and techniques used by management for decision making using accounting information

## Course Outcomes

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

- Articulate and express techniques used in various decision making contexts that make use of accounting information
- Apply and analyze different types of activity-based management tools through the preparation of estimates.
- Analyze cost-volume-profit techniques to determine optimal managerial decisions.
- Prepare a master budget and demonstrate an understanding of the relationship between the components.
- Perform cost variance analysis and demonstrate the use of standard costs in flexible budgeting.

## Contents

1. Introduction to management accounting 2 hours  
Definition of management accounting, differences with financial accounting, importance of management accounting, new trends
2. Analysis of financial statements 10 hours  
Ratio analysis: Profitability, Liquidity, Solvency, efficiency, Cash flow statement: preparing a statement as per Indian accounting standard  
Numericals: Ratios from financial statements, their interpretation, making financial statements from ratios, Making cash flow statements using indirect method only
3. Cost Volume Profit analysis and decision making 10 hours  
Role of fixed costs, Break-even point, PV ratio, problems on decision making situations: special offer, make or buy, drop or continue, process further or sell, replacement of equipment etc.  
Numericals: Calculation of Contribution margin, BEP, PV, Sales for a desired profit level,  
Decisions: special offer, make or buy, drop or continue, process further or sell, replacement of equipment
4. Activity based cost accounting 8 hours  
Traditional or absorption costing versus activity based costing, profit under the two systems, customer profitability analysis under ABC, distribution profitability analysis  
Numericals: Preparing P&L under absorption costing versus activity based costing, Customer profitability analysis under ABC
5. Budgets and Budgetary control 10 hours  
Fixed and flexible budgets, functional budgets- sales, production, purchases, cash budgets  
Numericals: Making Fixed and flexible budgets, sales, production, purchases, cash budgets
6. Standard costing 10 hours  
Theory and computation of Material variances, labour variances, overhead variances  
Numericals: Material variances, labour variances, overhead variances
7. Current issues in management accounting 2 hours  
Responsibility Accounting, Balanced score-card, EVA and MVA

## Text Book

Hongren, Charles T, *Cost accounting: a managerial emphasis*, Pearson 15e, 2016

## References

- 1) Kishore, Ravi, *Cost and Management Accounting*, Taxmann, 6e, 2016
- 2) Garrison, Noreen, Brewer, *Managerial Accounting*, MGH, 16e, 2017.

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Applicable from the batch 2018-19 and onwards

# **MBAG-207 SERVICE OPERATIONS MANAGEMENT**

## **(4 Credits)**

### **Course Objective**

To create an understanding of the role of service operations in an economy and how to design, manage, improve and deliver world class services and to equip students with the concepts and tools necessary to effectively manage a service operation.

### **Course Outcome**

At the end of this course, the student will be able to analyse a service operation from a operational perspective, analyse and interpret various operational aspects and suggest improvements to increase the effectiveness and efficiency of the process

### **Contents**

1. Understanding Services and The Nature of Services- Nature of services and their importance to the economy, new experience economy, classification of Services, Distinctive characteristics of service operations. 2 hours
2. Process Analysis and Facility Layout- Process flow diagrams, Assessing Process Capacity, Bottleneck Process, Cycle time, Assessing Efficiency of processes, Process and Product Layout. 6 hours
3. Designing, Managing and Improving Service Operations- Service strategy, Strategic Service Vision, New service development, Service Blueprinting, Managing the service encounter. 4 hours
4. Forecasting Demand for Services- Subjective Models like Delphi Technique, Cross-impact and Historical Analysis; Time-Series methods like Moving Averages and Exponential smoothing – simple, smoothing with trend adjustment and smoothing with seasonal adjustment. 10 hours
5. Managing Capacity and Demand- Strategies for managing demand, Strategies for managing capacity, Yield management. 4 hours
6. Managing waiting lines and Queuing models- Queuing system, The psychology and economics of waiting, performance characteristics of waiting lines, capacity planning criteria, introduction to analytical queuing models. 10 hours
7. Inventory Management: Role of inventory in services, Inventory Costs, Ordering models – EOQ, Inventory models with discounts, Inventory management under uncertainty, Inventory control systems – continuous, periodic, Single period models for perishable goods. 8 hours
8. Student Seminars and Presentations 8 hours

### **Text Books**

1. James A Fitzsimmons and Mona J. Fitzsimmons, Service Management – Operations, Strategy and Information Technology, Tata McGraw Hill, 8<sup>th</sup> edition, Year: 2018
2. Harvard Business Publishing articles and reading materials.



# **MBAG-208 MANAGEMENT SCIENCE**

**(2 Credits, 4 hours, Practical)**

## **Course Objectives**

To provide an introduction to the theoretical concepts of key techniques and problem structuring methods of management Science useful in the managerial context and enable students to see both the benefits, and limitations, of the techniques and problem structuring methods presented

## **Course Outcome**

At the end of this course, the student will be able to define managerial problems as mathematical models and optimize, analyze and interpret such models as an aid in managerial decision making using MS Excel

## **Contents**

1. Introduction to Management Science	4 hours
2. Linear Programming Problems – Formulation of Linear Programming Problems, Graphical solutions, Applications of LPP	10 hours
3. Transportation, Trans-shipment and Assignment models	8 hours
4. Network Analysis using PERT and CPM- Introduction to Project Management, Network Diagram Conventions, Calculation of Expected time, Calculation of Earliest and Latest Event time, concept of Float, Identification of Critical Path, Crashing Methodology with respect to costs	16 hours
5. Introduction to Simulation	6 hours
6. Student Seminars and Presentations	8 hours

## **Evaluation**

Assignments, Seminars and Tests in MS Excel.

## **Text Books**

- 1) Wayne L. Winston, S. Christian Albright, Practical Management Science, Revised 5<sup>th</sup> Edition, South-Western Cengage Learning, Year: 2015.
- 2) Anderson, Sweeney, Williams, Martin, An Introduction to Management Science, 14<sup>th</sup> Edition, Cengage Learning, Year: 2015.

# SEMESTER 3

## MBAG-301 STRATEGIC MANAGEMENT

(4 Credits)

### Course Objectives

To understand basic issues and concepts related to strategic management. Case methodology is used for teaching the subject to ensure that the students analyse real life situations.

### Course Outcomes

At the end of the course, the student will have knowledge of

- the most relevant and current methodologies and tools to formulate effective business strategies.
- how to diagnose and solve real-life business problems.

### Contents

1. Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage. Shareholder value, competitive advantage, and superior performance. The strategy making process; Strategy as an emergent process. Strategic planning in practice; 4 hours
2. External Analysis: Identification of Opportunities and Threats. Defining an industry; Porter's Five Forces Model and strategy implications; The macro environment influences on strategy. 2 hours
3. Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability. The building blocks of competitive advantage; Business models, the Value Chain. Analysing competitive advantage and profitability; The durability of competitive advantage; 4 hours
4. Building Competitive Advantage Through Functional-Level Strategy. Achieving superior performance. Achieving superior responsiveness to customers. 4 hours
5. Building Competitive Advantage Through Business-Level Strategy. Competitive positioning and the business model. Competitive positioning and business-level strategy. The dynamics of competitive positioning. 4 hours
6. Business-Level Strategy and the Industry Environment Strategies in fragmented industries; Strategies in embryonic and growth industries. navigating through the life-cycle to maturity; 4 hours
7. Strategy and Technology. Technical standards and format wars; Strategies for winning a format war. 2 hours
8. Strategy in the Global Environment. Increasing profitability and profit growth through global expansion. Choosing a global strategy. The choice of entry mode. Global strategy alliances. 2 hours
9. Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing. Corporate-level strategy and the multi-business model. Horizontal Integration: Single-industry strategy. Vertical integration: Entering new industries to strengthen the "Core" business model.

Applicable from the batch 2018-19 and onwards

Strategic outsourcing. 4 hours

10. Corporate-Level Strategy: Related and Unrelated Diversification  
Increasing profitability through diversification. The limits and disadvantages of diversification.  
Choosing a strategy. Internal new ventures. Entering new industries: Acquisitions, JVs,  
Restructuring. 2 hours

11. Corporate Performance, Governance, and Business Ethics.  
Stakeholders and corporate performance. Agency theory. Governance mechanisms. Ethics and  
strategy. 2 hours

Theory classes: 34 hours

Case analyses, discussions, guest lectures from industry, student presentations: 18 hours

### Text Books and Articles

1. Charles L. Hill, and Gareth R. Jones -- *Strategic Management-An Integrated Approach* Cengage; 9<sup>th</sup> edition (2012). ISBN: 978-8131518373.
2. HBR's 10 Must Reads on Strategy, HBR Press, Year:2011
3. Articles:
  - i) *Transient Advantage*, Rita Gunther McGrath, HBR June 2013
  - ii) *Pipelines, Platforms and the New Role of Strategy*, Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Chaudary. HBR April 2016.
  - iii) *Products to Platforms: Making the Leap*, Feng Zhu and Nathan Furr, HBR April 2016.
  - iv) *Reinventing Your Business Model*, Mark W. Johnson, Clayton M Christensen and Henning Kagermann, HBR Dec 2008.
  - v) *The Five Competitive Forces that Shape Strategy* Michael E. Porter, Reprinted in HBR, Jan-2008.
  - vi) *What is Strategy?* Michael E. Porter, HBR, Nov-Dec. 1996;
  - vii) *Building Your Company's Vision* J.C. Collins and J.J. Portas, HBR, Sep.-Oct. 1996.

# **MBAG-302 GROUP DYNAMICS**

**(1 Credit, 3 Hours, Practical)**

## **Course Objectives**

To make students aware of the intra-personal and inter-personal dynamics involved in working in a team, which could affect the team's efficacy.

## **Course Outcomes**

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

- Explain the dynamics involved in working in a team.
- Acquire skills and competencies for team-building, and also for effective communication, decision-making, and conflict management when working in teams.
- Analyse and evaluate the behaviour of team members and the behavior of teams/groups in organizational settings.

## **Contents**

1. Introduction to Group Dynamics: 2 hours  
Nature of Groups - You and Your Work Group and Group Effectiveness (SFBE and Critique Session)  
[Learning Outcome: To appreciate different elements of group dynamics and groups]
2. Group Formation: 4 hours  
Schutz's FIRO-B Theory and Team Diversity (SFBE and Critique Session)  
Landmines Exercise  
[Learning Outcome: To examine and analyze the different motives in the formation of groups]
3. Group Cohesion and Development: 4 hours  
Group Cohesion – Trust Me Exercise  
Group Values – Prisoner's Dilemma  
[Learning Outcome: To identify the determinants of group cohesiveness]
4. Group Structure: 7 hours  
Group Socialization – Ice Breakers (Experiential Learning Exercise)  
Norms Development – Alive Film  
Group Communication – Tennis Ball Exercise  
Heart to Heart Communication Exercise.  
Fish-Bowl Exercise  
[Learning Outcome: To cultivate various abilities, skills and competencies relating to group communication]
5. Group Influence: 4 hours  
Majority Influence and Minority Influence – 12 Angry Men (Film)  
Group Therapy (Experiential Exercise)  
[Learning Outcome: To practice and cultivate the art and science of dealing with emotions in groups that hinder group building and team work]
6. Group Power and Group Conflict: 3 hours  
How much Power you have in your Group? (SFBE and Critique Session)  
Power in Groups – Bases of Power – Flat Allotment Exercise  
[Learning Outcome: To examine the bases of power in groups and experience the dynamics of power play in group activities]

- |   |         |
|---|---------|
| 7. Teamwork and Team-Building:<br>Work Groups - Team Norms – Paper Plane Corporation<br>Work Groups – Egg Drop Exercise<br>Work Groups – Paper Tower Exercise<br>[Learning Outcome: To practice and cultivate the skills and competencies of team-building through participation in group activities]   | 4 hours |
| 8. Group Decision Making:<br>Vroom’s Normative Model – Risky Shift Phenomenon and Group Think<br>Six Thinking Hats<br>Stranded in the Desert<br>Coffee Club Exercise<br>[Learning Outcome: To practice and cultivate the skills and competencies critical in group decision- making under routine and non-routine circumstances]  | 4 hours |
| 9. Group Performance:<br>Group Creativity – Creativity Exercise<br>Self-Managing Work Groups - Waste-Management Exercise<br>[Learning Outcome: To practice and cultivate the skills and competencies required for group creativity leading to effective groups and teams, while working with groups under the guidance of a group supervisor and without any supervision in self-directed work teams] | 4 hours |
| 10. Case-Studies and Seminar Presentations<br>[Learning Outcome: To understand all aspects of group dynamics from the standpoint of the goings on in corporate world]   | 3 hours |

Note: The faculty member may do at least one of the many exercises in the class that figure in each chapter. The faculty member has the freedom to select from the exercises in each chapter in accordance with his/her convenience in the respective semester. Some of the topics will have to be dealt with by the students through self-study, assignments, group learning and seminar presentations.

Legend: SFBE: Self-Feed Back Exercise

### Evaluation

Based on assignments and performance in experiential learning sessions.

### Text Book

Forsyth, Donelson, R., (2017). Group Dynamics, 6<sup>th</sup> edition, Cengage.

### Readings

1. Daniel Levi, Group Dynamics for Teams, Sage, New Delhi, 2007
2. The five dysfunctions of a team – Patrick Lencioni, 9e, Year, 2009
3. Overcoming the five dysfunctions of a team – Patrick Lencioni, Wiley, 1e, 2006
4. The wisdom of teams – Jon Katzenbach, Harper Business, 1e, 1999
5. The discipline of teams – Jon Katzenbach, HBS, 1e, 2009
6. Extraordinary groups – Geoffrey Bellman, Published by: TBS, 1e, 2016
7. Organizing genius - Warren Bennis, Publisher Perseus, 1e, 1998
8. HBR cases and articles

# **MBAG-303 (T) MANAGEMENT OF QUALITY**

## **(2 Credits)**

### **Course Objectives**

To familiarize the students with

- The philosophy and concepts of quality and its evolution
- The management of quality in organizations and its strategic importance.
- Requisite diagnostic skills of quality management

### **Course Outcome**

At the end of this course, the student will be able to assess an organization / process from the quality perspective, diagnose problems, and suggest improvements in design using quality tools.

### **Contents**

1. Introduction to Quality: Introduce quality concepts, Evolution of Quality, Quality Gurus and their contribution (Deming, Juran and Crosby) 6 hours
2. Cost of Quality (COQ): The P-A-F model of COQ 2 hours
3. Design for Quality: QFD (House of Quality Matrix), Design Failure Mode and Effects Analysis 7 hours
4. Lean Thinking: Principles of Lean, Types of Waste, Kaizen, Basic Lean tools 7 hours
5. Student Seminars and Presentations 4 hours

### **Text Books**

1. James. R Evans, James. W. Dean, Total Quality Management, Organization And Strategy, Thomson South-Western, 9<sup>th</sup> Edition
2. Harvard Business Publishing articles and reading materials.

### **Additional Readings**

1. Jeffrey K. Liker, The Toyota Way, Tata Mcgraw-Hill, 2004 Edition
2. George Eckes, Six Sigma For Everyone, John Wiley and Sons, 2003 Edition
3. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press, 2003 Edition

# **MBAG-303 (P) MANAGEMENT OF QUALITY - APPLICATIONS**

## **(1 Credit, , Practical)**

### **Course Objective**

To train the students to apply quality tools and workflow to solve a real life problem using planned interventions.

### **Course Outcome**

At the end of this course, the student will be able to independently apply the DMAIC workflow to a real-life problem and make effective quality interventions leading to improvement of process capability

### **Content**

- |   |  |          |
|---|--|----------|
| 1 | Lean Six Sigma: Introduction, DMAIC roadmap, Basic Six Sigma tools (Pareto charts, DPMO calculation, brainstorming, Fishbone diagram, Root cause analysis, Validating root causes using hypothesis testing, using control charts):- Students are trained Up to Yellow / Green Belt level | 18 hours |
| 2 | Student Seminars and Presentations   | 8 hours  |

### **Evaluation**

Presentation on Project followed by Viva voce (50 marks)

### **Text Book**

George Eckes, Six Sigma for Everyone, John Wiley and Sons, 1 Edition 2003 ISBN: 978-0-471-28156-6.

### **Additional Readings**

1. Jeffrey K. Liker, The Toyota Way, Tata Mcgraw-Hill, 2004 Edition
2. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press, 2003 Edition

# **MBAG-304 BUSINESS AND MANAGERIAL COMMUNICATION-2**

## **(1 Credit, 2 Hours, Practical)**

### **Course Objectives**

To enable the students to become aware of their communication skills and sensitise them to their potential to become successful managers

To introduce them to some of the practices in managerial communication that are in vogue

To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as One-to-one communication, Preparing and delivering effective presentations, Exposing to various forms of Verbal Communication methodology and Maintaining one's poise in private and in public.

This is a practice-based course where learning will take place through class assignments.

### **Course Outcomes**

At the end of the course, the students would be able to make better One-to-one communication, Prepare and deliver effective presentations.

### **Contents**

1. Introduction to managerial communication	2 hours
2. Types of managerial speeches	4 hours
. Speech of introduction	
. Speech of thanks	
. Occasion-based speech	
. Theme speech	
. Key Note Speech	
3. Mastering the art of giving and conducting interviews in	4 hours
. Selection or placement interviews	
. Discipline interviews	
. Appraisal interviews	
. Exit interviews	
4. Group communication by way of	4 hours
. Meetings and Group discussions	
5. Exposure to Nonverbal communication	2 hours
6. Group activities and processes	4 hours
7. Making effective presentations	4 hours
8. Effective use of Audio Visual Equipment	2 hours

### **Evaluation**

On the basis of seminars/ Presentations/role plays/ in-class exercises.

### **Text Book**

This is a practical course, several sources are referred, listed below. No particular text book is prescribed.

### **Reference / Reading Material:**

1. HBR *Business Communications that Work* Chris Turner, March 1999
2. Scott McLean, *Business Communication for Success*, Publisher-Flat World

Applicable from the batch 2018-19 and onwards



- Knowledge, L.L.C., 2010, ISBN 1936126117, 9781936126118
3. HBR's 10 Must Reads on Communication (with featured article "The Necessary Art of Persuasion," by Jay A. Conger) Paperback – April 2, 2013, 1e
  4. Backstage: Preparing Your Presentation - George Williams Haiku Deck, 2015  
<https://www.haikudeck.com/backstage-preparing-your-presentation-education-presentation-5HkNWdJJw8>
  5. HBR Guide to Persuasive Presentations, 2012, 1e, HBS Press
  6. HBR Guide to Better Business Writing Paperback – 15 Jan 2013. A Nine-Step Guide to Fast, Effective Business Writing, 1e, Harvard Business School Press India Limited.
  7. HBR Communication Breakdown- Mistakes Managers Make  
<https://hbr.org/2009/03/seven-communication-mistakes-m.html>
  8. HBR - Good Writing-It Begins with Principles, Chapter from the book 'Business Communication' 2006, HBS, 1e -
  9. Everyday Writing: Memos, Letters, and E-Mail - George Williams Haiku Deck  
<https://www.haikudeck.com/everyday-writing-memos-letters-and-e-mail-education-presentation-cmfqNKKeCH>
  10. Business Basics: Communication and the Language of Business.  
[https://www.oreilly.com/library/view/plugged-in-the/9781422163665/e9781422163665\\_c11.html](https://www.oreilly.com/library/view/plugged-in-the/9781422163665/e9781422163665_c11.html)

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# **MBAG-308 COMPUTER APPLICATIONS - BUSINESS ANALYTICS**

**(1 Credits, 3 Hours, Practical)**

## **Course Objective**

To expose students to any one or two business analytics software like Tableau, Qlikview and make them independently develop a dashboard.

## **Course Outcomes**

At the end of the course the students would be able to take up individual assignments on a dataset of their choice and create a dashboard in Tableau.

## **Contents**

1	Tableau interface	2 hours
2	Connecting to data sources	2 hours
3	Basic visual graphics	2 hours
4	Calculations	2 hours
5	Mapping	2 hours
6	Dashboards and Story-boards	2 hours
7	Assignment	27 hours

## **Evaluation**

Computer assignment /project

## **Reference**

Tableau- The Official guide

# SEMESTER 4

## MBAG–401 VALUES-CENTRED LEADERSHIP

(3 Credits)

### Course Objectives

To expose students to various aspects of values centred leadership and its relationship to followers and organizations.

### Course Outcomes

At the end of the course the student will be able to distinguish various values, qualities, attitudes and behaviours that make a good leader. He or she would understand the impact a values centred leader can make on an organization. The student would understand the actions and decisions that enable one to lead effectively as a values centred leader.

### Content

1. Understanding Leadership  
Definition. Management vs Leadership. Followership. Leading teams. 8 Hours
2. Overview of Approaches to Leadership  
Great Man. Traits. Behavioral, Dyadic, Contingency and Situational approaches to Leadership 7 Hours
3. Development of Leadership in an Individual  
Universal Inner structure of a Good Leader. Types of Intelligence. Power and Influence. Gravitas. Leadership based on Fear vs Love. Servant Leadership. 9 Hours
4. Leader as a Social Architect  
Transformational Leadership. Creating Vision, Mission and Strategic direction. Shaping Culture. 8 Hours
5. Leading Change  
Leading a Learning Organisation. 7 Hours

### Text Books

1. Lieut.Gen.(Retd.) Dr. M.L.Chibber - *Sai Baba's Mahavakya of Leadership*. Sri Sathya Sai Books and Publications Trust, Prasanthi Nilayam, 1996, 1<sup>st</sup> Edition, ISBN: 8172081804.
2. Richard L. Daft - *The Leadership Experience*. Harcourt College Publishers. 2002. 2<sup>nd</sup> Edition. ISBN 0-03-033572-8.

### References and Suggested Readings

1. *The Tao of Leadership* – John Heider, Humanics New Age, 1997, 8<sup>th</sup> Edition, ISBN 978-0-89334-079-7.
2. *HBR's 10 Must Reads on Leadership*, 1<sup>st</sup> Edition, Harvard Business School Publishing Corporation 2011, ISBN-987-1-4221-5797-8.
3. The Bhagavad Gita

# **MBAG-402 FUNDAMENTALS OF PROJECT MANAGEMENT**

## **(2 Credits)**

### **Course Objectives**

To introduce students to the fundamentals of project management.

### **Course Outcomes**

At the end of the course, the students would be able to

- Explain various fundamentals of project management
- Use the various tools and techniques for defining and performing project work
- Apply these learnings by using the project management templates for an identified virtual project assignment

### **Contents**

- |   |         |
|---|---------|
| 1) Overview of Project Management   | 2 Hours |
| <ul style="list-style-type: none"><li>● Definitions, Project vs Operations, Project Triple Constraints</li><li>● Role of Project Managers in a project</li><li>● Overview of Project Management Processes and Knowledge Areas</li><li>● Overview of PMI's PMP and PMBOK Guide</li><li>● Project Management Methodology</li></ul>  |         |
| 2) Project Initiation   | 2 Hours |
| <ul style="list-style-type: none"><li>● Define Project Objective Statement</li><li>● Define the Deliverables and their Requirements</li><li>● Develop the Project Charter</li></ul>   |         |
| 3) Project Planning   | 6 Hours |
| <ul style="list-style-type: none"><li>● Scope IS and IS NOT and Work Breakdown Structure</li><li>● Define Activities, Dependencies and Activity Durations</li><li>● Develop a Project Schedule</li><li>● Develop the Cost Estimate</li><li>● Assign and Schedule Resources and Costs</li><li>● Identify and Analyze the Risks</li><li>● Establish Milestones and Performance Measures</li><li>● Establish Project Baselines</li></ul> |         |
| 4) Project Execution  | 2 Hours |
| <ul style="list-style-type: none"><li>● Work the Plan</li><li>● Manage the Project Team</li><li>● Communicate and Coordinate the Work</li></ul>   |         |
| 5) Project Monitoring and Control   | 2 Hours |
| <ul style="list-style-type: none"><li>● Collect and Record the Data</li><li>● Track Actual Performance</li><li>● Analyze Project Progress</li><li>● Identify Variances from the Baseline and Determine Trends</li><li>● Initiate Corrective Action and replan as required</li></ul>   |         |
| 6) Closing the Project  | 2 Hours |
| <ul style="list-style-type: none"><li>● Prepare a Closeout Plan and Schedule</li><li>● Get Customer Agreement, and Notify the Team release plan</li><li>● Archive Project Data</li></ul>  |         |

Applicable from the batch 2018-19 and onwards

- Prepare a Lessons Learned Document
- Bill the Customer for any pending collections

7) Microsoft Project - Basics 4 Hours

8) Case Studies and Assignments 6 Hours

**Text Book**

Fundamentals of Project Management by Joseph Heagney, Fifth Edition (2016), AMACON

**References**

1. Project Management Fundamentals Key Concepts and Methodology by Gregory T Haugan, Second Edition (2011), Publisher Management Concepts, USA.
2. PMBOK Guide Sixth Edition, Project Management Institute, USA.

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# **MBAG-403 BUSINESS EXCELLENCE**

**(1 Credit, 3 Hours, Practical)**

## **Course Objective**

To equip the students with the competence to critically evaluate organizations from the point of view of Business Excellence using holistic perspectives as per International Quality/ Excellence- based frameworks like those of Malcolm Baldrige (or equivalent) models.

## **Course Outcome**

At the end of this course, the student will be able to independently assess an organization for business excellence along all important dimensions using an appropriate framework of excellence and present the same in an assessment report.

## **Contents**

1. Introduction to business excellence: The core themes of business excellence, the development of self-assessment. 3 hours
2. Overview of major international business excellence frameworks / models and key variables: The Deming prize, The Malcolm Baldrige National Quality Award, The EFQM Excellence Model, 6 hours
3. Assessing business excellence using Malcolm Baldrige award criteria: Introduction, Background, Purpose and Goals, Core Values and Concepts, Criteria framework, the award process and evolution. 8 hours
4. Corporate business excellence self-assessment / feedback reporting: The Questionnaire and Survey approaches, the matrix approach, the workshop approach, The Pro-Forma approach, E- approach, Hybrid approach, Comparison of approaches. 4 hours
5. Sustaining business excellence 2 hours
6. Practical assignment: Students will use methods and tools taught in this course to assess an organization for business excellence and prepare an assessment report. 16 hours

## **Evaluation**

Presentation of the Practical assignment followed by Viva-Voce (50 marks)

## **Text Books**

1. L. J. Porter and S. J. Tanner, Assessing Business Excellence, Routledge, 2011 Edition
2. C. Hakes, Corporate Self-Assessment Handbook: For Measuring Business Excellence, Springer, 3<sup>rd</sup> Edition, Year 1995
3. Scott Keller and Colin Price, Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage, John Wiley and Sons, 2011 Edition

# MBAG-404 MANAGING IN THE INFORMATION AGE

(2 Credits)

## Course Objectives

- To introduce students to the current business trends and how technology is playing a major role in creating value and competitiveness for the enterprise.
- To prepare students of management with the skills needed to deploy successfully Information Technology in support of business goals by providing them with approaches that will remain relevant even as the suite of available technologies change over time.

## Course Outcome

At the end of the course, the students would be able to

- explain the various types of Information systems and how they help transform the business and competitive landscape.
- use the various approaches to building information systems and how they have evolved to address the challenges in developing an information system.
- appreciate the importance and value of security control for enterprise systems.
- consider the hardware, software and networking trends and how they are delivering value to enterprise IT Investments.

## Contents

1. Business and IT – Introduce modern businesses and how technology is shaping the enterprise. Discuss with specific business cases how leveraging the various technology trends is changing the business landscape with respect to competitiveness and enterprise innovations. 2 Hours.
2. Classification of Information systems- - Review the various information systems and their roles such as Transaction processing systems, MIS, Decision support systems, Executive Support Systems and enterprise systems, and how each of them impact and deliver value to the business 2 hours
3. Technology for Competitive Advantage – Discuss the various strategies for business competitiveness. “Outside –In” vs “Inside-Out” approaches to IT selection, Using Porter’s value chain analysis, Five forces model and Network economics models for competitive advantage; Integrating IT Strategy with Business Strategy and creating the Information Systems Master Plan 6 hours
4. Emerging Technologies – Overview of emerging technologies such as Social Media, Mobile, Analytics, Cloud, IoT and AI are redefining the enterprise IT landscape for competitiveness while also reducing the overall IT costs 4 hours
5. System development – Discuss how building new information systems produce organizational change; the core activities in the systems development process and the principal methodologies used for modeling and designing systems in the digital firm era. 4 hours
6. Securing Information Systems – Discuss various types of enterprise security threats and strategies to mitigate them 4 hours
7. Case Studies Presentations / Exercises 4 hours

## Text Book

Kenneth C. Laudon and Jane P Laudon (Author), *Management Information Systems: Managing the Digital Firm Paperback* – 2017, Publisher: Pearson Education; Fifteenth edition (2017)

## Suggested Readings

1. James A. O'Brien (Author), *Management Information Systems Paperback* – 1 Jul 2013, George M. Marakas (Author), Ramesh Behl (Author) Publisher: McGraw Hill Education India Private Limited; 10<sup>th</sup> edition (1 July 2013)
2. David P.A and G Wright, *General Purpose Technologies and Productivity surges. Historical perspectives of IT revolution --- Oxford University Press for the British Academy, 2003*
3. Whistler T.L., *The impact of computers on organization Praeger Publishers; 1<sup>st</sup> Edition 1970.*

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Applicable from the batch 2018-19 and onwards

# **MBAG-408 COMPUTER APPLICATIONS - ENTERPRISE APPLICATIONS**

**(1 Credit, 3 Hours, Practical)**

## **Course Objectives**

To expose students to any one enterprise application software such as R or MIT App inventor.

## **Course Outcomes**

At the end of the course the students would be able to use enterprise applications softwares in various business domains and contexts.

## **Contents**

### 1. R for Business Applications

Basics of the language	4 hours
Importing and processing data	4 hours
Data exploration	4 hours
Plotting – basic and advanced	4 hours
Modelling	4 hours
Communicating the analysis	4 hours
Exercises	15 hours

### 2. Android App development

Components of App Inventor	2 hours
Animated games	3 hours
Texting apps	3 hours
Location apps	3 hours
Apps with user generated data	3 hours
Web enabled apps	3 hours
Exercise	22 hours

## **Evaluation**

Computer based assignments/ project.

## **References**

Documentation from CRAN  
MIT APP inventor documentation



# **MBAG-411 EXPERIENTIAL LEADERSHIP DEVELOPMENT**

**(1 Credit, 2 Hours, Practical)**

## **Course Objectives**

This aims to develop students' values, attitudes, capabilities, skills and behaviours that would help them become better valued centred leaders.

## **Course Outcomes**

At the end of the course the students' would be able to take responsibility to develop in themselves various values, attitudes, capabilities, skills and behaviours; since they would have a raised sense of self-awareness, self-responsibility and self-accountability for developing themselves into values centred leaders.

## **Content**

1. Presentations by students on application of the concepts and tools of values centred leadership 10 hours
2. Exercises, reflections, discussions on application of the concepts and tools of values centred leadership 5 hours
3. Activities 5 hours
4. Simulated problem solving, decision making and execution case studies 6 Hours

## **Evaluation**

Students would be evaluated on the basis of the students' understanding of the concepts, and quality of their initiative and effort to develop themselves into leaders. Evaluation of students in this course is through their participation in class seminars, individual assignments and essays, that would track the student's work on various aspects of individual leadership development covered in the course, including self-appraisal to evaluate ones own progress. Evaluation:

- Essay and written evaluations (to check understanding of concepts,
- Assignments (To check concept clarity, quality of introspection, resolve and discipline of implementation),
- Class participation (Quality of participation in sharing and introspection).

## **Text Books**

1. Lieut. Gen. (Retd.) Dr. M.L.Chibber - *Sai Baba's Mahavakya of Leadership*. Sri Sathya Sai Books and Publications Trust, Prasanthi Nilayam, 1996, 1<sup>st</sup> Edition, ISBN: 8172081804.
2. Richard L. Daft - *The Leadership Experience*. Harcourt College Publishers. 2002. 2<sup>nd</sup> Edition. ISBN 0-03-033572-8.

## **References and Suggested Readings**

1. *The Tao of Leadership* – John Heider, Humanics New Age, 1997, 8<sup>th</sup> Edition, ISBN 978-0-89334-079-7.
2. *HBR's 10 Must Reads on Leadership*, 1<sup>st</sup> Edition, Harvard Business School Publishing Corporation 2011, ISBN-987-1-4221-5797-8.
3. The Bhagavad Gita

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# MBAG-412 E BUSINESS

## (2 Credit, Theory)

### Course Objective

To introduce students to the phenomenon of e-business and alternative digital business strategic approaches, applications and their implementation.

### Course Outcomes

At the end of the course, students would be able to

- examine the interaction between technological trends, business and the social context of e-business including the diffusion of social networks and Web developments,
- summarise the reasons for adoption of e-commerce and e-business.
- analyse the practice of innovation in this domain by presenting models and cases.

### Content

- |   |         |
|---|---------|
| 1. Introduction to digital business and e-commerce<br>Business adoption of digital technologies and risks and barriers.                               | 3 hours |
| 2. Marketplace analysis for e-commerce<br>Business models, E-commerce environment   | 3 hours |
| 3. Managerial and economic theories of E-commerce<br>Network economics theory, Competitive advantage, Resource dependency and Transaction cost theory | 4 hours |
| 4. Managing digital business infrastructure<br>Managing hardware, software, internet service and employee access.                                     | 4 hours |
| 5. Digital business strategy<br>Channel priorities, Product development, Business Models and Supply Chains; and Implementation                        | 4 hours |
| 6. Digital marketing<br>Online branding, E-marketing planning   | 4 hours |
| 7. Analysis and design<br>Process modelling, user centred design and security   | 4 hours |

### Text Book

Dave Chaffey, *Digital Business and E commerce management*, Pearson Publications, 6<sup>th</sup> Edition, 2015, ISBN 10- 027-378-6547, ISBN 13 - 978-027-378-6542.

### References and Suggested reading

Dave Chaffey - *E Business and E Commerce Management: Strategy, Implementation and Practice*, Indian edition, Publisher- Pearson India, 5th Edition, 2016, ISBN 978-93-325-1117-0.

**MBAG-109/209/309/409 ANALYTICAL AND PRESENTATIONS SKILLS**  
**PART-1 to 4**  
**(1 credit, Practical)**

**Objectives**

This course aims to enhance student's presentation skills required to make confident, high quality communications to larger audiences with conviction and clarity. It is also aimed at improving their analytical and critical thinking, creativity and problem-solving capabilities under pressure.

**Course Outcomes**

At the end of the course the students would be able to prepare and make good quality presentations based on analytical and critical thinking, to large groups.

**Content**

This course is designed as a practical course that is based on presentations and activities led by students. Students are encouraged to choose topics from latest developments in the field of management and business, and / or bring out or develop new useful knowledge, awareness or skills in the audience.

**Evaluation**

Students' presentations in class are evaluated by at least two teachers based on their contribution as member of the group and individually. Evaluation would be of the quality and creativity of the presentation, the idea; and analytical as well as critical thinking behind it.

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### \*\*\*MARKETING\*\*\*

<b>Electives in Marketing</b>	
1. Marketing strategy	M-MS
2. Brand management	M-BRM
3. Consumer behaviour	M-CB
4. Rural marketing	M-RuM
5. Services marketing	M-SeM
6. Relationship marketing	M-ReM
7. Digital Marketing	M-DM

## **M-MS MARKETING STRATEGY (4 Credits)**

### **Course Objectives**

To acquaint students with concepts and tools in the development of strategies to be adopted in marketing functions.

### **Course Outcomes**

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

- explain critical issues involved in strategy formulation.
- use range of tools used to formulate marketing strategic alternatives.

### **Contents**

1. Introduction. Every Business is a Growth Business (4 hrs)
  - Understanding the application of the equation  $R = M \times V$  in formulating marketing strategy.
  - Marketing in a digital world-an overview
2. Marketing Strategy Planning Process (4 hrs)
  - The Process Steps
  - Social Values and Ethical Principles in Marketing
  - Preparing the Marketing Plan
3. Understanding the Market Situation (8 hrs)
  - Role of PESTLE, Porter's 5-Forces analysis, SWOT and The 5 Cs analyses in understanding the market environment and identifying threats and opportunities.
  - Analysing competition and their marketing strategies.
  - Measuring attractiveness, potential market size and analysing its components.
  - The Drivers of change that impact markets and strategy.
  - Value Migration
4. Market Segmentation, Targeting, Differentiation, and Positioning (8 hrs)
  - The Strategic value of segmentation, criteria for successful segmentation
  - Finding a "Hole" or Vacant Space in the Market
  - Difference between "market segmentation" and "Strategic segmentation".
  - The Segmentation Process
  - Newer and Emerging Approaches to Market Segmentation in the digital world
  - Market Mapping
  - "Trading Up and Down. Death in the Middle." Marketing Lessons to be Learnt.
  - Taking the lead from consumers; co-creation strategies
  - Role and importance of core competencies
5. Developing Marketing Strategies (8 hrs)
  - Developing Marketing Goals and Course Objectives
  - Mapping a Growth Strategy
  - The Ansoff Matrix
  - Marketing strategies; Marketing Strategies Over The PLC
  - Digital Marketing Strategies
    - *Defining digital marketing*
    - *Digital assets and digital tactics; understanding key words in digital marketing.*
    - *Preparing a digital marketing strategy plan – essential requirements.*
6. Pricing Strategy (4 hrs)
  - The Seller's Perspective on Pricing and The Buyer's Perspective on Pricing
  - The Relationship Between Price, Revenue and Profit
  - Major Determinants of Pricing Strategy in the traditional and digital world
    - Basic Pricing Strategies
    - Legal and Ethical Issues in Pricing



7. Promotional Strategies (4 hrs)  
Integrated Marketing Communication in the digital world (IMC)
- Advertising
  - Public Relations (PR)
  - Personal Selling and Sales Management
  - Sales Promotion
  - Digital strategies
8. Seminars, guest lectures, presentations, and case studies: (12 hrs)
- TOTAL: 52 hours

**Textbook**

Shajahan, S.; *Strategic Marketing, Text and Cases – The Indian Perspective*, (ISBN # 978-81-309-1269-1) Edition Jan 2010.

**Suggested Additional Reading**

1. Ferrel, O.C. and Hartline, M.D., *Marketing Strategy*.
2. Ries, Al and Trout, Jack; *Positioning: The Battle for Your Mind*, Tata McGraw Hill 1986.
3. Trout, Jack; *Trout on Strategy*, Tata McGraw Hill 2004.
4. Nirmalya Kumar, *Marketing as Strategy*, Penguin Books India 2004.

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## **M-BRM BRAND MANAGEMENT (4 Credits)**

### **Course Objectives**

To acquaint the Students with the Fundamental Concepts of Brand Management.

### **Course Outcomes**

At the end of the course the students would be able to understand and appreciate the role of branding; apply the concepts and learnings in their organisations.

### **Contents**

1. Brand	(9 Hrs)
• What is Brand	
• Characteristics of a Brand	
• Objectives of a Brand	
• Brand Assets (core elements) Definition, Types, Advantages	
• Role of Brands	
• Difference between Product and Brand	
• Why do brands matter	
2. Brand Identity, Brand Prism, Brand Image, Brand Association	(9 Hrs)
3. Brand Positioning	(6 hrs)
• Positioning	
• Process of positioning	
• Approaches to positioning	
• Brand ladder	
4. Brand Equity	(9 Hrs)
What makes a strong brand	
How do you build a strong brand	
Aaker's Brand Equity Model	
• Brand Loyalty	
• Brand Awareness	
• Perceived Quality	
• Brand association	
• Brand Assets	
Keller's Brand Equity Model	
• Brand Salience	
• Brand Performance, Brand Imagery	
• Brand Judgement	
• Brand Feeling	
• Brand Resonance	
5. Case Studies Apple, Red Bull	(9 Hrs).
6. Presentations	(10 Hrs)
	<b>TOTAL : 52 hours</b>

Methodology: Case studies, Group discussions, Class interactions, Team presentations, engagements with industry people.

### **Text Book**

YLR Moorthi - Brand Management: The Indian Context Edition: Sept, 1999, ISBN 10: 8125907394 / ISBN 13: 9788125907398 Published by Sangam Books Ltd 1999

### **Suggested Readings**

The New Strategic Brand Management: Jean-Noel-Kapferer 3<sup>rd</sup> Revised edition 2004 ISBN-10: 0749442832 ISBN-13: 978-0749442835.

## **M-CB CONSUMER BEHAVIOUR (4 Credits)**

### **Course Objectives**

To familiarize students with the processes and factors influencing buying behavior of consumers and implications of these factors in development of marketing strategies.

### **Course Outcomes**

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

- explain the factors that influence human behaviour – external as well as internal factors
- translate this understanding to formulating strategies that most effectively influence and shape behaviour and choices made by target consumer groups.

### **Contents**

1. Overview of Consumer Behaviour. Understanding the consumers – individuals and groups. The consumer behaviour model. Impact of Consumer Behavior on marketing Strategy. Impact of Marketing on Consumer Behavior. (4 hrs)
  2. External Influences. Influence of cultural variations on consumer behaviour (includes subcultures). Role and importance of values and consumption patterns in buyer behaviour. Demographics and social stratification. (8 hrs)
  3. Families and households as part of society. Influence of households on consumption. Types of households. Marketing strategy based on the Household life-cycle. Family decision making process and influence on marketing strategy formulation. (4 hrs)
  4. Group influences on consumer behaviour. Types of groups. Brand communities. Online communities and social networks. Reference groups influence on consumption process. Communications with groups and opinion leaders. Role of WOM. Marketing strategy and the diffusion process – Diffusion of innovations, adoption. (4 hrs)
  5. Internal influences on the consumer.
    - a) Perception. Understanding the nature of perception and the factors that influence it. (Exposure, attention, interpretation). Perception and marketing strategy. (4 hrs)
    - b) Learning, memory and product positioning. Nature of learning and memory. Conditioning. Role of learning and memory in brand image and positioning strategy. (4 hrs)
    - c) Motivation, Personality, and Emotion. Nature of motivation. Relevance of Maslow's hierarchy of needs and motivation theory in marketing strategy. Personality and its use in marketing. Types of emotions. Emotions and its role in promotion and marketing strategy. (4 hrs)
    - d) Attitudes and influencing attitudes. Components of attitudes. Attitude change strategies. Communication characteristics that influence attitude change. (4 hrs)
    - e) Self-concept and lifestyle. Possessions and the extended self. Measuring self-concept. Using self-concept to position products. Nature of lifestyle. Measurement of lifestyle. VALS system. Marketing ethics. (4 hrs)
  6. Seminars, presentations, case studies and guest lectures: (12 hrs)
- TOTAL: 52 Hrs

**Textbook:**

Hawkins, Motherbaugh, and Mookerjee, Consumer Behaviour- Building Marketing Strategy, 12<sup>th</sup> edition, McGraw Hill India, ISBN: 978-93-5134-479-7

**Suggested Reading:**

- 1) Leon G Schiffman and Leslie Lazar Kanuk, Consumer Behavior, Prentice-Hall of India Pvt Ltd., 2e Year 2013
- 2) John C. Mowen, Consumer Behaviour, Macmillan Publishing Co., New York, 1993, 1e.
- 3) Gerald Zaltman and Melaine Wallendorf, Consumer Behaviour- Basic Findings and Management Implications, John Wiley and Sons, New York, 2<sup>nd</sup> edition, 1983.
- 4) Suja R. Nair, Consumer Behaviour in Indian Perspective: Text and cases, Mumbai Himalaya Publishing House, 1e, 2011.
- 5) Articles:
  - I. The CEO OF Heinz On Powering Growth in Emerging Markets by Bill Johnson. HBR Oct 2011
  - II. Socio Economic Classification-The New SEC System. The Market Research Society of India  
<http://mruc.net/uploads/posts/8d373188d2f2f813f7f85759aa0304f4.pdf>
  - III. The Great Indian Bazaar-Organised Retail Comes of Age in India Report by McKinsey and Company.2010, 1e.
  - IV. Analyzing Consumer Perceptions. Robert J. Dolan. HBR Dec 2001
  - V. Rediscovering Market Segmentation. Daniel Yankelovich and David Meer. HBR Feb 2006.

## **M-RuM RURAL MARKETING (4 Credits)**

### **Course Objective:**

To expose the students to the opportunities and challenges of Rural Markets and develop Rural Marketing strategies that are unique to Rural India.

### **Course Outcomes**

At the end of the course, the students would be able to understand and appreciate the potential and scope of rural markets and use the insights of rural marketing for developing rural marketing strategies.

### **Contents**

1.	Defining Rural Markets	(1 hrs)
2.	Rural Myths	(1 hrs)
3.	Rural Marketing Mix: 4 A's	(4 hrs)
4.	Rural Marketing Opportunities and Challenges	(2 hrs)
5.	The Evolving Rural Consumer	(2 hrs)
6.	Rural Consumer Behaviour	(2 hrs)
7.	Rural Marketing Research Process	(2 hrs)
8.	Segmentation and Targeting Rural Markets	(2 hrs)
9.	Rural Product Strategy	(4 hrs)
10.	Rural Pricing Strategy	(4 hrs)
11.	Rural Distribution Strategy	(4 hrs)
12.	Rural Communication and Promotion Strategy	(4 hrs)
13.	Agricultural Marketing Strategy in Rural India	(2 hrs)
14.	Rural Services Marketing Strategy	(2 hrs)
15.	The future of Rural Marketing	(2 hrs)
16.	Case Studies HUL's Shakti Project ITC's e -Chaupal	(6 hrs)
17.	Presentation	(8 hrs)

TOTAL : 52 Hours

Methodology: Case studies, Group discussions, Class interactions, Team presentations and engagements with industry people.

### **Text Book**

Pradeep Kashyap, Rural Marketing, Edition second Publisher Pearson ISBN 10: 8131760359 ISBN 13:978-8131760352

### **Suggested Reading:**

1. Accenture's Research report: Masters of rural markets: Profitably selling to India's Rural consumers, 2015.
2. Accenture's Research Report Masters of rural markets: from touchpoints to trust points, 2015.  
[https://www.accenture.com/t20160203T072131\\_w\\_/in-en/acnmedia/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Dualpub\\_24/Accenture-Rural-India-Markets-Research-2015.pdf](https://www.accenture.com/t20160203T072131_w_/in-en/acnmedia/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Dualpub_24/Accenture-Rural-India-Markets-Research-2015.pdf)
3. HBR article Unlocking the Wealth in Rural Markets by Mamta Kapur, Sanjay Dawar, and Vineet R. Ahuja, Year 2014, HBR.  
<https://hbr.org/2014/06/unlocking-the-wealth-in-rural-markets>

## **M-SeM SERVICE MARKETING (4 Credits)**

### **Course Objectives**

To acquaint the Students with the unique characteristics of Services and to familiarize them with the concepts, tools and techniques to market services. The course distinguishes various aspects of marketing of services from products.

### **Course Outcomes**

At the end of the course the student will be able to develop services marketing plans and strategies encompassing their various components.

### **Content**

1. Introduction to Services, Definition, Service-Dominant Logic, Characteristics of service, Difference in marketing of services and products. Expanded service marketing mix. Impact of technology. (Hours 4)
  2. Customer Expectations, Pre-purchase evaluation of service attributes, Perceived Risk. (Hours 4)
  3. Customer Perception of Service Quality Service Encounter, Real-time Marketing. Perceived Control. Measuring customer satisfaction. Net Promoter Score. Gap model of Service Quality. (Hours 6)
  4. Physical Evidence and servicescape Strategic role, effect on customer experience and behaviour. Guidelines. (Hours 4)
  5. Employees' Role in Service: Human Resource Strategies, Services Triangle. Boundary Spanning roles. Emotional labour and conflicts. Service Culture. (Hours 4)
  6. Customers' Roles in Service: Customers as Productive Resources, as Contributors to Service Quality, Satisfaction and as Competitors. (Hours 4)
  7. Service Innovation and Design: Understanding requirement, Service Design Thinking. Customer-defined Service Standards - types. (Hours 4)
  8. Service Recovery Strategies. Service Recovery Paradox. (Hours 4)
  9. Pricing of Services: Role. Non-monetary Costs. Cost based, Competition and Demand based approaches to pricing. Customer-focused approach to pricing. (Hours 6)
  10. Integrated Service Marketing Communications: Challenges: and Strategies (Hours 4)
  11. Case Studies and Presentations (Hours 8)
- TOTAL 52 Hours

### **Text book**

Services Marketing - Valarie A. Zeithaml and Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, 6<sup>th</sup> Edition, Special India Edition, Mc. Graw Hill Education (India) 2013, ISBN-978-1-25-902681-2 and 1-25-9022681-7.

### **References and Suggested Reading**

1. Services Marketing – Jochen Wirtz, Christopher Lovelock and Jayanta Chatterjee, 8<sup>th</sup> Edition, 2018, Pearson India Education Services Pvt. Limited, ISBN-978-93-325-8768-7.
2. Delivering Happiness – Tony Hsieh (ISBN 978-1-4555-0890-7) – Hachette Book Group USA, 1 Edition March 2013.
3. Uncommon Service – Frances Frei and Anne Morris –1 Edition: Feb 2012. Harvard Business Review Press, ISBN-10: 1422133311 and ISBN-13: 978-1422133316.

## **M-ReM RELATIONSHIP MARKETING (4 Credits)**

### **Course Objectives**

The course aims to familiarize students with the relevance of Relationship Marketing in the age of growing connectivity, rapidly evolving digital technology and increasing business competition and volatility. It introduces students to customer centric business strategies and marketing practices of developing customer engagement for greater advocacy and loyalty. It is intended to develop in students the strategic thinking of competitive marketing management that drives the direction of innovations in analytics and social media for better market relations.

### **Course Outcomes**

At the end of the course, the students would be able to develop relationship marketing plans and strategies covering its various aspects and components.

### **Contents:**

- 1) *Introduction to Relationship Marketing*  
Relevance and definition of Relationship Marketing. Different Business Orientations and Marketing Approaches - Transactional marketing vs Relationship Marketing. Market share vs Share of Customer Wallet. (6 hrs)
  - 2) Customer Intimacy as a Discipline for Market Leadership  
Various disciplines for Market Leadership- Operational Excellence, Performance Superiority and Customer Intimacy. (6 Hrs)
  - 3) Customer Centricity and Customer Lifetime Value  
Product vs Customer Centricity. Balancing Customer Centricity with Product Centricity. Developing a Customer Centric Organization—culture and challenges. Emerging Role of Chief Customer Officer. Customer Lifetime Value (CLV). Recency Frequency Monetary value. (10 Hrs)
  - 4) Relationship Marketing in the context of Online Business, Social Networking and Digital Marketing: Marketing in Digital Economy. Power of Online Social Web and Networking and Digital Technology in Relationship Marketing. Customer advocacy, Word of mouth and Customer Engagement, Loyalty Programs. Gamification. (10 Hrs)
  - 5) Fundamentals of *Customer Relationship Management (CRM) Solutions*  
CRM, Purpose, Reasons for failures of CRM. Overcoming challenges of CRM implementation. (7 Hrs)
  - 6) Marketing Relationships in Business to Business (B-to-B) *marketing*  
Strategies for building relationships. Importance of Trust and Sustainability in Marketing. (4 Hrs)
  - 7) Case Studies and Presentations (9 Hrs)
- TOTAL 52 Hours

### **Text books:**

1. Peter Fader, Customer Centricity – ‘*Focus on Right Customers for Strategic Advantage*’, Wharton Executive Essentials, 1e, May 2012, ISBN 978-1-61363-016-7, Ebook ISBN: 978-1-61363-015-0
2. Michael Treacy and Fred Wiersema – ‘*Discipline of Market Leaders*’ – Publishers-Perseus, 1e, December 2015, ISBN-10: 0465096271, ISBN-13: 978-0465096275
3. Jeanne Bliss- “*I Love You More Than My Dog- Five Decisions That Drive Extreme Customer Loyalty in Good Times and Bad*”, Penguin India, 1e, October 2011, ISBN: 978-1-59184-295-9.
4. Sheth J.N. and Parvatiyar A., *The Handbook of Relationship Marketing*, Sage Publications, New Delhi, 2002, ISBN-10: 8178291045, ISBN-13: 978-8178291048

## Reference and Recommended Readings

1. Philip Kotler, Hermawan Kartajaya and Iwan Setiawan - *Marketing 4.0 – Moving from Traditional to Digital*, Wiley, 1e, April 2017, ISBN-10: 8126566930, ISBN-13: 9788126566938.
2. Mari Smith- *The New Relationship Marketing: How to Build a Large, Profitable Network Using the Social Web*, Publishers: Times Business Series, 1e, 2012; ISBN: 9788126534203.
3. HBR January-February 1999– ‘*Is your company ready for One to One Marketing?*’ – Don Peppers, Matha Rogers and Bob Dorf.
4. HRB 10 Must Reads on Strategic Marketing- Chapter: ‘*Rethinking Marketing*’ by Roland T. Rust, Christine Moorman and Gaurav Bhalla and Chapter: ‘*The One Number You Need to Grow*’ by *Frederick F Reichheld*, ISBN – 978-1-4221-89887
5. ‘The Face-to-Face Book: Why Real Relationships Rule in a Digital Marketplace’ – Ed Keller (Author), Brad Fay (Author) – 1e 2012, ISBN-10: 1451640064, ISBN-13: 978-1451640069
6. Kenneth Blanchard - ‘Raving Fans!’ (The One Minute Manager), Publisher: Harpercollins (1 October 2006 edition), ISBN-10: 9780007252053, ISBN-13: 978-0007252053
7. Evert Gummesson- Total Relationship Marketing: Marketing management, relationship strategy, CRM, and a new dominant logic for the value-creating network economy Publisher: A Butterworth-Heinemann Title; 3<sup>rd</sup> edition (29 May 2008), ISBN-10: 0750686332, ISBN-13: 978-0750686334



## **M-DM DIGITAL MARKETING (4 Credits)**

### **Course Objectives**

This course explores how in a world increasingly turning digital, traditional marketing concepts are undergoing change. The course discusses the role of the Internet, smartphones, 3D printing, and other technologies in shaping the relationship between firms and consumers, and how the traditional business model is changing. Changing behaviour of consumers is examined in terms of how information is searched for, how opinions, perceptions and attitudes are formed and influenced, and the various processes consumers employ to make choices. Contemporary trends and practices in digital marketing will be covered through case studies, student presentations and seminars. This course will not cover social media analytics, search engine optimization, and such tools.

### **Course outcomes**

At the end of the course, the students would be able to develop strategies of digital marketing considering its various aspects.

### **Contents:**

1. Empowerment of the consumer and the shifts taking place in the marketplace brought about by increased connectivity. Transformation of behaviour caused by connectivity—price comparison, product reviews, product usage and helping each other finding solutions. The rise of communal ratings and sharing of experiences. Development of online communities and the implications of these for strategy formulation. (4 hrs)
2. Segmentation in the digital world. Marketing to connected customers—who are these customers, the 'digital natives' or 'netizens'? What characterizes and distinguishes them and their behaviour? (4 hrs)
3. Traditional marketing and digital marketing – understanding how they work together. Complementing the touch-and-feel experience seeking of consumers with the new technology. Online and off-line interactions. Monetising value in the digital world. (4 hrs)
4. The marketing funnel and formulating a marketing strategy in a digital world. Finding customers and strategies and tactics for leading them through the marketing funnel to the action of purchase and repeat purchases. Personalizing offerings. (6 hrs)
5. Products: Product creation in the digital world. Co-creation of products and brands. Different types of co-creation. Motivating customer contribution. Using the crowd as an innovative partner. (6 hrs)
6. Promotion: How digital tools and technologies are changing the ways products and brands are being promoted. The role of users in generating content for these promotional activities. (4 hrs)
7. Distribution: Digitization of product distribution and the changing nature of retail landscape. (4 hrs)
8. Price: Examination of new digital tools and techniques that enable consumers take more control of the price they pay for the products they buy. Digital tools for setting the right price. (4 hrs)
9. Case studies, Seminars and student presentations. (16 hrs)

TOTAL: 52 Hours

### **Text books**

1. Philip Kotler, Hermawan Kartajaya and Iwan Setiawan, *Marketing 4.0: Moving from Traditional to Digital*. (ISBN 13: 978-81-265-6693-8), Publisher: Wiley, 1e 2017.
2. Bharat Anand, *The Content Trap: A Strategist's Guide to Digital Change*. (ISBN 13: 978-0143428619), Penguin Random House India; 1e edition, November 2016

3. Calvin Jones and Damian Ryan, *The Best Digital Marketing Campaigns in the World: Mastering the Art of Customer Engagement* (ISBN 13: 978-0749460624), Kogan Page, 1e, 2011.
4. Guy Kawasaki, *Art of Social Media: Power Tips* (ISBN 13: 978-0241199473), Portfolio, 1e, 2015
5. Jonah Berger, *Contagious: How to Build Word of Mouth in the Digital Age* (ISBN 13: 978-1471111709). Publisher: Simon and Schuster, 1e January 2014.
6. Select contemporary articles on digital marketing handed out to students.

### \*\*\*FINANCE\*\*\*

<b>List of Electives in Finance</b>	
1. Financial Derivatives	F-FD
2. Advanced Financial Derivatives	F-AFD
3. Computational Finance	F-CF
4. Forecasting Methods in Business and Economics	F-FMBE
5. Modelling Financial Markets	F-MFM
6. Risk Management in Financial Institutions	F-RMFI
7. International Financial Management	F-IFM
8. Mathematics of Finance	F-MF
9. Direct and Indirect Taxes	F-DIT
10. Financial Institutions and Markets	F-FM
11. Management of Banks	F-MB
12. Mergers and Acquisitions	F-MA
13. Corporate Financial Strategy	F-CFS
14. Corporate Banking	F-CB
15. Equity Research	F-ER
16. International Economics and Finance	F-IEF
17. Personal Financial Planning	F-PFP
18. Infrastructure Finance	F-IF
19. Investment Analysis and Portfolio Management	F-IAPM
20. Financial Reporting and Analysis	F-FRA
21. Fixed Income Securities	F-FIS
22. Corporate Governance	F-CG
23. Value Investing	F-VI

## **F-FD FINANCIAL DERIVATIVES (4 Credits)**

### **Course Objective**

To understand financial derivatives and their usage in managing risks.

### **Course Outcomes**

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

- articulate the difference between hedging, arbitrage and speculation with relevant examples
- articulate the pricing of forwards, futures, options and swaps
- determine the right hedge strategies for managing interest rate, equity, currency and commodity risks

### **Contents**

1. Introduction- Derivatives Markets, Forwards, Futures, Options, Swaps, Role of Derivatives Markets, Linkages between spot and Derivatives Markets, Criticisms of Derivatives Markets. 6 hours
2. Forward and Futures- Market Structure, Types of Future Contracts, Pricing principles, Futures Hedging Strategies. Numericals on valuation, marking to market, hedging, arbitrage. 12 hours
3. Options- Options markets, Options pricing principles, Binomial Models, Black-Scholes Model, Introduction to Option Greeks, Option Trading Strategies. Numericals on payoffs and P&L, trading strategies, binomial, Black Scholes, hedging, arbitrage. 12 hours
4. Currency Derivatives- Currency forwards, Currency futures, Currency options, Pricing, Trading Strategies. Numericals on valuation, marking to market, hedging, arbitrage. 6 hours
5. Interest Rate Derivatives- Forward Rate Agreements, Interest Rate Futures- Eurodollar futures, Interest rate Swaps, Theory on Calls, floors, collars, Swaptions, Numericals on pricing, hedging and arbitrage 12 hours
6. Case studies 4 hours

### **Text book**

Hull, John C, Options, *Futures and other Derivatives*, Prentice Hall of India 10e 2018. First half.

### **Additional References**

1. Chance Don M, An Introduction to Derivatives and Risk Management, 10e, 2015, Cengage, South Western.
2. Financial Risk Manager Handbook, GARP, 6e, 2013.

## **F-AFD ADVANCED FINANCIAL DERIVATIVES (4 Credits)**

### **Course Objective**

To understand advanced financial derivatives and ways of adopting existing financial instruments and processes to the changing world.

### **Course Outcomes**

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

- explain the issues with Black scholes model
- measure risk using volatility models
- price credit derivatives

### **Contents**

1. Volatility Smiles and surfaces, Extensions of Black Scholes- CEV Model, Jump Diffusion, Variance Gamma model, Stochastic Volatility 8 hours
2. Numerical Methods- Lattice based methods, Monte Carlo Simulations, Finite Difference Methods. (Numericals on lattice methods) 8 hours
3. Risk measurement- Estimating volatilities and correlations, EWMA, GARCH, Value at Risk and stress testing. (Numericals on EWMA, GARCH and VaR) 8 hours
4. Interest Rate Derivatives-Caps, Floors, Swaptions, Bond options, HJM and LMM models, mortgage backed securities 8 Hours
5. Credit risk and Credit Derivatives - Credit VaR, - credit indices, convertible bonds, CDS and CDOs (Numericals on CDS valuation) 8 hours
6. Introduction to other Topics- Types of Swaps, Weather, Energy and Insurance derivatives, Exotic options, Path Dependent options, Real Options 8 hours
7. Case studies 4 hours

### **Text book**

Hull, John C, Options, *Futures and other Derivatives*, Prentice Hall of India, 10e, 2018  
Second half of the text

### **Additional references**

1. Chance Don M, An Introduction to Derivatives and Risk Management, 10e, 2015, Cengage, South Western Pub.
2. Financial Risk Manager Handbook, GARP, 6e, 2013.

## **F-CF COMPUTATIONAL FINANCE (4 Credits, I mode)**

### **Course Objective:**

To equip students with a working knowledge of programming skills in finance.

### **Course Outcomes:**

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

- program financial functions in a language
- conduct simulations in various financial contexts
- carry out trade back-testing using functionalities of a package

### **Contents**

1. Introduction to Computational Finance and Programming in Finance, usage of finance specific packages/toolboxes/libraries 8 hours
2. Risk measurement (Value-at-Risk) under different assumptions – EWMA/Risk Metrics, and VaR back testing. Bootstrapping and simulation in asset return modeling, 8 hours
3. Monte carlo simulations- Insurance P and L modeling using monte carlo simulation, Option pricing using monte carlo simulation 8 hours
4. Portfolio Theory- Efficient frontier, Optimization under Markowitz, factor models, and performance analysis 8 hours
5. Time series prediction using linear techniques (ARMA) and GARCH for modeling volatility. Testing forecasting performance on statistical and financial criteria. Neural in markets 8 hours
6. Trading systems- analysis of performance based on return as well as risk metrics, Creating and Back testing performance of trading rules based on fundamental and technical indicators- quantitative trading strategy evaluation 12 hours

### **Evaluation**

The course will follow I mode of evaluation. It will be evaluated based on computer based exercises using R/ Python/ Excel-VBA.

### **Text books**

1. David Ruppert, Statistical and data analysis for financial engineering, 2e, Springer 2015.
2. Kevin Dowd, Market Risk Measurement, Wiley, 2e, 2005.
3. Carol Alexander, Market Risk Analysis, Wiley, 4 Volume Boxset Edition 2009.

## **F-FMBE FORECASTING METHODS FOR BUSINESS and ECONOMICS (4 Credits)**

### **Course Objective:**

To familiarize students with time series forecasting methods such as ARIMA, smoothing, as well as non-linear methods

### **Course Outcomes:**

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

- identify the right forecasting method given data
- interpret outcomes from a forecasting exercise
- articulate the limitations and strengths of various methods

### **Contents:**

1. Basic Forecasting Tools:  
Time Series and Cross Sectional Data – Graphical Summaries – Numerical Summaries – Measuring Forecast accuracy – Prediction Intervals – Least Square Estimates – Transformation and Adjustments. 10 hours
2. Exponential Smoothing Methods:  
Forecasting Scenario – Averaging and exponential smoothing methods –comparison of methods –General aspects of smoothing methods. 10 hours
3. ARIMA Models:  
The Box-Jenkins Approach, Examining correlations in time series data – Examining stationarity of time series data. ARIMA models for time series data – Identification – Estimation of Parameters – Diagnostic checking – Forecasting with ARIMA models. 10 hours
4. Econometric Forecasting Models:  
Econometric approach to forecasting – Simultaneous equations econometric models – Macro econometric Forecasting – Leading indicators – Survey of Expectations. 10 hours
5. Advanced Forecasting Models:  
Dynamic regression Models –Intervention analysis – Multivariate autoregressive models – State space models – Non Linear models – Neural network forecasting. 12 hours

\*The course will also consist of practical computer lab based instruction.

### **Text books**

- 1) S. Makridakis, S. C. Wheelwright and R. J Hyndman: Forecasting Methods and Applications 3<sup>rd</sup> Ed: John Wiles and Sons (1998)
- 2) P. Newbold and T. Bos: Introductory Business Forecasting South Western Publishing Co, Ohio, 1e 1990.

## **F-MFM MODELLING FINANCIAL MARKETS (4 Credits)**

### **Course Objective**

To expose students to advanced techniques applied in modeling financial time series data.

### **Course Outcomes**

At the end of the course the students would be able to use advanced techniques applied in modeling financial time series data.

### **Contents**

1. Univariate Time Series Modeling and Forecasting  
Introduction – ARMA process – Building ARMA models: the Box – Jenkins approach – exponential smoothing – Forecasting in econometrics 8 hours
2. Multivariate Models  
Introduction – Simultaneous equations in finance – estimation procedures for simultaneous equations – Hausman test – vector autoregressive models – Block significance and causality test – Impulse responses and variance decompositions. 10 hours
3. Modeling Long Run Relationships in Finance  
Introduction – stationarity and unit root testing – cointegration – tests for cointegration – lead - lag and long term relationships between spot and future markets. 10 hours
4. Modeling Volatility  
Introduction – models for volatility – ARCH models – GARCH models – asymmetric GARCH models – uses of GARCH type models in volatility forecasting – multivariate GARCH models. 12 hours
5. Switching models  
Introduction – Seasonalities in financial markets – modeling seasonality in financial data – estimating simple piecewise linear function – Markov switching models – threshold autoregressive models – regime switching models and forecasting. 12 hours

\*The course will also consist of practical computer lab based instruction.

### **Text books**

1. Chris Brooks, *Introductory Econometrics for Finance*, Cambridge University Press 3e, 2014.
2. Ruey S. Tsay, *Analysis of Financial Time Series*, Wiley 2e 2005.

### **Additional references**

1. Terence C Mills, *The Econometric Modeling of Financial Time Series*, second edition, Cambridge University Press, 1e, 1999.
2. Campbell, J Y., LO, A W and MacKinlay, A C, *The Econometrics of Financial Markets*, Princeton University Press, 2e 1997.



## **F-RMFI RISK MANAGEMENT IN FINANCIAL INSTITUTIONS (4 Credits)**

### **Course Objective**

To introduce the student to the types of risk banks are exposed to and the ways banks can perform adjusting for risks

### **Course Outcomes**

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

- articulate the measurement of market, credit and operational risk, specifically the value at risk
- know the requirements of Basel on risk reporting in financial institutions
- Understand and articulate the limitation of models in the presence of fat tail events

### **Contents**

1. Measuring Interest Rate Risk – duration, convexity, non-parallel yield curve shifts, using interest rate deltas, PCA 6 hours
2. Volatility and Volatility Modeling- Historical volatility, implied volatility, EWMA, GARCH models of volatility 6 hours
3. Value at Risk and expected Shortfall Definition, calculation of delta normal VaR, Coherent measures of risk, drawbacks of normal distribution, Extreme value theory. 6 hours
4. Market Risk, VaR: Historical Simulation Approach, Model Building Approach 6 hours
5. Credit Risk: Estimating Default Probabilities, Credit Risk Losses and Credit VaR portfolio credit risk measurement approaches, Credit Derivatives- Valuation of CDS, estimating spread and default probabilities. 10 hours
6. Operational Risk- definition, causes, severity and frequency based operational risk modeling, LDA approach 6 hours
7. Model Risk and Liquidity Risk – definition, Dangers in model building, detecting model problems, measuring liquidity risk Economic Capital and RAROC. 4 hours
8. Bank Regulation and Basel III 4 hours
9. Case Studies 4 hours

### **Text book**

John C Hull, *Risk Management and Financial Institutions*, Prentice Hall 3rd edition 2007.

### **Additional references:**

1. Financial Risk Manager Handbook, GARP 6e, 2013.
2. Philippe, Value at Risk: The New Benchmark for Managing Financial Risk, Jorion McGraw-Hill; 3 editions 2006.

## **F-IFM INTERNATIONAL FINANCIAL MANAGEMENT (4 Credits)**

### **Course Objective**

To introduce the student to the financial management practices in a multinational environment.

### **Course Outcomes**

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

- Demonstrate knowledge of basic theorems of exchange rate determination, interest rates and inflation and the role of arbitrage in keeping the foreign exchange market efficient.
- Apply knowledge of foreign exchange hedging to identify and manage the foreign exchange risks faced by globally active firms.
- Demonstrate the ability to select global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.

### **Contents**

1. Introduction to multinational corporations, Ways of entering foreign markets, role of international institutions 4 hours
2. Foreign exchange markets- organization, participants, exchange rate quotes, hedging transaction exchange risk with forward contracts 6 hours
3. Balance of payments, surplus deficit, savings, dynamics of BOP, savings, investments, income and BOP 6 hours
4. Exchange rate systems- fixed, flexible, role of central banks 4 hours
5. Parity theories: International parity- covered interest parity, deviations from covered interest parity, uncovered interest rate parity and Unbiasedness hypothesis, Purchasing power parity and REER 6 hours
6. Measuring and managing real exchange risk for importers, exporters, domestic firms 6 hours
7. International debt financing and equity financing- bank funding, Euro credits, Euro notes, ADRs and GDRs 6 hours
8. Country and political risks- country and political risks analysis, strategies for managing them 4 hours
9. Foreign currency hedging- arguments for and against, usage of foreign currency futures, options, swaps for hedging 6 hours
10. Financing of international trade- documents, financing of exports, methods of payments 4 hours

### **Text book**

Bekaert G and and Hodrick, R, *International Financial management*, Prentice Hall, 2e, 2012

### **Additional reference**

Cheol Eun, *International Financial management*, MGH, 7e, 2014.

## **F-MF MATHEMATICS OF FINANCE (4 Credits)**

### **Course Objective**

To expose students to the mathematical background for the pricing of financial products

### **Course Outcomes**

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

- Articulate the methods used in finance and know their specific applications
- communicate and connect mathematical ideas using appropriate terminology, diagrams and symbols
- apply appropriate mathematical techniques to solve problems
- recognise and explain mathematical relationships using reasoning

### **Contents:**

1. Review of Calculus Plain vanilla options:  
Differentiation: Product, Quotient, Chain Rule. Derivative of the inverse function. review of integration, integration by parts, by substitution. Differentiating definite integrals w.r.t. parameters in the limits and w.r.t parameters in the integrated function. L'Hospital's Rule. Taylor expansions. Multivariable functions. Partial derivatives. Gradient and Hessian. 6 hours
2. Improper integrals. Numerical integration Bonds and interest rates:  
Double integrals. Switching the order of integration. Convergence and evaluation of improper integrals, Differentiating improper integrals with respect to the integration limits, Numerical methods for computing definite integrals: The Midpoint, Trapezoidal, and Simpson's rules. 6 hours
3. Probability concepts. Black-Scholes formula. Greeks and Hedging.  
Discrete probability concepts. Continuous probability concepts. Random variables. Probability density and cumulative distribution. Mean, variance, covariance and correlation. Normal random variables and the standard normal variable. 6 hours
4. Lognormal random variables. Risk-neutral pricing.  
Change of probability density function for functions of random variables. Lognormal random variables. Independent random variables. Approximating sums of lognormal variables. Convergence of power series. Radius of convergence. Stirling's formula. 6 hours
5. Taylor's formula and Taylor series. ATM approximation of Black—Scholes formulas.  
Taylor's formula for functions of one variable. Derivative and integral forms of the Taylor approximation errors. Convergence of Taylor's formula. Taylor's formula for multivariable functions. Taylor series expansions. Convergence properties 6 hours
6. Finite Differences. Black—Scholes PDE.  
Finite difference approximations for first order derivatives: forward, backward and central approximations. The central finite difference approximation for second order derivatives. Order of approximation. Finite difference discretization and numerical solution of ODEs 6 hours
7. Multivariable calculus:  
Chain rule, integration by substitution, extremum points. Barrier options. Optimality of early exercise. Chain rule for functions of several variables. Change of variables for double integrals. Finding relative extrema for multivariable functions. 8 hours

8. Lagrange multipliers. N-dimensional Newton's method. Implied volatility. Bootstrapping. The Lagrange multipliers method for finding absolute extrema of multivariable functions. Newton's method, bisection method, and secant method for solving one dimensional nonlinear problems. Newton's method for solving N—dimensional nonlinear problems.  
8 hours

**Textbook:**

Stefanica, Dan, *A primer for the mathematics of financial engineering*, FE Press, 2<sup>nd</sup> Edition March 2011, ISBN-10: 0979757622, ISBN-13: 978-0979757624.

## **F-DIT DIRECT AND INDIRECT TAXES (4 Credits)**

### **Course Objective:**

To provide working knowledge on practical application of Direct and Indirect Tax Laws. The course also provides conceptual knowledge of GST with practical application of GST Laws.

### **Course Outcomes:**

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

- Explain the basic principles underlying the Income Tax and Goods and Services Act. Compute the taxable income of an assessee, analyze the assessment procedure and representation before appropriate authorities under the law.
- Gain working knowledge on GST and application of the same in the organizations. Understand and make use of knowledge of GST rules in taking managerial decisions in various tax related matters.
- Appreciate the laws governing the Customs Act and its applicability in the organizations.

### **Contents**

#### **1. Direct Taxes:**

- a) Basic concepts of Income Tax: An overview of Finance Bill; Important definitions under Income Tax Act, 1961; Distinction between Capital and Revenue Receipts and Expenditure; Residential Status and Basis of Charge; Scope of Total Income; Tax Rates. 3 hours
- b) Incomes which do not form part of Total Income: Incomes not included in Total Income; Tax holidays 2 hours
- c) Computation of Income under Various Heads: Income from Salary; Income from House Property; Profit and Gains of Business or Profession; Capital Gains; Income from Other Sources; Fair Market Value. 5 hours
- d) Clubbing provisions and Set Off and / or Carry Forward of Losses: Income of other persons included in Assessee's Total Income; Aggregation of Income; Set off and / or Carry forward of losses. 2 hours
- e) Deductions from Gross Total Income and Rebate and Relief: Deductions in respect of certain payments; Specific deductions in respect of certain income; Deductions in respect for donations for expenditure under CSR activities; Rebates and Reliefs. 4 hours
- f) Computation of Total Income and Tax Liability of various entities: Individual; Hindu Undivided Family 'HUF'; Partnership Firm / LLP; Co-operative Societies; Association of Person 'AOP' and Exempt organization – Registration u/s 12A/ 12AA; 4 hours
- g) Procedural Compliance: Permanent Account Number 'PAN' / Tax Collection Account Number 'TAN'; Tax Deduction at Source 'TDS' and Tax Collection at Source 'TCS'; Advance Tax and Self-Assessment Tax 'SAT'; Returns, Signatures, E-Filing; Fee and interest for default in furnishing return of Income; Collection, Recovery of Tax, Refunds. 2 hours
- h) Assessment, Appeals and Revision: Assessment; Types of Assessment; Appeals; Revisions; Search, Seizure, Penalty and Offences. 2 hours

#### **2. Indirect Taxes:**

##### **Goods and Service Tax**

- a) Background; Constitutional powers of taxation; Indirect taxes in India – An overview; Pre-GST tax structure and deficiencies; Administration of Indirect Taxation in India; Existing tax structure. 3 hours
- b) Basics of Goods and Services Tax 'GST': Basic concepts and overview of GST; Constitutional Framework of GST; GST Model – CGST / IGST / SGST / UTGST; Taxable Event; Concept of supply including composite and mixed supply; Levy and

- collection of CGST and IGST; Composition scheme and Reverse Charge; Exemptions under GST. 4 hours
- c) Concept of Time, Value and Place of Taxable Supply: Basic concepts of Time and Value of Taxable Supply; Basic concept of Place of Taxable Supply. 3 hours
- d) Input Tax Credit and Computation of GST Liability- Overview. 3 hours
- e) Procedural Compliance under GST: Registration; Tax Invoice, Debit and Credit Note, Account and Record, Electronic way Bill; Return, Payment of Tax, Refund Procedures; Audit. 3 hours
- f) Overview on Integrated Goods and Service Tax (IGST), Union Territory Goods and Service tax (UTGST), and GST Compensation to States. 4 hours

### 3. Customs Act

Overview of Customs Act: Overview of Customs Law; Levy and collection of customs duties; Types of Custom duties; Classification and valuation of import and export goods; Exemption; Officers of customs; Administration of Customs Law; Import and Export Procedures; Transportation, and Warehousing; Duty Drawback; Demand and Recovery; Confiscation of Goods and Conveyances; Refund. 8 hours

### SKILL BASED ACTIVITIES

Case Laws, Case Studies and Practical Aspects.

### Text books

- 1) Vinod K. Singhania and Kapil Singhania, Direct Taxes , 60<sup>th</sup> ed, Taxman Publications,2018.
- 2) Yogender Bangar and Vandana Bangar, Indirect Tax Laws, Aadhya Prakashan, 2017e.
- 3) V.S. Datey, Indirect Tax Law and Practice - Taxman Publications, 2018e.

### Additional references

- 1) Study Material of ICSI Executive programme.
- 2) Chartered Secretary Journal, ICSI
- 3) Chartered Accountant journal, ICAI
- 4) Indirect Taxes Made Easy, Govindan M.S., Sitaraman and Co.

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## **F-FIM FINANCIAL INSTITUTIONS AND MARKETS (4 Credits)**

### **Course Objective**

The course aims to help students to appreciate and understand how financial markets and institutions operate. It introduces financial institutions and other market participants, their roles in the financial system and the ways they interact with each other. A second and equally important objective is to help students to understand commonly used financial instruments and how they work.

### **Course Outcomes**

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

- Describe the role and structure of the financial system;
- Explain the concepts and functions of different types of financial instruments.
- Explain the functioning of foreign exchange markets and foreign capital flows

### **Contents**

1. The Nature and Role of Financial System and Financial Sector Reforms	4 hrs
2. The Reserve Bank of India and The Securities and Exchange Board of India	4 hrs
3. Commercial Banks and Co-operative Banks	4 hrs
4. Insurance Companies	4 hrs
5. Unit Trust of India and Mutual Funds	4 hrs
6. Non-Bank Financial Intermediaries	4 hrs
7. Call Money Market	2 hrs
8. Treasury Bills Market	2 hrs
9. Government (Gilt-edged) Securities Market	3 hrs
10. Industrial Securities Market	4 hrs
11. Markets for Futures, Options, and Other Financial Derivatives	3 hrs
12. Foreign Exchange Market	4 hrs
13. Foreign Capital Flows	4 hrs
14. Student Seminars and Presentations	6 hrs

### **Text book:**

L M Bhole and Jitendra Mahakud, *Financial Institution and Markets*, 5e, MGH India, 2016

### **Additional references:**

1. Nalini Prava Tripathy: *Financial Services*: Prentice- Hall India, 1e, 2007.
2. Khan M Y, *Financial Services*, Tata McGraw Hill Publications, 9e, 2017.

## **F- MB MANAGEMENT OF BANKS (4 Credits)**

### **Course Objectives**

To facilitate understanding of the principles, planning and processes of Bank Management.

### **Course Outcomes**

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

- Understand the key functions of banks with a particular emphasis on the management of lending practices, foreign exchange risk, liquidity risks, capital adequacy, liability and liquidity management.
- Describe regulatory frameworks and their impact upon the banking environment.
- Evaluate interest risk models: maturity, duration and repricing models.
- Demonstrate an understanding of new developments in banking technology.

### **Contents:**

1. Managing Banking and Financial Services—Issues and Challenges.	3 hours
2. Monetary Policy—Implications for Bank Management	3 hours
3. Banks' Financial Statements	4 hours
4. Sources of Bank Funds	3 hours
5. Uses of Bank Funds—The Lending Function	3 hours
6. Banks in India—Credit Delivery and Legal Aspects of Lending	4 hours
7. Credit Monitoring, Sickness and Rehabilitation	4 hours
8. Managing Credit Risk—An Overview	5 hours
9. Managing Credit Risk—Advanced Topics	4 hours
10. Managing Market Risk- Bank's Investment Portfolio	5 hours
11. Capital—Risk, Regulation and Adequacy	5 hours
12. Managing Interest rate and Liquidity Risks	5 hours
13. International Banking—Foreign Exchange and Trade Finance	4 hours

### **Text book**

Padmalatha Suresh, Justin Paul, *Management of Banking and Financial Services*,  
Publisher: Pearson India, 4<sup>th</sup> Edition, 2017.

### **Additional references**

- 1) Peter .S Rose and Sylvia C. Hudgins, *Bank Management and Financial services*, 7<sup>th</sup> Edition, Tata McGraw Hill.
- 2) Koch, *Bank Management*, Cengage, 8e, 2015
- 3) RBI Publications



## **F- MandA MERGERS AND ACQUISITIONS (4 Credits)**

### **Course Objectives:**

To provide an introduction to corporate Mergers and Acquisitions from a *strategic management perspective*.

To enable students to understand the main concepts relating to Mergers and Acquisitions, their performance implications; and the key challenges in managing these transactions.

To create a learning platform for students to appreciate the role of Mergers and Acquisitions in firm's strategy in particular and the economy in general, with the help of real time corporate case studies.

### **Course Outcomes:**

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

- Explain the rationale behind the use of mergers and acquisitions by a firm's managers, the key pitfalls and recommendations for maximising the chances for long-term success.
- Articulate the various forms of restructurings and takeovers
- Critically compare the types of funding options used.

### **Contents:**

1. Corporate Restructuring:
  - a) Meaning and Need, Historical Background, Global and National Scenario,
  - b) Outline of Corporate Restructuring - Expansion, Contraction, Corporate Control and Change in the ownership structures. 3 hour
  
2. Mergers and Acquisitions:
  - a) Concepts, need and motives, merger types, characteristics and merger waves. 1 hour
  - b) Merger Process: Target valuation and due diligence, Post-merger Integration – structures, systems, and processes, People and culture, Managerial challenges, impact on the economy and investors. 2 hour
  - c) Accounting Perspective as per AS14: (Only theoretical understanding); Amalgamation in the nature of merger; and Amalgamation in the nature of purchase. 1 hour
  - d) Valuation of Business-principles and methods of valuation-DCF method 1 hour
  - e) Regulatory Environment for Mergers 1 hour
  - f) CASE studies - exposing students to real time corporate cases 1 hour
  
3. Acquisitions and Takeovers:
  - a) Types of Acquisitions and Takeovers – 1 hour
  - b) Takeover defenses – various types – 1 hour
  - c) Case studies to illustrate each of the above mechanisms 2 hour
  - d) Legal aspects- Takeover code of SEBI 2 hour
  
4. Other forms of Corporate Restructuring:
  - a. Divestitures – financial effects, motives, factors involved in divestiture decisions, Porter's Method, Measurement of Effects on share-holder's value, factors involved in Divestitures and case studies 3 hour
  - b. Demergers – difference between demerger and reconstruction, Modes of demerger and Case studies 3 hour

c. Equity Carve-outs	1 hour
d. split-ups, split-offs and cases	1 hour
e. Current corporate cases for the above forms of restructuring	2 hour
<b>5. Funding of Mergers and Takeovers:</b>	
a) Funding alternatives – merits and demerits	1 hour
b) Share Repurchase – Nature and effects, Theories of Share Repurchase	2 hour
c) ESOPs and MLPs	2 hour
d) Management Buyouts (MBOs) and Process	2 hour
e) Leveraged Buyouts (LBOs) and process	2 hour
f) Case studies	2 hour
<b>6. Theories of Mergers and Tender offers:</b>	
a) Efficiency theories –	3 hour
b) Agency Problems and Managerialism –	2 hour
c) Free Cash Flow Hypothesis –	2 hour
d) Tax Considerations (current) –	3 hour
<b>7. Ethical Issues of Mergers and Acquisitions:</b>	
Various Ethical issues in Mergers and takeover deals	1 hour
Managerial Challenges	1 hour
Corporate Case studies	3 hour

#### **Text books**

- 1) Fred Weston, Kwang S Chung, Susan E Hoag, *Mergers, Restructuring, Corporate Control* - Pearson, 1e, 2015.
- 2) Peirick A. Gaughan - *Mergers, Acquisitions and Corporate Restructuring*, John Wiley and Sons, 7e 2017.
- 3) Weston, Sen and Johnson, *Takeovers, Restructuring and Corporate Governance* - Prentice Hall, 3e, 2001.
- 4) Case studies from Harvard Business Publishing and National Level Corporate Cases

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## **F-CFS CORPORATE FINANCIAL STRATEGY** **(4 credits)**

### **Course Objectives**

- To acquaint the students with concepts of Financial Management from a Strategic perspective and
- To familiarize them with various models of strategic financial management and develop skills to apply theoretical concepts to financial strategy decisions

### **Course Outcomes**

- At the end of the course the students would be able to
- Explain the scope of decisions required to develop an integrated financial strategy that supports organisational objectives
  - Apply appropriate analytical techniques to evaluate trade-offs between strategic alternatives with respect to financial strategy recommendations
  - Understand how to assess the impact of risk on the design of corporate financial strategy

### **Contents:**

- 1: Introduction to Corporate Financial Strategy 4 hours  
How did the key concepts for corporate financial decisions emerge and have developed further; Setting the context of Financial Strategy, what does the share price tell us? Linking corporate and financial strategies, constituents of financial strategy, business risk and financial risk.
- 2: Financial Strategy over a firm's life cycle 4 hours  
Product life cycle, impact of debt, dividend, P/E ratio, share price at different stages of product life cycle, impact of diversification strategy.
- 3: Financial Strategy and Corporate Governance 4 hours  
Corporate governance life cycle, executive director's pay and shareholder value, the position of minority shareholders, impact of corporate governance on raising of funds, role of investor in corporate governance, effect of financial strategy formulation on corporate control
- 4: Financial Strategy and Market efficiency linkage 4 hours  
Financing decisions and market efficiency, forms of market efficiency, six lessons of market efficiency, case studies
- 5: Capital structure and dividend policy- strategic decisions 3 hours  
How dividends are paid, how do companies decide on dividend payment- Lintner's model, Dividend controversy – dividend irrelevance and why pay dividends at all?
- 6: Leveraging as Part of financial strategy 8 hours  
The effects of leverage, how leverage affects a firm's returns, effect of tax shields on the value of stock-holder's equity, re-casting the capital structure, costs of financial distress, the pecking order of financial choices – implications, debt and equity issues with asymmetric information. case studies
- 7: Valuation methods and Financial Strategies 6 hours  
Industry cost of capital and valuing companies, three approaches to valuation—Adjusted present Value, Flow to equity method and WACC. Short- term and long-term financial planning and strategy. Discussion of relevant case studies

- 8: Internal and External Growth Strategy 4 hours  
 Understanding Internal and sustainable growth rates, growth strategies, institutional implications, General models of sustainable growth, Simple problems
- 9: Industrial Sickness and Turnaround financial strategies 4 hours  
 Causes of industrial sickness, turnaround financial strategies and discussion of relevant corporate case studies
- 10: Ethical considerations in financial strategy formulation 3 hours  
 Ethical considerations involved in formulation of financial strategy, managerial dilemmas and challenges, discussion of relevant case studies
- 11: Seminar Presentations: 8 hours

**Text books**

1. Ruth Bender, Corporate Financial Strategy Routledge- Taylor and Fransis group --- (First three chapters), 1e, 2014
2. Brealey and Myers, Principles of Corporate Finance, TATA McGraw Hill, 11e, 2017.
3. Stephen A. Ross, Randolph W. Westerfield and others, Corporate Finance, McGraw Hill Education; 11e, July 2017.
4. Prasanna Chandra, Strategic Financial Management, McGraw Hill Education 1e, July 2017.
5. Sofat Rajni and Hiro Preeti, Strategic Financial Management, Prentice Hall India Learning Private Limited; 2nd edition, 2015.

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## **F-CB CORPORATE BANKING** **(4 credits)**

### **Course Objective**

To introduce corporate banking services and trends in present day corporate banking.

### **Course Outcomes**

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

- Receive an overview about the services and products banks are offering to corporate customers including trade financing instruments and their applications in business practice.
- Appreciate how corporates can get finance via bank debt and also gain knowledge about the risk management process of a bank.
- Experience how short- and long-term financing are used within a company for the financing of operational and strategic business

### **Contents**

1. Analysis of financial statements for credit appraisal.  
Computation of liquidity, leverage, operating and profitability ratios. Funds flow and cash flow analysis. 6 hours
2. International banking:  
Correspondent banking, subsidiary banks, affiliate banks, foreign banks. Remittances, SWIFT, Fedwire, CHIPS, Nostro, Vostro accounts, EEFC accounts, off-shore banking, euro dollar market, ICE LIBOR/LIBID rates 4 hours
3. Foreign exchange market:  
International monetary system, exchange rate regimes, FX quotations, FEMA guidelines, ICC publications: Doc LC UCP 600, ISBP 745, INCOTERMS 2010, FEDAI guidelines, spot and forward rates, FX derivatives – forwards, options and swaps. 4 hours
4. Trade Finance and Trade related transactions:  
Pre-shipment finance, post-shipment finance, export packing credit in rupees and foreign currencies, Purchase/discount/negotiation of export bills. Role of Export credit guarantee Corporation of India (ECGC) in export promotion. Factoring and forfeiting services. 4 hours
5. Capital and Commodity Market Operations:  
Primary market, secondary market, equity and debt issues, external equity issues – GDR, ADR, debt issues – ECB, other external borrowings – FDI, FII, NRI deposits, security issues – public issue, right issue, private placement. Stock exchanges- BSE, NSE, OTCEI, NCDEX, MCX 4 hours
6. International Bond market:  
Debentures and bonds, Foreign Bonds, Off-shore bonds, Floating Rate Notes (FRN), convertible bonds, zero coupon bonds, dual currency bonds, ADR, GDR, IDR 4 hours
7. Treasury Management:  
Integrated treasury, integration of money market, security market and foreign exchange market. Liquidity management, proprietary position and risk management. 4 hours
8. Structured Loans, Syndication 6 hours

9. Funded based finance:  
Working Capital Finance, Bill Discounting, supply chain finance, Export Credit, Term Lending, Credit delivery, principles of lending, CAMELS rating, WC capital and term financing, consortium/loan syndication, modes of charge on securities, loan pricing. 6 hours
10. Non Fund based finance:  
Doc LC under UCP600, buyer's credit, supplier's credit, bank Guarantees, Collection of Documents, bank acceptances. 6 hours
11. Clearing and Settlement Processes 2 hours
12. Value Added services:  
RTGS, CMS, Salary A/Cs, digital payment systems: unified payment interface (UPI), Unstructured supplementary service data (USSD), Aadhar enabled payment system, Electronic wallets 2 hours

### **Text book**

M.N. Gopinath, *Banking Principles and Operations*, Snow white publications Pvt Ltd; 7<sup>th</sup> Edition (March 2017) ISBN No: 978-93-5039-246-1

### **Additional references**

1. Theodore A. Platz Jr. and Thomas Fitch, *Business Banking*, Barron's Educational Series; 2e (January 1, 2001)
2. Giacomo De Laurentis (Editor) *Strategy and Organization of Corporate Banking (Hardcover)*, Springer; 1<sup>st</sup> edition (November 23, 2004)  
Real life Case Studies
3. Shelagh Heffernan, *Modern Banking (Paperback)* Wiley, 1e, 2004
4. *Corporate Banking*, Raghu Palat, Pub: Cortlandt Consultancy Pvt Ltd, 1e, 2009
5. RBI Website
6. Material from [www.banknetindia.com](http://www.banknetindia.com)

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## **F-ER EQUITY RESEARCH (4 Credits, I mode)**

### **Course Objective**

The course aims to equip students for performing the tasks of an equity research analyst. It imparts the skills required in reading and understanding annual reports, analysing stocks, carrying out valuations and communicating the findings. It is a practical course allowing theoretical inputs to emerge from a case based approach.

### **Course Outcomes**

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

- articulate the functions of an equity research analyst
- Understand an annual report and its multiple components
- Be able to carry out research on a company to determine a potential investment opportunity
- Apply the information contained in reports to identify problems, errors, inconsistencies, and irregularities
- Communicate the findings from analysis

Pre-requisites: The course assumes prior knowledge of corporate accounting, and financial analysis techniques such as calculating financial ratios, calculating present values.

### **Contents**

1) Equity Research and Fundamental Analysis. 4 hours  
The functions of an equity research analyst. Approaches to analysing equity. Sources of information. Analysing the Industry. Analysing the company.

2) Reading Annual reports 6 hours  
Sections of an annual report. Financial Highlights. The Management Statement  
Management Discussion and Analysis. Ten year Financial highlights  
Corporate Information. Director's Report. Report on Corporate governance.  
Financial Section and Notes.

3) MS Excel lab exercises: Analysis of financial data and Valuation 12 hours  
Free cash flow and relative valuation approaches applied to real life companies based on financial data from financial statements of ten years.

4) Case studies on company analysis 30 hours  
Two or three full fledged case studies of Indian companies which are instructor led will be taken up for classroom discussion.

The cases will encompass a detailed analysis of each company covering quantitative and qualitative analysis incorporating the following aspects

- Explain the choice of selecting the company
- Do financial analysis -analysis of past and current performance through financial ratios, Rates of growth of revenue, profits, EPS. Calculate self sustainable growth rate. Identify areas of concern and red flags. Data of last ten years is taken for examining trends.
- Analyse the industry trends and key developments. compare company with industry peers
- Perform company SWOT

- Analysing the quality of the management- promoters' background check, compensation of management, management actions in response to situations, pledge of shares, warrants to promoters
- Incorporating industry news, macroeconomic developments and credit rating reports
- Performing valuations- FCF and relative valuation, evaluating the margin of safety for investment
- Making a summary of findings with recommendation

One case study will be taken up by each student and presented for evaluation before a panel.

#### Activities

Obtain data from publicly available sources such as company websites, stock exchanges, and historical data sites and screeners such as [www.screener.in](http://www.screener.in) and <https://www.google.com/finance>

#### Evaluation

The course will follow I mode of evaluation. It adopts a case-study and hands-on approach. Students will be asked to submit written reports, carry out computer based exercises and make oral presentations.

#### References

1. John Tracy and Tage Tracy, The Comprehensive Guide on How to Read a Financial Report: Wringing Vital Signs Out of the Numbers, Wiley; 1e, 2014.
2. Martin Fridson and Fernando Alvarez, Financial Statement Analysis: A Practitioner's Guide (Wiley Finance) 4<sup>th</sup> Edition, 2011.
3. Michael P. Griffin, How to Read and Interpret Financial Statements: A Guide to Understanding What the Numbers Really Mean, AMA, 2e, 2015.
4. Fundamental Analysis <https://zerodha.com/varsity/module/fundamental-analysis/>
5. Dr Vijay Malik, Peaceful Investing – A Simple Guide to Hassle-free Stock Investing and <https://www.drviijaymalik.com/all-articles>
6. Thomas R. Ittelson, Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports Career Press; 2<sup>nd</sup> edition 2009.



## **F-IEF INTERNATIONAL ECONOMICS AND FINANCE (4 Credits)**

### **Course Objective**

The course aims to expose students to theories and developments in international economics

### **Course Outcomes**

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

- Have a good conceptual understanding of the key concepts and practical applications of both international trade and international finance.
- Outline the development trade theory historically, differentiating standard classical and orthodox trade theories.
- Analyse the links between trade, international finance, economic growth and globalisation, with a particular emphasis on the experiences of developing countries.

### **Contents**

1. Evolution of International Monetary System: 10 Hours  
Changes in the International Economy - Trade flows, capital flows, services and Labour movements.
2. Macroeconomics of an open economy: 10 Hours  
Mundell Fleming Model; Fixed and flexible exchange rates - Exchange rate management; Monetary, Commercial and fiscal policy for full employment.
3. Interest, inflation and exchange rates: 10 hours  
Covered and uncovered parities - Overshooting.
4. Functioning of foreign exchange markets: 10 hours  
Foreign exchange risk - Currency futures and Swaps - Options and hedges; Multinational Banking.
5. Volatility in exchange rates: 12 Hours  
Market intervention - Capital account convertibility - Models of currency crisis - International Monetary System Reforms.

### **Text Books:**

1. P Krugman, Obstfeld, and Melitz, International Economics: Theory and Policy, 10/e, Pearson Education, 2017.
2. G Gandolfo, International Finance and Open Economy Macroeconomics, 2/e, Heidelberg, Springer Verlag, 2002.
3. Adrian Buckley, Multinational Financial Management, Prentice Hall, 3/e, 2003.
4. R Caves, J A Frankel and R W Jones, World Trade and Payments: An Introduction, 9/e, Pearson Education, 2002.
5. P B Kenen, The International Economy, Cambridge University Press, 4e, 2000.

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## **F-PFP PERSONAL FINANCIAL PLANNING (4 Credits)**

### **Course Objectives:**

- To understand the components of Personal Finance
- To enable development of personal financial goals
- To develop comprehensive financial plans in various life situations

### **Course Outcomes:**

- At the end of the course the students would be able to
- Explain the fundamentals of the financial planning process.
  - Develop a clear, professional understanding of insurance policies and strategies.
  - Understand risk management concepts and the role of insurance.
  - Apply tax planning strategies to meet the goals of the client.

### **Contents:**

- |  |          |
|--|----------|
| 1) Basics of Personal Finance  | 4 hours  |
| ○ Personal Financial Planning Process  |          |
| ○ Developing personal Financial Goals  |          |
| ○ Influences on Personal Financial Planning  |          |
| ○ Opportunity Cost and Personal Financial Decisions  |          |
| 2) Planning for Money Management   | 12 hours |
| ○ Creating a personal Balance Sheet  |          |
| ○ Ratios for evaluating Financial Progress – Computation and Interpretation  |          |
| ○ Creating Cash Flow Statement   |          |
| ○ Creating and Implementing a Budget   |          |
| ○ Money management and Achieving Financial Goals - Identifying Saving Goals -<br>Selecting a Saving Technique - Calculating Savings Amount |          |
| ○ Opportunity Cost and Money Management  |          |
| 3) Taxes and Financial Planning  | 8 hours  |
| ○ Taxes on Purchases   |          |
| ○ Taxes on Property  |          |
| ○ Taxes on wealth  |          |
| ○ Taxes on Income  |          |
| 4) Planning for Housing  | 8 hours  |
| ○ Housing Alternatives – Renting versus Buying   |          |
| ○ Home Buying Process  |          |
| ○ Opportunity Cost of Housing Choices  |          |
| 5) Insurance and Financial Planning  | 8 hours  |
| ○ Property Insurance   |          |
| ○ Motor Vehicle Insurance  |          |
| ○ Disability Insurance   |          |
| ○ Health Insurance   |          |
| ○ Life Insurance   |          |
| 6) Retirement Planning and Estate Planning   | 8 hours  |
| ○ Need for Retirement Planning   |          |
| ○ Saving for Retirement– Problems  |          |
| ○ Estate Planning versus Estate Building   |          |
| 7) Practical case Studies on Financial Planning and recommendations  | 4 hours  |

### **Text Books**

1. Jack R Kapoor, Les R Dlabay, Robert J Hughes, *Personal Finance*, McGraw-Hill/Irwin; 8<sup>th</sup> edition 2005

2. Jeff D. Opdyke, The Wall Street Journal. Complete Personal Finance Guidebook (The Wall Street Journal Guidebooks) Three Rivers Press, 1e, 2006
3. Arthur J. Keown, Personal Finance: Turning Money into Wealth and Student Workbook, Prentice Hall; 4<sup>th</sup> edition 2006
4. Beth Koblner, Get a Financial Life: Personal Finance in Your Twenties and Thirties Fireside Press; Revised and expanded Edition, 2000.
5. Jeff Madura, Personal Finance with Financial Planning Software Addison Wesley; 3 edition 2006
6. Harold R. Evensky, Wealth Management: The Financial Advisor's Guide to Investing and Managing Your Client's Assets, McGraw-Hill; 1 edition 1996
7. Deena B. Katz ,Deena Katz on Practice Management: For Financial Advisers, Planners, and Wealth Managers Bloomberg Press; 1st edition 1999

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## **F-IF INFRASTRUCTURE FINANCE (4 Credits)**

### **Course Objective:**

Introduce students to tools and techniques of how firms structure, value, and finance large capital investments, through a case study approach

### **Course Outcomes:**

- At the end of the course the students would be able to
- Articulate how infrastructure investments are assessed with the help of metrics
- Be able to model future cash flows in Excel

### **Contents:**

1. Infrastructure Project evaluation - traditional metrics a recap – Adjusted present value technique – Cross border cash flows – valuing embedded options in projects – risky cash flows and metrics for evaluation.  
(Theory 10 hours and case study 14 hours – total 24 hours)  
Cases for this section – HBS cases- Investment analysis and Lockheed Tristar, Economy shipping, super project, Airbus 3XX, Marriot corporation-divisional cost of capital, Merck and company decision tree, bidding for Antamina
2. Infrastructure financing – Project financing versus corporate financing - typical financing structures found in infrastructure finance – leasing as an alternative –bank loan syndication – other innovative financing structures – ownership structures and their evolution.  
(Theory 10 hours + case study 10 hours - total 20 hours)  
Cases for this section – HBS cases - Southport minerals, Petrozuata , Calpine corporation, PPL growth strategy, Hong Kong Disneyland. Eurodisneyland case study from main text book
3. Development impact of infrastructure projects – (4 hours)  
Cases for this section – HBR case Nghe An Tate and Lyle, Chad Cameroon oil pipeline
4. Host government considerations. (2 hours)  
Lab exercises – modelling infrastructure project cash flows – (10 hours)  
This section will be only for internal evaluation and not for end semester paper setting.

### **Text book**

1. John D. Finnerty, *Project Financing: Asset-Based Financial Engineering*, 2<sup>nd</sup> Edition ISBN: 978-0-470-08624, May 2007, Wiley.
2. Main case book:  
Benjamin C. Esty, *Modern Project Finance: A Casebook*, ISBN: 978-0-471-43425-2, October 2003, 1e, Wiley.

### **Additional reference**

1. Scott L. Hoffman, *The Law and Business of International Project Finance: A Resource for Governments, Sponsors, Lawyers, and Project Participants* 3<sup>rd</sup> Edition 2007, Cambridge University.
2. Stefano Gatti, *Project Finance in Theory and Practice, Second Edition: Designing, Structuring, and Financing Private and Public Projects* 2<sup>nd</sup> Edition 2012, Academic Press.

## **F-IAPM INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (4 Credits)**

### **Course Objectives**

To introduce students to the field of security analysis, portfolio construction, portfolio management and portfolio performance evaluation

### **Course Outcomes**

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

- Articulate portfolio theories and their main takeaways
- Explain the evaluation of portfolios
- Conduct portfolio calculations in Excel

### **Contents**

1. Introduction – The Investment Environment Asset Classes and Financial Instruments, 10hrs
2. Portfolio Theories- Risk and Return, Capital Allocation to Risky Assets, Optimal Risky Portfolios, Index Models, Capital Asset Pricing Model, Arbitrage Pricing Theory. 10hrs
3. Fixed income securities analysis and valuation. Bond Prices and Yields, Managing Bond Portfolios 10hrs
4. Equity asset Valuation. Equity Valuation Models
5. Portfolio management strategies. Optimal Portfolios and Alpha values 8hrs
6. Portfolio Performance Evaluation. The conventional Theory of Performance Evaluation, Market Timing, Style Analysis, Performance Attribution Procedures 8hrs
7. Lab exercises 6 hrs

### **Text Book:**

Zvi Bodie, Alex Kane, Alan Marcus, Pitabas Mohanty, *Investments*, ISBN: 978007015157, Publisher Tata McGraw hill, 10e Copyright Year: 2015.

### **Additional readings**

1. Jerald E. Pinto CFA, Elaine Henry CFA, Thomas R. Robinson CFA and John D. Stowe, *Equity Asset Valuation* (CFA Institute Investment Series), CFA Publisher: Wiley; 2 edition (February 8, 2010).
2. Frank J. Fabozzi CFA and Martin L. Leibowitz, *Fixed Income Analysis* (CFA Institute Investment Series), Publisher: Wiley; 2 edition (January 22, 2007)
3. John L. Maginn CFA, Donald L. Tuttle CFA, Dennis W. McLeavey CFA and Jerald E. Pinto, *Managing Investment Portfolios: A Dynamic Process* (CFA Institute Investment Series), CFA Publisher: Wiley; 3 edition (March 9, 2007)

## **F-FRA FINANCIAL REPORTING AND ANALYSIS (4 Credits)**

### **Course Objectives**

To develop the skills of expert analysis of financial statements for the purpose of determining the health of a company.

### **Course Outcomes**

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

- Analyse a company from its annual report
- Articulate the key elements to be looked at in analysing different elements of the statements
- Articulate the limitations of financial statement analysis

### **Contents**

1. Viewing the business through Financial Statements. Introduction and applicability of IND AS, IFRS, US GAAP and Accounting Standards	6 Hours
2. Principal Financial Statements	3 Hours
3. Analysis of quality of Financial Statements.	3 Hours
4. Analysis of the Balance Sheet and Income Statement	6 Hours
5. Analysis of the Cash Flow Statement	4 Hours
6. Analysis of Profitability ratios	6 Hours
7. Analysis of Off-Balance-Sheet Assets and Liabilities	4 Hours
8. Analysis of Inter-Corporate Investments	4 Hours
9. Analysis of Business Combinations	4 Hours
10. Analysis of Annual reports of Indian Corporates, NGOs and foreign corporates operating abroad. (Case studies)	12 Hours

### **Text Book**

Stephen Penman, *Financial Statement Analysis and Security Valuation*, McGraw-Hill/Irwin; 4e, July 2017.

### **Additional Readings**

1. James Wahlen, Stephen Baginski, Mark Bradshaw, *Financial Reporting, Financial Statement Analysis and Valuation*, Cengage Learning, 8<sup>th</sup> edition, 2015
2. Study material of CA Intermediate and Final course of Advanced accounting and Financial Reporting, 2018 e.
3. Gerald L White, Ashwinpaul C. Sondhi, Dov Fried, *The Analysis and Use of Financial Statements*, Wiley; 3<sup>rd</sup> edition 2002.

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## **F-FIS FIXED INCOME SECURITIES (4 Credits)**

### **Course Objectives:**

- To provide a comprehensive understanding of fixed income and floating rate investments.
- To expose students to valuation of interest rate derivative products and how they can be used to manage interest rate risks.
- To introduce students to the general principles of credit risk and its greater relevance in the post-crisis world.

### **Course Outcomes:**

- At the end of the course the students would be able to
- Fluently express, both orally and in writing, an understanding of the general principles of finance relating to interest-rate sensitive instruments.
  - Demonstrate their understanding of different types of debt securities and their associated interest rates and their derivatives.
  - Identify and apply the methodologies appropriate for valuation, risk assessment and risk mitigation.
  - Demonstrate their ability to trade portfolios of interest-rate sensitive instruments under case-study situations based on simulated and/or real financial data.

### **Contents:**

1. Types of fixed income securities; Characteristics of Fixed and Floating Rate Debt Securities  
Principles of Valuation; Spot and Forward Interest Rates 2 hours
2. Yield Curves: Theories, Term Structure Characteristics and Credit Spreads 6 hours
3. Interest-Rate Sensitive Derivatives and their Characteristics: LIBOR, FRAs, Interest Rate Futures, Interest Rate Swaps, Constant Maturity Swap Rate. 6 hours
4. Interest-Rate Sensitive Derivatives and their Characteristics: Interest Rate Swaptions, Mid-curve Swaptions, Caps and Floors, Spread Options, Cliquets. 8 hours
5. Interest Rate Risk – and other Risks Associated with Debt Securities 6 hours
6. Hedging Interest Rate Risk 4 hours
7. Cash Flow Mappings 4 hours
8. Securitization – Asset and Mortgage-Backed Securities 4 hours
9. General Principles of Credit Risk; Introduction to credit derivatives; Credit Default Swaps 4 Hours
10. Presentation and Seminars 8 hours

### **Course Textbooks:**

1. Frank J. Fabozzi, Fixed Income Analysis for the Chartered Financial Analyst Program, Second Edition, Wiley, 2007.
2. Frank J. Fabozzi and Steven V. Mann, Handbook of Fixed Income Securities, Eighth Edition, New York: McGraw-Hill, 2012.

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## **F–CG CORPORATE GOVERNANCE (4 Credits)**

### **Course Objective**

To Enable the Students to Understand the Parameters of Accountability, Control and Reporting System by the Corporate Board.

### **Course Outcomes**

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

- Understand the problems resulting from the separation of ownership and control and the private and social benefits of good governance.
- Understand the conflicting interests by various stakeholders that managers are confronted with and the mechanisms available to realign them.
- Understand how the market environment and regulations impact corporate governance.
- Be able to critically assess existing corporate governance structures and practices.

### **Contents**

1. Corporate Governance: An Overview :Capitalism at Crossroads ,Increasing Awareness, Global Concerns, What is Corporate Governance?, Governance Is More Than Just Board Processes and Procedures, A Historical Perspective of Corporate Governance, Issues in Corporate Governance. 3 hours
2. The Theory and Practice of Corporate Governance: The Concept of Corporation Theoretical Basis of Corporate Governance, Corporate Governance Mechanisms and Systems, Indian Model of Governance. Obligations to Society at Large, Managerial Obligation. 5 hours
3. Landmarks in the Emergence of Corporate Governance: Corporate Governance Committees, OECD Principles, Sarbanes–Oxley Act, 2002, Indian Committees and Guidelines, The Confederation of Indian Industry’s Initiative, SEBI’s Initiatives, Naresh Chandra Committee Report, 2002 Narayana Murthy Committee Report, 2003 Dr. J. J. Irani Committee Report on Company Law, 2005. 5 hours
4. Rights and Privileges of Shareholders, Investors’ Problems and Protection, Corporate Governance and Other Stakeholders. 3 hours
5. Board of Directors: Role of the Board in Ensuring Corporate Governance, Governance Issues The Role of Directors, Independent Directors, Director’s Remuneration, Family-owned Businesses and Corporate Governance , Some Pioneering Indian Boards. 4 hours
6. Role, Duties and Responsibilities of Auditors. 3 hours
7. Business Ethics and Corporate Governance, Corporate Social Responsibility, SEBI- the Indian Capital Market Regulator, Phenomenal Growth of Indian Capital Market Role of Securities Market in Economic Growth. 4 hours
8. The Securities and Exchange Board of India, SEBI’s Role in Promoting Corporate Governance, SEBI’s Role in the New Era. 3 hours
9. The Role of the Government in Ensuring Corporate Governance, Public Governance and Corporate Governance 3 hours
10. Corporate Governance in Developing and Transition Economies, problems faced by Developing and Transitional Economies, Corporate Governance Models, the Institutional Framework for Effective Corporate Governance. 4 hours
11. Corporate Governance: The Indian Scenario, the emergence of Corporate Governance Issues in India, Implementation of the Recommendations of Birla Committee Report, Pioneers in Good Governance Practices, Corporate Governance Rating. 5 hours



12. Corporate Governance in India—A Performance Appraisal, The Future of Corporate Governance in India, Factors Facilitating Globalisation. Role of Multinational Corporations, Key Global Issues for Business. 5 hours
13. The International Organization of Supreme Audit Institutions (INTOSAI), Clause 49 of SEBI listing agreement; relevant provisions of Indian Companies Act, Anti-Money Laundering Act (AML), Corporate Governance ratings by Credit Rating Agencies (CRISIL, Fitch, etc.). SEBI standards - Case Studies - Experience so far - Lessons learnt. Serious Frauds Investigation Office (SIFO)- Powers, Scope, Act. 5 hours

Skill based Activities:

Case Studies in Corporate Governance

### **Text books**

1. Fernando AC. and Satheesh EK., *Corporate Governance Principles, Policies and Practices*. Pearson India Education services, 3<sup>rd</sup> Ed, 2017

### **Additional references**

1. Tricker, B., *Corporate Governance*, OUP, 3e, 2015
2. Reports of Studies Initiated by SEBI, Government and Other Agencies.
3. Christine A. Mallin, *Corporate Governance*, Third Edition, OUP, 2011.

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## **F-VI VALUE INVESTING** **(4 credits, I mode)**

### **Course Objectives**

The course aims at exposing students to the principles and practice of value investing. It has an empirical flavour to it and examines various studies on investing ideas. The course also has a detailed study of select stocks. It is a practical course.

### **Course Outcomes**

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

- Understand and explain the different approaches to equity investment
- Be able to evaluate the historical performance of a stock/portfolio constructed using an investing screen
- Be able to carry out and make a report on quantitative as well as qualitative evaluation of stocks for potential investment

Pre-requisites

The course assumes prior knowledge of corporate accounting, and financial analysis techniques such as calculating financial ratios, calculating present values.

### **Contents**

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|--|---------|
| 1) Value Investing<br>Graham-Dodd style of Investing<br>Charlie Munger and Warren Buffett's philosophy of Moat investing<br>Readings: <ul style="list-style-type: none"><li>● The Evolution Of The Idea Of "Value Investing": From Benjamin Graham To Warren Buffet Robert F. Bierig, Duke University, Durham, North Carolina April 2000</li><li>● <a href="https://25iq.com/2012/12/06/charlie-munger-on-moats-first-of-the-four-essential-filters/">https://25iq.com/2012/12/06/charlie-munger-on-moats-first-of-the-four-essential-filters/</a></li></ul>   | 6 hours |
| 2) Investing approaches and their empirical performance<br>Low price in relation to asset value, Low price in relation to earnings, A significant pattern of purchases by one or more insiders, A significant decline in a stock's price<br>Small market capitalization<br>Reading: <ul style="list-style-type: none"><li>● What Has Worked In Investing, Studies of Investment Approaches and Characteristics Associated With Exceptional Returns<br/><a href="https://www.tweedy.com/resources/library_docs/papers/WhatHasWorkedFundOct14Web.pdf">https://www.tweedy.com/resources/library_docs/papers/WhatHasWorkedFundOct14Web.pdf</a></li></ul> | 8 hours |
| 3) Value versus Growth Investing<br>How does Value investing differ from growth investing?<br>What does the empirical evidence indicate?<br>Reading: <ul style="list-style-type: none"><li>● French, K., and E. F. Fama, 1998, "<a href="#">Value versus Growth: The International Evidence</a>", Journal of Finance, Vol 53, No 6, December 1998.</li></ul>   | 6 hours |
| 4) Behavioral Finance applications in investing<br>What are the problems with classical finance?<br>Human Psychology in investment decisions- Biases in actual decision making in investments.<br>The Marshmallow experiment<br>Reading: <ul style="list-style-type: none"><li>● Werner F. M. De Bondt and Richard H. Thaler, 1994. "<a href="#">Financial Decision-Making in Markets and Firms: A Behavioral Perspective</a>," <a href="#">NBER Working Papers 4777</a>, National Bureau of Economic Research, Inc.</li></ul>   | 6 hours |
| 5) Common Perceptions and Value Investing<br>Reading:  | 4 hours |

- Fact, Fiction, and Value Investing, Journal of Portfolio Management, Fall 2015, Vol. 42, No. 1

6) MS Excel exercises in Valuation:

6 hours

7) Case Studies on Moat Investing

16 hours

Any four companies are taken up for the case discussion. Students work on the case studies in groups of two or three

Format for case study: Quantitative analysis: Financial performance from annual report data, Qualitative analysis: sources of long term advantage (Porter's five forces/ Charlie Munger's Moat test). Suggested list of companies

Eicher Motors, Pidilite Industries, Asian Paints

Maruti Suzuki, Relaxo Footwear, MRF, Page Industries

Additional activities:

Construct screens on [www.screener.in](http://www.screener.in)

Stock evaluation on [Marketsmojo.com](http://Marketsmojo.com), [equitymaster.com](http://equitymaster.com)

## Evaluation

The course will follow I mode of evaluation. It adopts a case-study and hands-on approach. Students will be asked to submit written reports, carry out computer based exercises and make oral presentations.

## Additional Readings / Videos:

1. The Intelligent Investor, Benjamin Graham, Harper Collins 1949e.
  2. Value Investing: From Graham to Buffett and Beyond Bruce Greenwald, Judd Kahn, Michael van Biema, and Paul D Sonkin, (Wiley Finance), 2004
  3. Warren Buffet's letters to shareholders  
<http://www.berkshirehathaway.com/letters/letters.html>
  4. Charlie Munger on his investment evaluation process  
[http://jameslau88.com/charlie\\_munger\\_on\\_his\\_investment\\_evaluation\\_process.htm](http://jameslau88.com/charlie_munger_on_his_investment_evaluation_process.htm)
  5. Sanjay Bakshi's blog <https://fundooprofessor.wordpress.com/>
  6. Measuring the moat <https://www.safalniveshak.com/measuring-the-moat-part1/>
  7. <http://www.valuewalk.com/charlie-munger-page/>
  8. The Best of Charlie Munger: 1994-2011 A collection of speeches, essays, and Wesco annual meeting notes <http://www.valueplays.net/wp-content/uploads/The-Best-of-Charlie-Munger-1994-2011.pdf>
  9. Mark Harrison, CFA and Phil Davis In Practice Summary: Value Investing — Do Quant Strategies Measure Up? <https://blogs.cfainstitute.org/investor/2017/09/21/in-practice-summary-value-investing-do-quant-strategies-measure-up/>
- Videos
- Conversation with Charlie Munger <https://www.youtube.com/watch?v=S9HqIGzOENA>
- Moat Investing Pat Dorsey <https://www.youtube.com/watch?v=ptlGzhglE3o>
- How management affects moats  
<https://www.youtube.com/watch?v=bQkcT0hSzY0&feature=relmfu>

## \*\*\*HUMAN RESOURCE MANAGEMENT\*\*\*

<b>List of electives in Human Resources Management</b>	
1. Talent Management	H-TM
2. Employee Empowerment	H-EE
3. Participative management	H-PM
4. Industrial and Employee relations	H-IER
5. Compensation management	H-CM
6. HR related negotiation skills	H-HRNS
7. Organisation Development and Transformation	H-ODT
8. Performance management	H-PM
9. Personnel counselling	H-PC
10. Quality of working life	H-QWL
11. Talent Acquisition and Retention	H-TAR
12. Management of Training and Development	H-MTD
13. Labour legislations	H-LL

## **H-TM TALENT MANAGEMENT (4 Credits)**

### **Course Objectives:**

To impart the students with the knowledge, skills and competencies of Talent Management and also examine its impact on the long term health of an organization.  
To understand the concept of detachment while holding positions of power as enunciated by Bhagawan Sri Sathya Sai Baba.

### **Course Outcomes:**

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

- Explain the role the HR function plays in the success of Business.
- Explain how important it is to value, and retain talent by ensuring engagement

### **Contents:**

1. Introduction to Talent Management:	02 hrs
a. Talent Management Cycle – Meaning and Scope	
b. The Importance of Talent Management in Organizations	
2. Competencies in Talent Management	06 hrs
a. Formulating Competencies	
b. Fundamentals of Competency Modelling	
c. Using the Competency Model	
3. Performance Appraisals in Talent Management Process	04 hrs
4. Role and significance of Career Planning and Succession Planning in Talent Management	04 hrs
5. Training and Development	04 hrs
6. Coaching for Talent	04 hrs
7. Compensation Management and its linkage with Talent Management	04 hrs
8. Driving the Culture of Excellence through Talent Management	06 hrs
9. Case studies and Seminar Presentations	18 hrs

**No book prescribed.** Key articles: Contemporary articles will be suggested and this will be a dynamic list.

### **Additional references:**

1. Bill Conaty and Ram Charan, Talent Masters, Pub: RHUK, 2011, 1e.
2. HBR and other articles

## **H-EE EMPLOYEE EMPOWERMENT (4 Credits)**

### **Course Objectives:**

- To gain knowledge regarding the philosophy of empowerment and identify the factors and issues that influence empowerment and also appreciate its significance in modern organizations.
- To familiarize with the empowerment process in practicing organizations.
- To acquire skills to operationalize empowerment process in work organizations.

### **Course Outcomes:**

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

- Explain the significance and prerequisites of Employee Empowerment
- Describe the essential attributes of an Organisation with effective employee empowerment
- Demonstrate the implementation and institutionalization of empowerment process in working organisations.

### **Contents:**

- |  |         |
|--|---------|
| 1. Empowerment:  |         |
| a. Meaning and Definition.   | 4 hours |
| b. Importance of Empowerment.  |         |
| c. How Does it Work?   |         |
| d. Significance for Employees.   |         |
| 2. Practical Starting Points:  | 4 hours |
| 3. What does an Empowered Organisation Look Like?                      | 6 hours |
| 4. Organisation Structure and Empowerment:                             | 6 hours |
| 5. Role of Top-management philosophy and Organisational Culture.       | 4 hours |
| 6. Role of Unions in Restructuring.                                    | 4 hours |
| 7. Building and Operating Empowered Teams.                             | 6 hours |
| 8. Changing the Behaviour of Individuals and Managers for Empowerment. | 6 hours |
| 9. Leadership and Empowerment: Interface Aspects.                      | 4 hours |
| 10. Case Studies, Assignments, Exercises, films and Seminars.          | 8 hours |

### **Text book:**

Articles distributed in the class.

### **Additional references:**

- 1) Blanchard K., et al, Empowerment Takes More Than a Minute, Berrett-Koehler Publishers, San Francisco, USA, 1e, 1998.
- 2) Clutterbuck D., The Power of Empowerment – 1995,1e, Kogan Page Ltd, London.
- 3) Articles from Harvard Business Review – Compiled Volumes.
- 4) Articles from Personnel, AMA, USA.
- 5) Articles from Personnel Today, NIPM, Calcutta, India.
- 6) Articles from Indian Management, AIMA, New Delhi, India.

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## **H-PM PARTICIPATIVE MANAGEMENT (4 Credits)**

### **Course Objectives:**

The objective of this paper is to provide inputs to the students on how to create and sustain a Participative Culture in Organizations.

### **Course Outcomes:**

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

- Explain the evolution and significance of participative management.
- Identify the different factors and issues contributing to the success of participative management in India.
- Demonstrate the skills acquired in operationalising participative management in working organisations.

### **Contents:**

1) Module I:	4 hours
Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management. The need for participative management. Approaches to participative management.	
2) Module II:	10 hours
Different types of workers' participation in management - Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers' representatives on the Board of Directors and other forums like QCS, TQM -Employee stock -option.	
3) Module III:	10 hours
Structural arrangements for participative management - National level, corporate level, plant level, zonal level and shop level - Role of external and internal factors in influencing the levels of W.P.M.	
4) Module IV:	10 hours
W.P.M. in India - Experiences of PSUS and private sectors - the participation of workers in management Bill 1990 - Suggestions for improving the W.P.M. in Indian companies - W.P.M. in abroad - Evaluation of W.P.M. in abroad - comparison of W.P.M. in India and abroad – Selected studies on working of participative management in Indian companies.	
5) Module V:	8 hours
Training to make participative management more successful - Future of participative management.	
6) Case Studies, Films, Seminars and Assignments	10 hours
Total Hours	52 hours

### **Text book**

David R. Powers and Mary F. Powers, *Making Participatory Management Work*, Whidbey Publishing (July 19, 2012), ISBN-13: 978-0985794644.

### **Additional references**

1. A.K. Kedia, *Worker's Ownership and Participative Management*, 1e, 1992. Deep and Deep Publications Pvt. Ltd, ISBN-10: 8171003761, ISBN-13: 978-8171003761.

2. Durga Prasad, Ch.S., Workers' Participation in Management, Discovery Publishing Pvt. Ltd (1e, September 2011), ISBN-10: 8171412718, ISBN-13: 978-8171412716
3. M. Mustafa, G. Sharma, Workers Participation in Management, Deep and Deep Publications (1e, September 1, 2002), ISBN-10: 8176291145, ISBN-13: 978-8176291149.



## H-IER INDUSTRIAL / EMPLOYEE RELATIONS (4 Credits)

### Course Objectives

- To understand the significance of Employee/Industrial Relations in the context of recent trends in the Indian economy. To understand the significance of Employee Relations in the New Age Economy

### Course Outcomes

- At the end of the course the students would be able to
- Explain the different laws for effective employee relations as regards blue-collared and white-collared employees. Develop good understanding about different laws for prevention and management of disputes. Demonstrate the skills of maintaining effective employee relations.

### Contents:

1. Blue Collared related matters	
○ Introduction	2 hours
○ Employers' Organizations	3 hours
○ Management of Trade Unions	2 hours
○ Collective bargaining	3 hours
○ Dispute resolution and Industrial harmony	2 hours
○ Contract of employment	3 hours
○ Grievances and Discipline handling	2 hours
○ Wages and IR	3 hours
○ Labour Welfare and Social security	2 hours
○ Health, safety and environment	3 hours
○ Labour Administration	2 hours
○ Employee participation and Labour-Management cooperation	3 hours
○ Employment security	2 hours
○ Management of IR	3 hours
○ Case studies	2 hours
2. White Collared related matters	3 hours
○ Employee Relations in different Industrial Sectors	2 hours
○ The role of Leadership in creating and maintaining Harmony	3 hours
○ Futuristic trends in Employee Relations	2 hours
○ Case Studies	5 hours
Total Hours	52 hours

### Text book:

Prof. Arun Monappa, *Industrial Relations and Labour laws*, McGraw Hill Education; 2<sup>nd</sup> edition (1 July 2017)

### Additional references:

1. C.V. Venkata Ratnam, *Industrial Relations*, Oxford University Press, Oxford University Press; Second edition (14 April 2017)
2. Puneekar S.D., Deodhar S.B., Sankaran S., *Labour Welfare, Trade unionism and Industrial relations*, Himalaya publishing House, 14<sup>th</sup> edition, 2011.

## **H-CM COMPENSATION MANAGEMENT (4 Credits)**

### **Course Objectives:**

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organisations and to impart skills in designing analysing and restructuring reward management systems, policies and strategies.

### **Course Outcomes:**

At the end of the course the students would be able to-

- Explain the economic theory and factors related to reward management
- Identify the different statutory provisions and different institutions related to reward system in India
- Describe the various components of compensation packages as regards employees at different levels in an organisation.
- Demonstrate the effective use of compensation management for better performance.

### **Contents:**

- 1) Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system. 12 hours
- 2) Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R and D Staff. 12 hours
- 3) Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems. 6 hours
- 4) Statutory Provisions governing Different Components of Reward systems. 4 hours
- 5) Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions etc. hours
- 6) Case Studies, Seminars and Assignments 10 hours

### **Text book**

Deb Tapamoy, Compensation Management: Text and Cases, Excel Books, 2008, SBN-13: 978-8174466907

### **Additional references**

1. Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press, 2014, ISBN-13: 978-0199456543
2. George Milkovich, Jerry Newman, C S Venkataratnam, Compensation, McGraw Hill Education; 9<sup>th</sup> Edition (1 July 2017), ISBN-10: 007015158X, ISBN-13: 978-0070151581.

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## **H-HRNS HR RELATED NEGOTIATION SKILLS (4 Credits)**

### **Course Objectives:**

- To understand the process of negotiations and their significance for modern business in various HR activities
- To identify the various patterns of negotiations and also the influence of various factors and issues that have bearing on effective negotiation.
- To develop a plan for negotiation and acquire the necessary skills

### **Course Outcomes**

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

- Identify the various factors and issues important for negotiation.
- Describe various techniques, models of negotiation.
- Explain the significance of ethics in negotiation.
- Demonstrate the skills involved in negotiation in work organisations.

### **Contents**

1. Introduction – meaning, scope and significance.	4 hours
2. Personality and behavioral aspects of negotiation	4 hours
3. Communication skills and negotiation	4 hours
4. Process, techniques and strategies of negotiation	6 hours
5. Negotiation models	6 hours
6. Negotiation skills vis-à-vis Different functional areas	6 hours
7. Interpersonal and group components of negotiations	6 hours
8. Environmental context of national and international negotiations	6 hours
9. Values and Ethics in negotiation	2 hours
10. Exercises, Role plays and Case studies	8 hours
Total Hours	52 hours

### **Text book**

1. Mayer, R., Power Plays: How to Negotiate, Persuade, and Finesse Your way to success in Any Situation, New York: times Books, 1e, 1996.

### **Additional references**

1. Ghauri, P.N., and Usunier, J.C., International Business Negotiations, New York: Elsevier Science, 1e, 1996
2. Articles from Harvard Business Review compiled Volumes on Negotiation

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## **H-PM PERFORMANCE MANAGEMENT (4 Credits)**

### **Course Objectives**

To acquaint the students with comprehensive knowledge and skills required for designing, and implementing a Performance Management system through use of Performance Appraisals in their respective organizations, with special emphasis on applicable Values and Ethics in the management of this process.

### **Course Outcomes**

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

- Identify the need and significance of performance management.
- Describing the methods and implementation process of performance management.
- Explain the problems and ethical issues involved in performance management.
- Demonstrate the skills required for effective implementation of performance management.

### **Contents**

1. Introduction to Performance Management- key terms, benefits, Issues and concerns. 2 hours
2. Historical review of Performance Management in India and abroad. 2 hours
3. Designing and Implementing an Appraisal System – Guiding principles, Sources of appraisals, Errors in evaluation, and training for appraisal skills 6 hours
4. Common Appraisal methods and their consequences - appraisal forms and formats 6 hours
5. Planning for performance – setting goals and Performance standards 6 hours
6. Appraisal communication, feedback and interviews/ counselling 6 hours
7. Maintaining the Performance management system - documentation and records 6 hours
8. Performance Appraisal - Human Development, Compensation and Organizational implications 4 hours
9. Solving Performance Appraisal problems 2 hours
10. Ethical and legal Issues in Performance Appraisal 2 hours
11. Future trends in Performance management 2 hours
12. Case Studies, Seminars and Assignments. 8 hours

### **Text book**

T.V. Rao, *Performance Management and Appraisal systems* - Response Books/ Sage Publications 1e, 2004

### **Additional references**

- 1) Gary Latham and Ken Wexley–Increasing Productivity through Performance Appraisals –Addison-Wesley Publication Co 2e 2003
- 2) Robert Bacal, Performance Management, McGraw Hill, 2<sup>nd</sup> Edition 2011, ISBN-10: 0071772251, ISBN-13: 978-0071772259
- 3) Aubrey C. Daniels, Jon S. Bailey, Performance Management: Changing Behavior that Drives Organizational Effectiveness, 5<sup>th</sup> Edition, ISBN-13: 978-0937100257, ISBN-10: 0937100250

## **H-PC PERSONNEL COUNSELLING (4 Credits)**

### **Course Objectives**

- To understand the meaning, scope and significance of counselling/mentoring/ executive coaching as part of employee assistance programme and examine its role in effective human resources management.
- To present an overview of the concept of counselling: theory, principles, approaches, processes and techniques as relevant to business organizations.
- To provide the students with the necessary knowledge and skills necessary for counselling employees in modern business organizations.
- To prepare the elective students in providing help to the managerial and non-managerial employees in the key areas and situations where management's intervention is warranted that go along a long way in lending support to their effective career management.

### **Course Outcomes**

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

- Identify the different qualities and skills required for personnel counselling.
- Explain different approaches to personnel counselling.
- Describe and evaluate the personal approach to personnel counselling.
- Demonstrate the implementation of counselling in work organisations.

### **Contents**

- |  |          |
|--|----------|
| 1. Personnel Counselling:                                    | 10 hours |
| 1.1. Behaviour and Organizational Behaviour                  |          |
| 1.2. Basic Tenets, Methods and Tools.                        |          |
| 1.3. Counselling Psychology                                  |          |
| 1.4. Positive psychology                                     |          |
| 1.5. Cognitive approaches to counselling                     |          |
| 1.6. Psychological Problems and Personnel counselling        |          |
| 1.7. An Integrated Model.                                    |          |
| 2. Personality and Personnel Counselling.                    | 5 hours  |
| 3. Self-Development of the Counselor:                        | 5 hours  |
| 3.1. Manager as a 'Barefoot' Counselor.                      |          |
| 3.2. Managers as Skilled Helpers.                            |          |
| 4. Counselling Skills:                                       | 10 hours |
| 4.1. Personal Theory of Counselling                          |          |
| 4.2. Characteristics of Helping Relationship                 |          |
| 4.3. Counselling Interviews, Communication Styles.           |          |
| 4.4. Empathy and Holistic Listening.                         |          |
| 4.5. Accurate Responding and Effective Feedback.             |          |
| 5. Counselling Interventions:                                | 10 hours |
| 5.1. Performance Counselling.                                |          |
| 5.2. Problem Performers.                                     |          |
| 5.3. Problem Situations, Alcoholism, Absenteeism, Conflicts. |          |
| 5.4. Stress and Spillover.                                   |          |
| 5.5. Group Therapy   |          |
| 5.6. Self-Hypnosis   |          |
| 5.7. Neuro Linguistic Programming                            |          |

6. Psychotherapy and Employee Counselling:	5 hours
6.1. Selective Integration of Modern Psychotherapies with Employee Counselling.	
6.2. Mentoring and Executive coaching	
7. Case Studies and Exercises and Seminars	7 hours
Total	52 hours

### **Text book**

Narayana Rao, S., Counselling and Guidance, Tata McGraw-Hill Publishing Company Limited, New Delhi, 3e 2013.

### **Additional references**

1. John McLeod, An Introduction to Counselling, McGraw-Hill House, 2003, 3e, ISBN-13: 978-0335247226, ISBN-10: 9780335247226.
2. McLeod, John, McLeod, Julia, Counselling Skills: A Practical Guide for Counsellors And Helping Professionals, McGraw-Hill Education (UK), 2e, 01-Oct-2011, McLeod, John, McLeod, Julia, Counselling Skills: A Practical Guide For Counsellors And Helping Professionals, McGraw-Hill Education (UK), 01-Oct-2011.

## **H-QWL QUALITY OF WORKING LIFE (4 Credits)**

### **Course Objectives**

To examine the meaning, scope and significance of QWL.

To identify the components, prerequisites and the impact of technology on QWL.

To acquaint the students with ways and means of enhancing QWL in the Context of Change.

### **Course Outcomes**

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

- identify the different factors determining the quality of work life
- explain the methods of enhancing the quality of work life.
- describe the processes involved in quality of work life.
- demonstrate the skills involved in QWL as an intervention method.

### **Contents**

1. Quality of Working Life: Elements, Definitions, Indicators, Criteria., and Components of Individual Quality of Working Life, and Measurement 6 hours
2. Technology and Quality of Working Life: Effects of Technology, Technological Prerequisites. 4 hours
3. Enhancing Quality of Working Life: Assessment, Goals for Enhancement, Planning, Humanizing Work - Changing the Quality of Working Life: 16 hours
4. Compatibility – Incompatibility between Organizations and Individual Values. 4 hours
5. QWL and Change QWL and Change - QWL as an Intervention method. 6 hours
6. QWL - Globalization Interface. 4 hours
7. Quality of Working Life: The Context of Bargaining. 2 hours
8. QWL and IR. 2 hours
9. Case Studies – Global and Indian. 4 hours
10. Seminars, assignments, and exercises. 4 hours

### **Text book:**

Shyam Singh Inda, Quality of Work Life: A Comprehensive Study, December 12, 2013, Canadian Academic Publishing, ISBN-10: 0992165121, ISBN-13: 978-0992165123.

### **Additional references:**

- 1) S Jain, Quality of Work Life (QWL), Deep and Deep Publications 1e, ISBN: 8171002919, 1991.
- 2) Davis L. E. and Cherus A.B., The Quality of Working Life – 1e, The Free Press, 1975.
- 3) Selected Articles from: Harvard Business Review – Compiled Volumes.
- 4) Selected Articles from: Personnel, AMA, USA.
- 5) Selected Articles from: Personnel Today, NIPM, Calcutta, India.
- 6) Selected Articles from: Indian Management, AIMA, New Delhi, India.

## **H-TAR TALENT ACQUISITION AND RETENTION (4 Credits)**

### **Course Objectives**

To acquaint students with various issues and techniques related to human resource planning, recruitment and selection and retention.

### **Course Outcomes**

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

- Identify the different factors and issues involved in talent management.
- Explain the significance of talent management in HRM function
- Describe the interface between talent management and other dimensions.
- Demonstrate the skills involved in talent management in work organisations.

### **Contents**

1. Human capital – introduction	02 hrs
2. Human resource planning – including forecasting techniques like Markov analysis.	08 hrs
3. Job Analysis descriptions and specifications	06 hrs
4. Recruitment process and techniques	06 hrs
5. Selection process and techniques	06 hrs
6. Testing, and employment interviews	06 hrs
7. Evaluation of the selection process – validation and Utility analysis	04 hrs
8. Recruitment and selection in the international context	04 hrs
9. Legal Compliance and ethical issues, and social considerations	04 hrs
10. Case Studies, Seminars, Assignments, Discussions.	06 hrs

### **Text book**

Somesh Dhamija, Masood Hasan, Anil Kumar Singh, Talent Management in India, 1st Edition, Publisher: Atlantic, ISBN: 9788126912650, 8126912650, 2009.

### **Additional references**

1. R P Das, Handbook for Managerial Recruitment and Selection, Kanishka Publishers, ISBN: 9788185475387, 8185475385, 1e Edition: 1992
2. Gareth Roberts, Recruitment and Selection, Jaico Publishing House, 1e 2007
3. Robert Edenboro, Assessment Methods in Recruitment, Selection and Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres, Kogan Page, Journal: Library Review, 2007, Vol-57.



## **H-MTD MANAGEMENT OF TRAINING AND DEVELOPMENT (4 Credits)**

### **Course Objectives**

This is not an entirely academic oriented but practice based course. It has been designed, keeping in view the needs of the organisations and successful managerial performance depends on the ability of individuals to observe, interpret the issues and modify his/her approach and behaviour. All organisations need to pay sufficient attention to equip their employees adequately to accomplish the goals of the organisation. Rapid progress in technology necessitated changes not only in the physical facilities but also in the abstract qualities required of the men/women who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organisations in training and development activities.

### **Course Outcomes**

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

- Identify the different components and significance of training and development.
- Explain the different training methods
- Demonstrate the skills in conducting a training program using different methods of training.

### **Contents**

1. Module I 8 hours  
Introduction - Conceptual framework of training - approaches on training Difference between Training and Development - Training and applied psychology - principles of training - Learning and skills acquisition - Transfer and retention of skills - Training practices in India - Practices in PSU - Practices in private companies.
2. Module II 16 hours  
Training Need for Training - Methods of Identification of Training needs - Training policy - Planning and organising the training programmes - Methods of Training - supervisory Development Programmes (SDP) - Techniques of SDP - Training and education for operative personnel skill training, National Apprenticeship Training – Worker’s education for operative personnel - Evaluation of the training centre.
3. Module III 8 hours  
Management Development (MD) and Organisational Development (OD) - Difference between MD and OD - Aims and Course Objectives of MD and OD - Methods of MD - OD interventions – Succession Planning and Career development.
4. Module IV 06 hours  
Professional bodies for Management Education and Training - AIMA, NIPM, ISTD, IIMS, School of Management Studies, NPC, NITIE and ASCI - Training and TQM and ISO 9000 - Training Aids - Types of aids and Audio visual aids - Budget Estimation on Training.
5. Module V 04 hours  
Online training and contemporary practices in Training
6. Case Studies, Assignments, and seminars. 10 hours

**Text Book**

B. Janakiram, Training and Development, Dreamtech Press; Indian edition (1 December 2007).

**Additional Readings**

1. Steven A. Beebe, et al, Training and Development, 2e, 2013, Pearson, ISBN-13: 978-0205332434, ISBN-10: 0205332439
2. Desatnick, Robert L., A Concise Guide to Management Development, 1e, 1971, Training Research and Practice - John Patrick, 1e, 1992, Academic Press. Pub: AMA.
3. Hervill H.F. and Martin E.M., Developing Executive Skill-New Patters of Management Growth, 1958e, American Management Association
4. Rudrabasavaraj M.N., Executive Development, 1e, 2010, Himalaya.

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## **H-LL LABOUR LEGISLATIONS (4 Credits)**

### **Course Objectives**

Understanding of the legal framework is important for the efficient decision-making relating to management and employee relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

### **Course Outcomes**

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

- Explain different labour legislations
- Describe and evaluate the efficacy of labour legislation in India
- Demonstrate the effective use of labour legislation for better employee relations.

### **Contents:**

1) Module I: Introduction	4 hours
Importance of Labour laws - sources of Labour law - Course Objectives of labour laws - History of labour legislation in India - classification of labour laws	
2) Module II: Social Security Legislation	12 hours
Workmen compensation Act, 1923 - E.S.I. Act 1948 - Maternity benefit Act, 1961 – Employees Provident Fund and Miscellaneous Provision Act, 1952 - Payment of Gratuity Act, 1972.	
3) Module III: Labour Welfare Legislation	12 hours
Factory Act 1948 - contract labour (Regulations and Abolition Act, 1970) - Plantation labour Act, 1951 - Mines Act, 1952.	
4) Module IV: Regulative and other Legislation:	12 hours
Industrial Disputes Act, 1947 - Trade Unions Act 1926 - Payment of Wages Act 1936 – Minimum wages Act 1948- Payment of Bonus Act 1965 - Equal Remuneration Act 1976. Employment Exchange (Compulsory Notification of Vacancies) Act 1939 - Apprentices Act 1961 – Maharashtra Recognition of Trade Unions and Prevention of unfair Labour Practices Act 1971.	
5) Module: V	6 hours
Critical Evaluation of working of Labour Legislations in India - Changing Business Environment and Labour laws - WTO and social clause.	
6) Case Studies, Assignments, and seminars.	6 hours
Total Hours	52 hours

### **Text book**

A.M. Sarma, Industrial Relations - a conceptual and legal frame-work, Publisher: Himalaya Publishing House 1e 2010, ISBN-10: 9350246740. ISBN-13: 978-9350246740

### **Additional references**

1. Industrial and Labour laws of India by H.K. Saharay, 7e, 2017, Universal Publishers.
2. Industrial law by Malik P.L., 25e, 2017, Eastern Book Co.

## **H-ODT ORGANISATION DEVELOPMENT AND TRANSFORMATION (4 Credits)**

### **Course Objective**

To provide with an understanding of Organization Development and its role in transformation of Organizations.

### **Course Outcomes**

At the end of the course the students would be able

- To facilitate learning in the area of Planned Change.
- How the People Function becomes critical for understanding Business and Strategic Shift in direction.

### **Contents:**

1. Organization Development – Introduction	04 hrs
a. Nature of Planned Change	
b. The OD Practitioner	
2. Organization Development Process	10 hrs
a. Contracting	
b. Diagnosing Organizations, Groups and Jobs	
c. Data Collection and Analysis	
d. Feeding Back	
e. Selecting Interventions	
f. Leading and Managing Change	
3. Interventions	16 hrs
a. Human Process Interventions	
b. Techno Structural Interventions	
c. HRM Interventions	
d. Strategic Change Interventions	
4. Contemporary learnings in Organization Development and Transformation	06 hrs
5. Case Studies, Seminars, Assignments, and Discussions.	16 hrs

### **Text book**

1. Thomas G. Cummings and Christopher G. Worley, 7e Organization Development and Change, Cengage Learning, 2014, ISBN: 1133190456, 9781133190455

### **Additional references**

1. Harvey and Brown, An Experiential Approach to Organization Development, 6th Edition, ISBN-13: 9780130262783, Pearson.
2. Donald Anderson, Organization Development - The Process of Leading Organizational Change, Sage Publication, 2e, 2010, ISBN:1412950791, 9781412950794.
3. Articles on OD

## \*\*\*ORGANISATIONAL BEHAVIOUR\*\*\*

<b>List of Electives in Organisational Behaviour</b>	
1. Cross Cultural management	OB-CCM
2. Leadership, Influence and Power	OB-LIP
3. Managerial competencies and career development	OB-MCCD
4. Transactional Analysis	OB-TA
5. The Psychology of Leadership	OB-PL

## **OB-CCM CROSS-CULTURAL MANAGEMENT (4 Credits)**

### **Course Objectives:**

- Identify some of the factors that influence how decisions are made in cross-cultural management contexts
- Identify, describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross-cultural management decision-making
- Critically assess some of the ethical issues inherent in cross-cultural and international management decision-making against a background of 'globalization' and 'culture shift'
- Identify, describe and explain significant aspects of overlap between national and organizational cultures, critically assessing the impact of culture-specific expectations defining these on international HRM decision-making
- Identify and analyze the role of effective communication in contexts for international and cross-cultural management generally, and specifically in the field of international marketing
- Critically discuss the role that managers play in response to stakeholder perceptions of wants and needs and in the design and administration of systems for managing incentives and rewards
- Identify and analyze how disputes and conflicts arise, and how they might be resolved in cross-cultural management contexts
- Demonstrate skills relevant to analyzing and managing staffing decisions in headquarters and subsidiaries of international organizations, taking into account issues of diversity, such as gender.

### **Course Outcomes:**

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

- Develop an understanding and familiarity with elements of culture and Indian culture
- Analyse different social cultures using the framework available for comparative study
- Explain the interface between social culture and organisational culture.
- Identify the interface between social cultures and various aspects of managerial jobs: communications, decision-making, negotiations and group interactions.
- Demonstrate the skills in cross-cultural management in global assignments.

### **Contents**

Chapter 1: International Management and Culture	04 hours
1.1 The Significance of Culture for International Management	
1.2 Factors That Influence Management Decision-Making	
1.3 Strategic Decision-Making – the PESTEL Framework	
1.4 The Significance of Culture in Strategic Decision-Making	
1.5 Comparing Cross-Cultural and International Management	
1.6 Implications for International Management Practice	
 Chapter 2: Comparing Cultures	 08 hours
2.1 The Group as a Basic Unit for Comparative Cultural Analysis	
2.2 Identifying and Responding to Differences in Culture	
2.3 Identifying Differences in Culture-Specific Perception – the Kluckhohn-Strodtbeck Model	
2.4 Hall's Model of High and Low Context Cultures	
2.5 Comparing Attitudes towards Managers	
2.6 Comparing National Cultures: the Hofstede Model	
2.7 The Strengths and Weaknesses of Hofstede's Model	

2.8 Comparing Researcher and Practitioner Views	
Chapter 3 Movement in the Culture	06 hours
3.1 Culture as a Factor in People's Response to Change	
3.2 Recognizing the Significance of Movement in Culture	
3.3 How Economic Factors Influence Movement in National Cultures	
3.4 How Foreign Intervention Causes Shifts in Local Cultures	
Chapter 4 Organizational Culture	08 hours
4.1 Culture and Organizations	
4.2 Defining and Comparing Organizational Cultures	
4.3 Controlling Organizational Cultures	
4.4 The Influence of National Cultures on Organizational Cultures	
Chapter 5 Culture and Management Communication	04 hours
5.1 Introduction	
5.2 Successful Communication across Cultures	
5.3 What is 'Appropriate' Communication Within and Across Cultures?	
5.4 Interpreting Contexts for Management Communications within and Across Cultures	
5.5 The Cross-Cultural Significance of Non-Verbal Communication (NVC)	
5.6 Cross-Cultural Management Communications: Practical Implications	
5.7 Managing Culture-Specific Perceptions – Responding to Demographic Change	
Chapter 6 Needs and Incentives – An International Management Perspective.	08 hours
6.1 Comparing Perceptions of the Value of Work	
6.2 Understanding and Managing People's Motivation to Work	
6.3 Connecting with People's Changing Needs and Wants	
6.4 Designing and Managing Incentive Systems	
6.5 How Ethics Motivates – Corporate Social Responsibility	
6.6 Work as a Motivator – Case Studies from the NPO Sector	
6.7 Applying Theories of Motivation – Herzberg	
6.8 Motivation, Innovation and National Culture	
Chapter 7 Dispute Resolution and Negotiation	04 hours
7.1 Examples of Disputes in Work-Related Contexts	
7.2 How and Why Disputes Arise	
7.3 Culture and Dispute	
7.4 Language – Cause and Resolution of Conflicts and Disputes	
7.5 Resolving Disputes and Conflicts – Balancing Trust and Control	
Chapter 8 Global Staffing – Cross-Cultural Dimensions	04 hours
8.1 Staffing to Control – Exploring the Gaps between Theory and Practice	
8.2 Managing for Control – an International HRM Perspective	
8.3 Global Staffing Choices – Expatriates or Local Managers?	
8.4 Retaining the Loyalty of Local Managers – a Gender Perspective	
Seminars and Case Studies	06 hours
<b>Total Hours</b>	<b>52 hours</b>

**Textbook:**

- 1) Sobhana Madhavan, Cross-Cultural Management: Concepts and Cases, Oxford University Press, New Delhi, 2016, 2e.

**Additional references:**

- 1) Richard Mead and Tim G Andrews, International Management: Culture and Beyond, Fourth Edition, Chichester UK: John Wiley and Sons (1e, 2009)
- 2) Adler, Nancy J., International Dimensions of Organizational Behavior, 4<sup>th</sup> Edition, South Western Publications, 2002.
- 3) Joyant, Pat and Warner, Malcolm, editors, Managing in different cultures, Oslo, Norway, Universitetsforlaget, 1e, 1996.
- 4) Davies, Julia; Easter by-Smith, Mark; and Mann, Sarah, editors, The Challenge to Western Management Development, London, U.K., Routledge, 1e, 1989.



## **OB-LIP LEADERSHIP, INFLUENCE AND POWER (4 Credits)**

### **Course Objectives**

This course provides an in-depth view of transformational leadership — the mutually stimulating relationship between leader and follower that raises both of them to higher levels of human excellence and ethical standards. It provides help to both leaders to enhance and effectively use power to achieve goals, as well as followers to lift themselves to accomplish futuristic objectives.

### **Course Outcomes**

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

- Develop an understanding of how leadership, influence and power are related to various facets of organizational life at the individual, group and macro levels.
- Explain how to enhance power in organizations, tap different sources of power, and effectively use power to achieve objectives and to help elevate followers to high levels of motivation and morality.
- Develop the capability to perceive clearly the various tactics that others use to influence in order to achieve their objectives.

### **Contents:**

- |  |        |
|--|--------|
| 1. Leadership - Decisions and Implementation   | 2 hrs  |
| 2. The Structure of Moral Leadership   | 2 hrs  |
| 3. Diagnosing Power and Dependence, Sources and bases of Power, Resources, Allies, and the New Golden Rule, Location in the Communication Network, Formal Authority, Reputation, and Performance and The Importance of being in the Right Unit | 10 hrs |
| 4. Individual Attributes as Sources of Power   | 10 hrs |
| a. Framing: How we look at things affects how they look  |        |
| b. Interpersonal Influence   |        |
| c. Timing is (almost) Everything   |        |
| 5. The Politics of Information and Analysis, Changing the Structure to Consolidate Power, Symbolic Action: Language, Ceremonies, and Settings  | 10 hrs |
| 6. Rise and Fall of Power: Even the Mighty Fall: how Power is Lost, Managing Political Dynamics Productively, towards a General Theory of Power and Managing with Power  | 10 hrs |
| 7. Seminars, Assignments, Exercises and Discussions.   | 8 hrs  |

### **Textbook:**

Jay A. Conger, and Ronald E. Riggio, Practice of Leadership – Developing the Next Generation Leaders, ISBN: 978-0-787-98305-5, 1e, 2006, John Wiley and Sons.

### **Additional references:**

Bass and Stogdill, Handbook of Leadership: Theory, Research and Managerial Applications, ISBN-13: 978-0029015001, ISBN-10: 0029015006, 3e, 1990.

## **OB-MCCD MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT (4 Credits)**

### **Course Objectives**

- Appreciate the importance of career strategies in a rapidly changing environment
- Develop an awareness of various career orientations and strategies of individual career planning.
- Develop an understanding in designing appropriate systems of organizational career development.

### **Course Outcomes**

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

- Identify the factors and issues in career management
- Explain the competencies required for success in today's organisations and develop and plan a methodology for their acquisition.
- Demonstrate abilities to institutionalize the ethos of career development and competency building.

### **Contents**

1. Career Development in a Changing Environment	02 hrs
2. Career Development: Theoretical Foundations	02 hrs
3. Concept of Career Anchor	02 hrs
4. Becoming a Professional	02 hrs
5. Breaking-in Process	02 hrs
6. People, Relationships and Politics	04 hrs
7. Concepts of Competence	06 hrs
8. Competency Approach to Development	06 hrs
9. Assessment Centre Approach to Competence Building	06 hrs
10. Career Paths, Career Transition and Plateauing	02 hrs
11. Succession Planning and Fast-Tracking	02 hrs
12. Dual-Ladder for Career Development	02 hrs
13. Mentoring for Employee Development	02 hrs
14. Career Development and Business Strategy	04 hrs
15. Special Issues in Career Development	02 hrs
Cases, Assignments, Seminars, Exercises and Discussions.	06 hrs
Total Hours	52 hrs

### **Textbook:**

R. Palan, Competency Management – A Practitioner's Guide, Rosetta Solutions, Inc, 1e, 2003  
ISBN: 983-41398-0-2.

### **Additional references:**

Seema Sanghi, The Handbook of Competency Mapping – Understanding, Designing and Implementing Competency Models in Organizations, Sage Publications India Pvt. Ltd., ISBN: 9789385985157, 3e, 2016.

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## **OB-TA TRANSACTIONAL ANALYSIS (4 Credit, I mode)**

### **Course Objectives:**

Provide a Framework for Understanding Human Behaviour. Explore one's own Feelings and Behaviour Using TA Model. Understand the Application of TA in Several Areas of People Management in Organizations.

### **Course Outcomes**

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

- Develop an understanding and familiarity of different elements of TA and their influence on Self and Others in an Organizational context
- Use the theory to analyse human behaviour in different circumstances
- Demonstrate the ability to practice the learning in managerial tasks and responsibilities with emphasis on conflict management in different situations

### **Contents**

1. Ego States or PAC Model (Structural Analysis)	6 hours
2. Life Positions	6 hours
3. Life Script	6 hours
4. Analysis of Transactions	6 hours
5. Psychometric instruments	6 hours
6. Practice sessions	22 hours

### **Evaluation**

The course will follow I mode of evaluation.

### **Textbook:**

Abe Wagner, *The Transactional Manager*, 1996 edition, Spiro Press, ISBN: 9781858354965.

### **Additional references:**

- 1) Mark Widdowson, *Transactional Analysis: 100 Key Points and Techniques*, Routledge, January 2010.
- 2) Berne, E., *The Psychology of Human Relationships*, Grove Press, New York., 2010.
- 3) Harris, T.A., *I Am O.K. – You Are O.K.*, Pan Books Ltd., London. 1e, 1995.
- 4) James, M., and Jongeward, D., *Born to Win*, Addison Wesley Publishing Co., New York, 1e, 1978
- 5) Meininger, J.V.D., *Success Through, Transactional Analysis*, Grosset and Dunlopine, NY, 1e, 1974, Pub: Signet.

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## **OB-PL THE PSYCHOLOGY OF LEADERSHIP (4 Credits)**

### **Course Objectives:**

1. To give an overview of the dynamics involved in leadership. Students will examine the social and psychological processes underlying leadership in organizations.
2. To explore the impact of negative and destructive leader behaviors on followers and society in general.

### **Course Outcomes:**

1. This is an advanced course of leadership, at the end of which, students would be able to explain the psychological processes which underlie leader behavior. They would comprehend the negative effects of undesirable leader attributes. This would help them to practice values-based leadership when they become leaders in their organizations.
2. Students will understand the psychological foundations of moral leadership and ethical decision making, so that as leaders they will make the right decisions.

### **Course Content:**

- |   |           |
|---|-----------|
| 1. Introduction – Overview of Leadership                    | (4 hours) |
| 2. Dynamics - Self and Self-Leadership, Charisma, Justice   | (8 hours) |
| 3. Social Identity, Leader Group Prototypicality            | (4 hours) |
| 4. Power and Influence                                      | (8 hours) |
| 5. The Psychoanalytic Perspective of Leadership             | (2 hours) |
| 6. Bad Leadership   | (6 hours) |
| 7. Moral Leadership and Character – Return to Sanity        | (8 hours) |
| 8. The Psychological Foundations of Ethical Decision Making | (4 hours) |
| 9. Presentations by students                                | (8 hours) |

### **Pedagogy:**

This course is primarily case-based and class discussion. This will also be enriched by few videos, experiential learning sessions and presentations on leaders by students.

### **Evaluation:**

CIE, class discussion on cases, experiential learning sessions and presentations.

### **Suggested Readings:**

1. Van Knippenberg, D., and Hogg, M. A. (Eds.). 1e, 2004. *Leadership and power: Identity processes in groups and organizations*. Sage.
2. Paschen, M., and Dihmaier, E. (1e, 2014). *The Psychology of Human Leadership How to Develop Charisma and Authority*. Springer.
3. Lord, R. G., and Brown, D. J. (1e, 2003). *Leadership processes and follower self-identity*. Psychology Press.
4. Haslam, S. A., Reicher, S. D., and Platow, M. J. (1e, 2010). *The new psychology of leadership: Identity, influence and power*. Psychology Press.
5. De Vries, Manfred Kets (1e 2009). *Reflections on character and leadership: On the couch with Manfred Kets de Vries*. John Wiley and Sons.
6. De Vries, Manfred Kets (1e, 2011). *The leader on the couch: A clinical approach to changing people and organizations*. John Wiley and Sons.
7. Kellerman, B. *Bad leadership: What it is, how it happens, why it matters*. Harvard Business School Press. (1e, 2004).
8. *Power, Influence and Persuasion* (Harvard Business Essentials) (1e, 2005). Harvard Business School Press, Boston.
9. Jeffrey Pfeffer (1e, 2010), *Power – Why some people have it and others don't*. Harper Business.
10. Cases and HBR articles.

### \*\*\*SYSTEMS\*\*\*

<b>List of Electives in Systems</b>	
1. Digital Strategy for managers	S-DSM
2. Business Analysis	S-BA
3. Customer Relationship Management	S-CRM
4. IT Project Management	S-ITPM
5. Knowledge Management	S-KM
6. Geospatial Information Systems	S-GIS

## **S-DSM DIGITAL STRATEGY FOR MANAGERS (4 Credits)**

### **Course Objective:**

To provide a structured framework to examine how managers should think about the impact of digital on their business models. The course will involve many case discussions to illustrate the ideas.

### **Course Outcomes:**

- Know how managers should think about the impact of digital on their business models.
- Articulate the key elements of a digital strategy
- Apply analytical techniques and formulate a transformation and change approach, in the relevant business context

### **Contents:**

1 Introduction to Digital Strategy How are digital products and services fundamentally different? Understanding the Five Domains of Digital Transformation: Customers, Competition, Data, Innovation, Value, The Digital Competitive Landscape	6 Hours
2 Digital Strategy in Practice How should managers think about the strategic choices they face in response to changing technology? Harnessing Customer Networks, Turning Data into Assets	8 Hours
3 Digital Strategy Framework Digital Natives: The Freemium Business Model Digital Customer Journey / Theory of Disruption Digital Disruptors and Disruptive Business Models Monetizing Engagement	12 Hours
4 Digital Transformation Leveraging the Crowd / Crowdsourcing Digital Transformation of a Firm Digital Transformation of an Industry	8 Hours
5 Case Studies and Assignments	16 Hours

### **Text Book:**

The Digital Transformation Playbook by David L. Rogers, Columbia University Press, 2016, 1e.

### **Suggested Readings:**

- 1) Digital Strategy, McKinsey Quarterly  
[http://www.mckinsey.com/insights/business\\_technology/digital\\_strategy](http://www.mckinsey.com/insights/business_technology/digital_strategy)
- 2) Digital Strategy Does Not Equal IT Strategy, Mark McDonald, Harvard Business Review  
<https://hbr.org/2012/11/digital-strategy-does-not-equa/>

## **S-BA BUSINESS ANALYSIS (4 Credits)**

### **Course Objective:**

To introduce students to the concepts of Business Analysis skills that will be required on Systems Projects.

### **Course Outcomes:**

- Students will learn how to define the business needs
- Students will learn how to apply the most effective tools and techniques to elicit, analyse and communicate requirements with business stakeholders.
- Students will apply the learnings and use the appropriate BA templates for an identified business analysis case

### **Contents**

1 Introduction to Business Analysis	4 hours
● Business Analysis Core Concept Model	
● Role of the business analyst as a change agent	
● Requirements and Design; Requirements Classification	
● Overview of BABOK Guide	
2 Business Analysis Planning and Monitoring	4 hours
● Plan Business Analysis Approach	
● Plan Stakeholder Engagement	
● Plan Business Analysis Governance	
● Plan Business Analysis Information Management	
● Identify Business Analysis Performance Improvements	
3 Requirements Elicitation and Collaboration – Gathering Information	6 hours
● Elicitation and Collaboration	
● Prepare for Elicitation	
● Conduct Elicitation	
● Confirm Elicitation Results	
● Communicate Business Analysis Information	
● Manage Stakeholder Collaboration	
4 Requirements Life Cycle Management	6 Hours
● Trace Requirements	
● Maintain Requirements	
● Prioritize Requirements	
● Assess Requirements Changes	
● Approve Requirements	
5 Strategic Analysis	6 hours
● Analyse Current State	
● Define Future State	
● Assess Risks	
● Define Change Strategy	
6 Requirements Analysis and Design Definition	6 hours
● Specify and Model Requirements	
● Verify Requirements	
● Validate Requirements	
● Define Requirements Architecture	

- Define Design Options
  - Analyse Potential Value and Recommend Solution
- 7 Solution Evaluation 6 hours
- Measure Solution Performance
  - Analyse Performance Measures
  - Assess Solution Limitations
  - Assess Enterprise Limitations
  - Recommend Actions to Increase Solution Value
- 8 Underlying Competencies 4 hours
- Analytical Thinking and Problem Solving
  - Behavioral Characteristics
  - Business Knowledge
  - Communication Skills
  - Interaction Skills
  - Tools and Technology
- 9 Overview of Agile Practices for Business Analysis 4 hours
- 10 Case Study Presentations / Lab Exercises 6 hours

**Course Textbook:**

BABOK V3, A Guide to Business Analysis Body of Knowledge, International Institute of Business Analysis, v3, 2015.

**Additional references:**

1. The Business Analyst's Handbook by Howard Podeswa, Cengage, 1e, 2009
2. Barbara A. Carkenord, Seven Steps to Mastering Business Analysis (Paperback), J Ross Publishing; First edition, 2009
3. Kathleen B. Hass, Getting It Right: Business Requirement Analysis, 1e, 2007 Pub. Berrett Coehler

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## **S-CRM CUSTOMER RELATIONSHIP MANAGEMENT (4 Credits)**

### **Course Objectives:**

- To Provide an Understanding of Successful e-CRM Strategies and their Implementation to Improve Relationships with Customers.
- To Understand how the Internet and Online Sales Create New Challenges to Enhance Customer Relations.

### **Course Outcomes:**

- Students will understand the concepts of customer relationship management and the benefits delivered by them
- Students will gain insights into CRM practices and technologies for enhancing marketing, sales and service objectives of businesses.
- Students will apply the above concepts and prepare a report on the suggested CRM practices / solution for a specific business case

### **Contents:**

1. Defining CRM	(4 Hours)
2. CRM in Marketing	(4 Hours)
3. CRM and Customer Service.	(4 Hours)
4. Sales Force Automation.	(4 Hours)
5. CRM in e-Business.	(4 Hours)
6. Analytical CRM.	(6 Hours)
7. Planning CRM Program	(4 Hours)
8. Choosing Your CRM Tool	(4 Hours)
9. Managing Your CRM Project	(4 Hours)
10. CRM Future	(4 Hours)
11. Case Studies and Assignment	(10 Hours)

### **Text Book:**

1. CRM Handbook, The: A Business Guide to Customer Relationship Management By Jill Dyché  
Publisher: Addison-Wesley Professional; 1st edition (2001)

### **Other Readings:**

1. V. Kumar, Werner Reinartz, Customer Relationship Management: Concept, Strategy, and Tools, Springer-Verlag Berlin Heidelberg, (3<sup>rd</sup> edition 2018)
2. Paul, CRM at the Speed of Light, Greenberg Publisher: McGraw-Hill Osborne Media; 3 edition (2004)
3. C.K. Prahalad, Harvard Business Review on Customer Relationship Management, Series: Harvard Business Review Paperback Series, Publisher: Harvard Business Review Press; Reprint edition (January 15, 2002), ISBN-10: 9781578516995, ISBN-13: 978-1578516995
4. Patricia B. Seybold with Ronni T. Marshak, Customers.com – How to Create a Profitable Business Strategy for the Internet and Beyond, Century Business, Publisher: Crown Business; 1 edition (November 15, 1998)
5. Editors – Jagdish N. Sheth, Atul Paratiyar and G. Shainesh, Customer Relationship Management, McGraw Hill India; 1st edition (2017) ISBN-10: 0070435049 ISBN-13: 978-0070435049
6. A Practical Guide to CRM by Janice Reynolds Publisher: CMP Books; 1<sup>st</sup> edition ( 2002)

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## **S-ITPM IT PROJECT MANAGEMENT (4 Credits)**

### **Course Objectives:**

- To introduce students to the concepts of software engineering.

### **Course Outcomes:**

- Students will understand the PMI PMBOK Project Management Framework
- Students will learn how to apply the various tools and techniques for the relevant project management knowledge areas.
- Students will apply their learnings and use the appropriate templates for an identified project case

### **Contents:**

- |  |           |
|--|-----------|
| 1. Introduction to IT project management     | (2 Hours) |
| 2. Project management processes              | (4 Hours) |
| 3. Project integration management            | (4 Hours) |
| 4. Scope management                          | (4 Hours) |
| 5. Schedule management                       | (6 Hours) |
| 6. Cost management                           | (6 Hours) |
| 7. Quality management                        | (4 Hours) |
| 8. Risk management                           | (4 Hours) |
| 9. Procurement management                    | (4 Hours) |
| 10. Human resources management               | (2 Hours) |
| 11. Communications management                | (2 Hours) |
| 12. Introduction to Agile Project Management | (2 Hours) |
| 13. Case Studies and Assignments             | (8 Hours) |

### **Text Book:**

1. Kathy Schwalbe, *Information Technology Project Management*, Course technology, Eighth Edition, Thomson Learning, USA, (2016).

### **References:**

1. Jack T. Marchewka, *Information Technology Project Management*, Fourth Edition (2013), Wiley Publications
2. Joseph Phillips, *Information Technology Project Management*, Tata McGraw Hill, Third Edition (2010)

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## **S-KM KNOWLEDGE MANAGEMENT (4 Credits)**

### **Course Objectives:**

To acquaint the students with the developments, techniques and tools in the emerging area of Knowledge Management, and how a knowledge based organisation can plan, design and implement a Knowledge Management System to support its business strategy and derive competitive advantage.

### **Course Outcomes:**

Students will be able to:

- Define the nature of knowledge and knowledge management within a business context
- Demonstrate a thorough understanding of different types of knowledge assets in an organization
- Design and implement successful strategies for leveraging KM for their organizations
- Identify technologies that are most useful for capturing/acquiring, organizing, distributing, and sharing knowledge within an enterprise
- Explain how to formulate a knowledge management strategy, identify major requirements and issues for designing enterprise knowledge architecture and implementing knowledge management projects

### **Contents:**

- |   |         |
|---|---------|
| 1. Introduction to Knowledge Management (KM)  | 4 hours |
| <ul style="list-style-type: none"><li>• Data-Information-Knowledge-Wisdom Pyramid</li><li>• Classification of Knowledge</li><li>• KM – meaning - How Companies leverage KM?</li><li>• Challenges to Implementing KM</li><li>• Myths and Reality about KM</li><li>• KM System Vs. KM Solution/Platform</li></ul>   |         |
| 2. Drivers of Knowledge Management  | 4 hours |
| <ul style="list-style-type: none"><li>• Knowledge Centric Drivers</li><li>• Technology Drivers</li><li>• Organisational Structure Based Drivers</li><li>• Process Focused Drivers</li><li>• Economic Drivers</li><li>• General Drivers</li></ul>  |         |
| 3. Creating the Knowledge Edge  | 8 hours |
| <ul style="list-style-type: none"><li>• Learning, and Learning Organizations</li><li>• Knowledge Grid</li><li>• The Knowledge Spiral (SECI Model)</li><li>• KM Solutions</li><li>• Knowledge Sharing – Enablers and Impediments</li><li>• Knowledge Communities / COP's</li><li>• Factors that Facilitate Creation Of Knowledge and Readiness for KM in Organisations</li></ul> |         |
| 4. Knowledge Management Road Map  | 3 hour  |
| <ul style="list-style-type: none"><li>• Phase 1: Infrastructural Evaluation</li><li>• Phase 2 - KM System Analysis, Design, and Development</li><li>• Phase 3 – Deployment</li><li>• Phase 4 – Evaluation</li></ul>   |         |

5. KM Infrastructure 8 hours
- KM Infrastructure components - Organisation culture, Organisation Structure, IT Infrastructure, Common Knowledge, Physical Environment
  - Knowledge Management Vs. Information Management
  - Key Role of IT in KM
  - Evaluating Existing KM Infrastructure
  - Rationale for Leveraged Infrastructure
  - Leveraging the internet
  - Delivery Options for Internet/ Intranets/ Extranets – Push Vs. Pull approach
6. Designing the KM Infrastructure 8 hours
- IT System Architecture for KM (7 Layers- Interface Layer, Access and Authentication Layer, Collaborative Intelligence and Filtering Layer, Application Layer, Transport Layer, Middleware and Legacy Integration Layer)
  - Virtual Collaboration and Enterprise Tools
  - Artificial Intelligence and its Application to KM
- Aligning Knowledge Management and Business Strategy 6 hours
- Strategic Drivers
  - KM Strategy Document
  - Seven Step Process for Developing The KM Strategy
  - KM Strategies: Codification vs. personalization; Exploration vs. Exploitation; Use of Internal vs. External Knowledge
  - Factors influencing selection of KM processes
7. Knowledge Audit 2 hours
- Meaning, Need, Benefits
  - Steps in K-Audit
8. Designing the KM Team and The Reward Structures 2 hours
- The Project Team
  - The Core Team
  - Reward/Incentive Structures
9. Developing and Deploying The KM System 5 hours
- Strategies for Developing KM System: Make/Buy
  - Stages of Deploying: Pilot Stage, Roll out Stage, Institutionalization stage
  - Approaches to deploy a KM system: Waterfall approach, Prototyping, RDI (Result Driven Incremental) methodology
- Measuring the Performance of Knowledge Work 2 hours
- Definition of Metrics – General categories, Benefits
  - Traditional Methods for Financial Assessment of KM
10. Case Studies 8 hours
- Discussion - Students' Presentation - Seminars

### Readings:

1. Harvard Business Review on Knowledge Management, Harvard Business School Press, Boston, 1998, 1e.
2. Ikujiro Nonaka and Hirotaka Takeuchi, The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation –Oxford University Press, New York 1e. 1995

3. Amrit Tiwana, The Knowledge Management Toolkit: Orchestrating IT, strategy and knowledge platforms, 2<sup>nd</sup> Edition, 2002 Prentice Hall Publications, New Jersey.
4. P.N. Rastogi, Building a Learning Organisation: Continuous Renewal of the Company through Knowledge and Skills, 1e, 1998, Wheeler Publishing, New Delhi.
5. Prusak L., and T. Davenport; "Working Knowledge : How Organizations Manage What They Know"; Harvard Business School Press, Boston. 1998.
6. Irma Becerra-Fernandez et al, "Knowledge management-Challenges Solutions and Technologies", Pearson Education, Singapore Pte. Ltd., 1e, 2004.
7. Madanmohan Rao, "Knowledge management Tools and Techniques", Pub. Elsevier Butterworth Heineman, 2004, 1e,
8. Elias M Awad and Hassan M.Ghaziri, "Knowledge management", Prentice Hall Publications, New Jersey, 1e, 2004.

## **S-GIS GEOSPATIAL INFORMATION SYSTEMS (4 Credits)**

### **Course Objectives:**

⇒ To Introduce Students to the Concepts of Geospatial Information Systems – from a Management Perspective.

### **Course Outcomes:**

Upon completion of this course, the student will be able to:

- Define GIS and use it to identify, explore, understand, and solve spatial problems
- Demonstrate GIS modeling skills
- Demonstrate critical thinking skills in solving geo-spatial problems.
- Design and implement a GIS project
- Demonstrate competency with the ArcMap software to enhance and interpret data
- Use queries in GIS Analysis Formulate applications of GIS technology

### **Contents:**

- |   |           |
|---|-----------|
| 1. Geospatial Information Systems – Concepts        | (4 Hours) |
| 2. Cartographic Principles and Geo referencing      | (6 Hours) |
| 3. Spatial Data Structures                          | (4 Hours) |
| 4. Spatial Data – Sources and Manipulation          | (4 Hours) |
| 5. Geo-database concepts and management:            | (6 Hours) |
| 6. Spatial Analysis                                 | (4 Hours) |
| 7. GIS Solutions for Business                       | (6 Hours) |
| 8. Implementing a Geospatial Information System:    | (6 Hours) |
| 9. Business considerations for a GIS Implementation | (4 Hours) |
| 10. Case Studies and Assignments                    | (8 Hours) |

### **Text Book:**

1. An Introduction to Geographic Information Systems by Ian Heywood 3<sup>rd</sup> edition (2007), Prentice Hall, U.K.

### **Additional References:**

1. Introduction to Geographic Information Systems by Chang, 4e, McGraw Hill, 2017.
2. Article - Stan Aronoff, Geographic Information Systems: A Management Perspective - 2008, Geocarto International Journal, V4.
3. George B. Korte, The GIS Book - Fifth Edition - 2007, Cengage Learning.
4. James B. Pick, Geographic Information Systems in Business – 2008, 1e Idea Group Publishing, PA., USA.
5. David Boyles, GIS Means Business, Vol. 4– 2009, ESRI Press, Redlands, USA.
6. Wilpen L. Gorr, Kristen S. Kurland, Carnegie Mellon University, GIS Tutorial Workbook for Arc View-9, 2005 (1 – 4) ESRI Press, Redlands, California, USA
7. Fred L. Miller, GIS Tutorial for Marketing for View 9.2 – 2007 ESRI Press, USA.

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### \*\*\*DATA SCIENCE\*\*\*

<b>List of Electives in Data Science</b>	
1 Data Science with R	DS-DSWR
2 Data Science with Python	DS-DSWP
3 Machine Learning	DS-ML
4 Big Data Analytics for Business	S-BDAB

## DS – DSWP DATA SCIENCE WITH PYTHON (4 Credits, I mode)

### Course Objective:

To impart hands-on data analysis skills in Python

### Course Outcomes:

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

- perform data analysis in Python, Numpy, Pandas
- demonstrate visualisation capabilities in Matplotlib

### Contents:

1. Python Basics 12 hours
2. Introduction to NumPy 14 hours
  - Understanding Data Types in Python, The Basics of NumPy Arrays
  - Computation on NumPy Arrays: Universal Functions
  - Aggregations: Min, Max, and Everything in Between
  - Computation on Arrays: Broadcasting
  - Comparisons, Masks, and Boolean Logic
  - Fancy Indexing
  - Sorting Arrays
  - Structured Data: NumPy's Structured Arrays
3. Data Manipulation with Pandas 14 hours
  - Introducing Pandas Objects
  - Data Indexing and Selection
  - Operating on Data in Pandas
  - Handling Missing Data
  - Hierarchical Indexing
  - Combining Datasets: Concat and Append
  - Combining Datasets: Merge and Join
  - Aggregation and Grouping
  - Pivot Tables
  - Vectorized String Operations
  - Working with Time Series
  - High-Performance Pandas: eval() and query()
  - Further Resources
4. Visualization with Matplotlib 12 hours
  - Simple Line Plots, Scatter Plots, Visualizing Errors
  - Density and Contour Plots
  - Histograms, Binnings, and Density
  - Customizing Plot Legends
  - Customizing Colorbars
  - Multiple Subplots
  - Text and Annotation
  - Customizing Ticks
  - Customizing Matplotlib: Configurations and Stylesheets
  - Three-Dimensional Plotting in Matplotlib
  - Geographic Data with Basemap
  - Visualization with Seaborn



## **Evaluation**

The course will follow I mode of evaluation. It will be evaluated based on computer based exercises using Python.

## **References**

- 1) Python Data Science Handbook by Jake Vander Plas, O'Reilly Publisher: O'Reilly Media; 1 edition (December 10, 2016), ISBN-10: 9781491912058, ISBN-13: 978-1491912058
- 2) Data Science from Scratch: First Principles with Python by Joel Grus (Author) Publisher: O'Reilly Media; 1 edition (14 April 2015)

## **DS – DSWR DATA SCIENCE WITH R (4 Credits, I mode)**

### **Course Objective:**

To impart hands-on data analysis skills in R and R packages like readr, dplyr, tidyr, modelr, rmarkdown.

### **Course Outcomes:**

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

- perform data analysis in R
- demonstrate visualisation capabilities in ggplot2
- Communicate findings from an analysis project using documentation packages like rmarkdown

### **Contents:**

1. Data Visualization with ggplot2	2 hours
2. Data Transformation with dplyr	2 hours
3. Workflow: Scripts	2 hours
4. Exploratory Data Analysis	3 hours
5. Tibbles with tibble	3 hours
6. Data Import with readr	3 hours
7. Tidy Data with tidyr	2 hours
8. Relational Data with dplyr	3 hours
9. Strings with stringr	3 hours
10. Factors with forcats	3 hours
11. Dates and Times with lubridate	3 hours
12. Pipes with magrittr	3 hours
13. Functions	3 hours
14. Vectors	3 hours
15. Iteration with purrr	3 hours
16. Model Basics with modelr	2 hours
17. Model Building, Models with purrr and broom	3 hours
18. R Markdown	3 hours
19. Graphics for Communication with ggplot2	3 hours

### **Evaluation**

The course will follow I mode of evaluation. It will be evaluated based on computer based exercises using R.

### **Text books:**

- 1) R for Data Science: Import, Tidy, Transform, Visualize, and Model Data by Hadley Wickham, Garrett Grolemund Publisher: Shroff/O'Reilly; First edition (2017)  
ISBN-10: 9789352134977, ISBN-13: 978-9352134977
- 2) R Cookbook by Paul Teetor, O'Reilly Publisher: Shroff; First edition (2011), ISBN-10: 9789350233795, ISBN-13: 978-9350233795

## **DS-ML MACHINE LEARNING** **(4 Credits, I mode)**

### **Course Objective:**

To apply machine learning algorithms in a programming language.  
Students will learn to implement the ML algorithms in Python and/or R and/or Julia

### **Course Outcomes:**

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

- articulate the steps in a machine learning problem
- Identify and apply the right algorithm in a context
- Interpret the results and limitations of algorithms

### **Contents:**

1. Linear Regression	4 hours
2. Logistic Regression	4 hours
3. Hyper parameters and Model Validation	4 hours
4. Feature Engineering	4 hours
5. Naive Bayes Classification	4 hours
6. Support Vector Machines	4 hours
7. Artificial Neural Networks	4 hours
8. Decision Trees and Random Forests	6 hours
9. Principal Component Analysis	4 hours
10. k-Means Clustering	6 hours
11. Anomaly Detection	4 hours
12. Recommender systems	4 hours

### **Evaluation**

The course will follow I mode of evaluation. It will be evaluated based on computer based exercises using R/Python.

### **Additional references:**

Documentations of Julia, Python, R

## **DS-BDAB BIG DATA ANALYTICS FOR BUSINESS (4 Credits)**

### **Course Objective:**

To expose students to Big data analytics

### **Course Outcomes:**

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

- Articulate the key elements of a Big Data Analytics ecosystem
- use key tools such e.g. HDFS, a SQL / No-SQL

### **Contents:**

1. Traditional techniques for business analytics 10 hours
  - a. Relational databases and data warehousing - Their strengths and limitations.
  - b. Online Transaction Processing (OLTP) Vs Online Analytical Processing systems (OLAP)
  - c. Data warehouse architectures
  - d. Common steps for building an enterprise data warehouse.
  - e. Tools for building a data warehouse.
  - f. LAB - Case study on using traditional data warehousing using an open source tool like Pentaho/Mondrian.
2. Big Data Overview 10 hours
  - a. Big Data Overview
  - b. State of the Practice in Analytics
  - c. Current Analytical Architecture
  - d. Drivers of Big Data
  - e. Emerging Big Data Ecosystem and a New Approach to Analytics
  - f. Key Roles for the New Big Data Ecosystem
  - g. Examples of Big Data Analytics.
  - h. LAB - Hands on with HDFS and Map Reduce (Basic HDFS commands and Word Count on Map Reduce)
3. Analytics on at-rest big data that is structured - SQL on big data 12 hours
  - a. Comparison with Data Warehousing techniques.
  - b. Components of a traditional database system that are usually pruned/optimized to support analytic workloads.
  - c. Mapping an entity of interest to a database schema. Static vs dynamic schema generation.
  - d. SQL Constructs – Joins, Aggregates, Windowing Functions, User defined functions.
  - e. Transaction processing in structured at-rest big data systems accessed via SQL (strict ACID vs BASE compliance).
  - f. Technologies that support analytics on at-rest structured data using SQL.
  - g. Other systems to retrieve data (scripting platforms like Apache Pig,
  - h. LAB - Tools for Case study, IBM Big SQL, IBM Big Sheets, HUE, Apache Hive, Impala
4. Analytics on at-rest big data that is unstructured 10 hours
  - a. Introduction to NoSQL systems including comparison with traditional database systems.
  - b. Comparison of popular NoSQL systems – SWOT analysis.
  - c. Foundations in distributed computing – computing at scale.
  - d. System architecture for NoSQL based systems.

- e. Application architectures for NoSQL based systems.
  - f. LAB - Tools for Case Study – MongoDB, Cassandra
5. Analytics on streaming data. 10 hours
- a. Difference between at-rest and streaming data.
  - b. Common sources of streaming data – gathering and storage techniques.
  - c. Techniques for working on streaming data – storage, windowing techniques for data processing, approximate computing.
  - d. Technologies that support analytics on streaming data.
  - e. LAB - Case study on stream analytics, Apache Spark/Spark QL, Apache Storm, Esper (SQL).
6. Encryption and security in big data analytics 10 hours
- a. Overview of encryption protocols for data at-rest, data in-motion and data in-memory.
  - b. Challenges and techniques for performing analytics on encrypted data without decryption.
  - c. Regulatory requirements for data encryption and security.
  - d. Case study on encryption in big data analytics.

**Textbooks:**

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## \*\*\*OPERATIONS\*\*\*

<b>List of electives in Operations</b>	
1. Project Management	O-PJM
2. Supply Chain management	O-SCM
3. Advanced Operations Research Applications	O-AORA
4. Production Planning and Control	O-PPC
5. Statistical Quality Control	O-SQC
6. Re-engineering	O-RE

## **O-PJM PROJECT MANAGEMENT (4 Credits)**

### **Course Objective:**

To familiarize the students with network planning techniques, and Project Planning, Monitoring, and Control of projects, and use of related project management software.

### **Course Outcomes:**

At the end of this course, the student will be able to

- Analyse the requirements of a project, prepare a detailed plan, including details about the project network diagram, Gantt charts, Scheduling and resource allocation
- Prepare a cost estimate for the project
- Identify key risks in the project and prepare for them
- Prepare a comprehensive control plan for projects

### **Contents:**

1. Introduction to Project Management	1 hour
2. Introduction to Project Life Cycle	3 hours
3. Project Planning	4 hours
4. Network Scheduling and PDM	6 hours
5. PERT and CPM	6 hours
6. Resource Allocation and Resource Leveling	8 hours
7. Cost Estimating and Budgeting	2 hours
8. Managing Risks in Projects	5 hours
9. Project Control	5 hours
10. Project Contracts	4 hours
11. Student Seminars and Presentations	8 hours

### **Text books**

1. John M. Nicholas, Project management for business and technology, Pearson Education/PHI, 2008 edition
2. Jerome D. Wiest, Ferdin and K. Levy, Management guide to PERT/ CPM, PHI, 2009, 2<sup>nd</sup> edition, ISBN: 9788120301320, 8120301323

## **O-SCM SUPPLY CHAIN MANAGEMENT (4 Credits)**

### **Course Objectives:**

To acquaint the students with the supply chain management system elements, structure, organization and process, and the strategic role the supply chain and business logistics play in corporate strategy.

### **Course Outcomes:**

At the end of this course, the student will be able to

- explain fundamental supply chain management concepts.
- Evaluate and manage an effective supply chain and align the management of a supply chain with corporate goals and strategies.
- Optimize the value to customers, markets, and other stakeholders through the application of standard frameworks and models, which encompass supply chain process analysis and innovation.
- Design coordinated and collaborative processes and activities among the business partners in a supply chain. Analyze and improve supply chain processes.

### **Contents:**

1. Understanding supply chain: What is a Supply chain (SC), What are the important SC decisions, important SC processes and some introductory examples                   2                   hours
2. Supply chain performance: Achieving strategic fit between the competitive and SC strategies, challenges to achieving and maintaining the strategic fit                   4 hours
3. Supply chain drivers and metrics: Important drivers for supply chain namely, *Facilities, Inventory, Transportation, Information, Sourcing and Pricing*                   8 hours
4. Designing distribution networks and applications to online sales: Factors influencing Distribution Network Design, Design options for Distribution Network Design, Online Sales and the Distribution Network                   6 hours
5. Coordination in a supply chain: The Bullwhip Effect, The effect on Performance of Lack of Coordination, Obstacles to Coordination, Managerial Levers to Achieve Coordination                   2 hours
6. Planning and managing inventories in a supply chain: The Role of Cycle Inventory in SC and the Associated Costs, Quantity Discounts, Trade Promotions, Determining levels of Safety Inventory (*Cycle Service Level* and *Fill Rate*), Supply Uncertainty and Safety Inventory                   10 hours
7. Transportation in a supply chain: Role of Transportation in a Supply Chain, Modes of Transportation and their Performance, Design Options for a Transportation Network, Tradeoffs in Transportation Design                   6 hours
8. Sourcing decisions in a supply chain.: Role of sourcing in Supply Chain; Factors influencing in- or out-sourcing decision and risks associated with such decisions; Role of 3PL and 4PL providers; Supplier selection, auctions and negotiations and contracts; Evaluation of supplier performance on SC; Risk management in sourcing. 6 hours
9. Student Seminars and Presentations                   8 hours

### **Text book:**

1. Sunil Chopra, Peter Meindl, D. V. Kalra, Supply chain management – Strategy, planning, and operations Pearson Education India, 6<sup>th</sup> Edition, 2016



**Suggested Readings:**

1. Managing Supply Chains, Harvard Business Review Publisher: Harvard Business Review Press; First edition (31 May 2011), ISBN-10: 1422162605, ISBN-13: 978-1422162606.
2. Greening your business profitably, Harvard Business Review 1e, 2011.
3. David Blanchard, Supply Chain Management - Best Practices, John Wiley and Sons, 2<sup>nd</sup> Edition 2010.

## **O-AORA ADVANCED OPERATIONS RESEARCH APPLICATIONS (4 Credits)**

### **Course Objective:**

To familiarize the students with the use of Operations Research Techniques for Problem Solving and in Decision making in Management.

### **Course Outcomes:**

At the end of this course, the student will be able to

- Identify and develop operational research models from the verbal description of the real system
- Use with proficiency tools from optimization, probability, statistics, simulation including fundamental applications of those tools in industry contexts involving uncertainty and scarce or expensive resources.
- Create mathematical and computational models of real decision-making problems, including the use of modeling tools and computational tools, as well as analytic skills to evaluate the problems.

### **Contents:**

1. Linear Programming – Dual and Post Optimality Analysis.	4 hours
2. Integer Programming – Binary and general integer problems, Branch and Bound method	6 hours
3. Non-linear Programming	4 hours
4. Dynamic Programming	6 hours
5. Queuing Theory	4 hours
6. Game Theory	6 hours
7. Decision Theory (including Markov decision process)	6 hours
8. Markov Chains	4 hours
9. Use of OR Computer Packages	4 hours
10. Student Seminars and Presentations	8 hours

### **Textbooks:**

1. Venkata Rao K., Management Science, McGraw Hill, 1986.
2. Rardin, Optimization in Operations Research, Pearson Education, 2002.

### **Additional references:**

1. Render, Quantitative Analysis for Management, PHI, 7<sup>th</sup> edition, 2002.
2. Taha, Operations Research: An Introduction, Pearson Education, 7<sup>th</sup> ed., 2002.
3. F Hillier and G Lieberman, Introduction to Operations Research, 9<sup>th</sup> ed., Tata McGraw-Hill, 2002.
4. F Hillier, Introduction to Management Science – A Modeling and Case Studies Approach with Spreadsheets, 2<sup>nd</sup> ed., Tata McGraw-Hill, 1997.
5. Charles Bonini and Warren Hausman, Quantitative Analysis for Management, 9<sup>th</sup> ed., Tata McGraw-Hill, 1997.
6. Rick Hesse, Managerial Spreadsheet Modeling and Analysis, Tata McGraw-Hill, 1997.
7. GMAC, Quantitative Skills Interactive CD-ROM, 2<sup>nd</sup> ed., Tata McGraw-Hill, 2000.
8. R Panneerselvam, Operations Research, Prentice Hall of India, 2002.
9. Andrew Vazsonyi and Herbert F. Spierer, Quantitative Analysis for Business, Prentice Hall of India, 1987.
10. Harvey M. Wagner, Principles of Operations Research – With Applications to Managerial Decisions, 2<sup>nd</sup> ed., Prentice Hall of India, 1975.

## **O-PPC PRODUCTION PLANNING AND CONTROL (4 Credits)**

### **Course Objective:**

To acquaint the Students with the Steps and Working of Production Planning and Control in Manufacturing Organizations.

### **Course Outcomes:**

At the end of this course, the student will be able to

- Recognize the objectives, functions, applications of Production Planning and Control and forecasting techniques.
- Explain different Inventory control techniques.
- Solve routing and scheduling problems.
- Summarize various aggregate production planning techniques.
- Describe way of integrating different departments to execute Production Planning and Control functions

### **Contents:**

1. Manufacturing and Service Strategies.	4 hours
2. Demand Forecasting.	4 hours
3. Aggregate Planning, Master Production Schedule (MPS).	4 hours
4. Master Requirement Planning, Lot Sizing Rules.	4 hours
5. Capacity Planning and Control – Long Range, Medium Range and Short term, Input – Output Control	4 hours
6. High Volume Production Activity Control and Just-in-Time Systems.	6 hours
7. Job Shop Production Activity Planning	4 hours
8. Job Shop Production Activity Control	4 hours
9. Synchronous Manufacturing.	6 hours
10. Scheduling for the Flexible Manufacturing Systems, Factory of the Future and its Implications for Production Planning and Control.	4 hours
11. Student Seminars and Presentations	8 hours

### **Text books:**

1. Thomas E. Vollman, William L. Berry and D. Clay Whybark, Manufacturing Planning and Control Systems, Irwin Publications, 3<sup>rd</sup> Edition – 1992,
2. Burbidge J.L., The Principles of Production Control, 4<sup>th</sup> ed., ELBS, 1978.

### **Additional references:**

1. Magee, Production Planning and Inventory Control, Tata McGraw Hill, 1980.
2. Plossl G.W. and Wight O.W., Production and Inventory Control, 2<sup>nd</sup> ed., PHI, 1986.
3. Buffa E.S., Modern Production / Operations Management, John Wiley, 8<sup>th</sup> ed., 2002.
4. Gessner, Robert A, Master Production Schedule Planning, John Wiley, 1986.
5. Gessner, Robert A, Repetitive Manufacturing Planning, , John Wiley, 1986.
6. John H. Blackstone Jr, Capacity Management, South Western Publishing Co., 1989.
7. Isao Shinohava, NPS – New Production System, Productivity Press (India), 1988.
8. DD Bedworth and J E Bailey, Integrated Production Control Systems, John Wiley and Sons, 1987.
9. J E Biegel, Production Control – A quantitative approach, Prentice Hall of India, 2<sup>nd</sup> ed. 1987.
10. Khalid Sheikh, Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM, Tata McGraw-Hill, 2001.
11. J L Riggs, Production Systems: Planning, analysis and control, John Wiley and Sons, 4<sup>th</sup> ed., 1987.
12. John F. Proud, Master Scheduling, Oliver Wight Publications, 1994.

## **O-SQC STATISTICAL QUALITY CONTROL (4 Credits)**

### **Course Objectives:**

- To Familiarise the Students with the Basic Tools and Techniques of Statistical Quality Control.
- To Give the Students a Sound Understanding of the Principles of Statistical Quality Control and the Basis for Applying those Principles in a Variety of Organisation Environments.

### **Course Outcomes:**

At the end of this course, the student will be able to

- Understand the philosophy and basic concepts of quality improvement.
- Demonstrate the ability to use the methods of statistical process control
- Demonstrate the ability to design, use, and interpret control charts for variables
- Demonstrate the ability to design, use, and interpret control charts for attributes
- Perform analysis of process capability and measurement system capability

NOTE: Knowledge of Statistics is an Essential Prerequisite for Undergoing this Course.

### **Contents:**

1.	Introduction to Statistical Approach to Quality Control	1 hour
2.	Quality Assurance in Business Environment.	1 hour
3.	Introduction to Control Charts.	2 hours
4.	Control Charts for Attributes.	2 hours
5.	Control Charts for Variables.	2 hours
6.	Guidelines for Implementing Control Chart Programme.	4 hours
7.	Acceptance Sampling for Attributes.	4 hours
8.	Acceptance Sampling by Variables.	4 hours
9.	Other Acceptance Sampling Procedures.	4 hours
10.	Other Statistical Process Control Techniques – An Overview	4 hours
11.	Uses of Control Charts and Acceptance Sampling Procedures for Manufacturing Applications.	4 hours
12.	Process Capability Analysis	6 hours
13.	Process Optimization with Designed Experiments	6 hours
14.	Student Seminars and Presentations	8 hours

### **Textbook:**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, John Wiley and Sons, 2001.

### **Additional references:**

1. Wetherill G B and Brown D W, Statistical Process Control, Chapman and Hall, 1991.
2. Eugene L. Grant and Richard S. Leavenworth, Statistical Quality Control, McGraw Hill International Book Co., 6<sup>th</sup> Edition, 1988.
3. William S. Messina, Statistical Quality Control for Manufacturing Managers, John Wiley and Sons, 1987.
4. Gupta R.C., Statistical Quality Control, Khanna Publishers, Delhi.
5. Ott, E R, Process Quality Control, McGraw-Hill International, 1975.
6. Zaidi A, SPC: Concepts, Methodologies and Tools, Year 2004

## **O-RE REENGINEERING (4 credits)**

### **Course Objectives:**

The goal of the course is to develop theoretical understanding about how business process re-engineering contributes to radical redesign of core business processes to achieve dramatic improvements in productivity, cycle times and overall quality of business performance.

### **Course Outcomes:**

At the end of the course students will

- Be acquainted with the characteristics, goals, benefits and costs of enterprise-wide redesigning, and the role of information technology during the design process.
- Understand the importance of BPR and appreciate how BPR bridges business operations and engineering of systems.
- Comprehend how business processes can be radically improved, dramatically reducing process cycle time and cost, and improving the quality of products or outcomes.

### **Contents:**

1. Business Process Reengineering (BPR):  
Conceptual foundation of BPR, Classical Definitions of Reengineering, Development of BPR, Role of Information Technology in BPR, Reengineering Vision, Principles of Reengineering, Benefits of Reengineering. (4 hrs)
2. The need for BPR and its History  
The Precursors –TQM, Six Sigma and PIP, BPR – A new paradigm, Why BPR, Difference between PIP and BPR. Case studies discussion to show the need for BPR. (4 hrs)
3. BPR: Framework and Approach  
BPR framework, Business process redesign, Process identification and mapping, Activity Diagrams, Process visioning and benchmarking, Process Improvement, Reengineering methodologies and relevant case studies. (6 hrs)
4. Business Process Management  
Defining BPM, Drivers and Triggers for BPM, Business Process Modeling, Process life cycle, Process Maturity, Case Study – An industry example to show how process maturity is achieved (8 hrs)
5. Organization Life Cycle (OLC) and its relationship with Process Reengineering  
Organization life cycle models and a generic OLC model, Metrics during OLC, Framework to determine organization evolution and S-curve, Mapping of Process life Cycle with OLC. Discussion of Industry examples (8 hrs)
6. People issues with BPR  
Role people in BPR, Major People Related issues in BPR, Best Practices in managing people during BPR exercise. Man management for BPR implementation, Reorganizing people and management the Challenges. Discussion of relevant Case studies. (6 hrs)
7. Change management Approach in implementing BPR  
Importance of Change management in BPR, Change Management Frameworks and managing the change. The Iron Triangle. Discussion of industry case studies. (4 hrs)

8. Tools of Re-engineering – Diagnostics  
TQM and BPR, Benchmarking, QFD and Skills Matrix, CAD and CAM, Frugal  
Reengineering, Industry examples (4 hrs)
9. Students seminars and presentations (8 hrs)

**Textbooks**

1. Sanjay Mohapatra, Business Process Reengineering: Automation Decision Points in Process Reengineering, Springer Publication, 2017 edition
2. Nick Obolensky, Practical Business Reengineering – Tools and Techniques for achieving effective change, 1994, (for past detailed case studies)
3. Davenport, T.H., Process innovation: Reengineering work Through Information Technology, Boston, Harvard Business School Press, 1993
4. Hammer, Michael, Reengineering the corporation: A Manifesto for Business Revolution, London, Noeholas Brealey, 1993

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## \*\*\*HEALTHCARE MANAGEMENT\*\*\*

<b>List of Electives in Health Care Management</b>		
1.	Introduction to Healthcare management	HC-IHM
2.	Healthcare quality and accreditation	HC-HQA
3.	Healthcare Informatics	HC-HI
4.	Managing health services, organization and systems	HC-MHS
5.	Ethics and values in Healthcare management	HC-EV
6.	Public health management and healthcare statistics	HC-PHM
7.	Innovation and healthcare delivery	HC-IHD
8.	Strategy in healthcare management	HC-SHM
9.	Health technology assessment	HC-HTA

## **HC-IHM INTRODUCTION TO HEALTHCARE MANAGEMENT (4 Credits)**

### **Course Objectives**

This subject is intended to introduce students to concepts of health and health services and how they are organized and provided. They will be taught about a typical healthcare organization's structure and functions.

### **Course Outcomes**

- At the end of the course the students will be able to explain and compare the organizational elements, structure, performance, terminology, and delivery modalities for healthcare systems.
- Students will be able to demonstrate knowledge of the healthcare delivery systems, management, the role of the manager in healthcare, along with the associated operational and financial aspects.

### **Contents**

1. Healthcare System  
Health, healthcare and services, Health system and goals, health services in India and abroad, Health system evolution in India, Types of Health services organization, Health services workers, Regulation and Education of Caregivers and managers, Planning, Associations for HSO, Financing and Payment schemes, Trends and developments in system 4 hours
2. Healthcare Management and Managers Management, culture, philosophy and performance, Management functions and skills, Management model 4 hours
3. Health Services Organization – Structure and Functions  
Formal organization structures, integrated perspective on Organization design, Governing bodies, Management and Governance, Professional staff, Departments and Services 4 hours
4. Operations – Administrative and Clinical functions:  
Patient registration, OP, IP, Emergency services, Admission, Ward Management, OT services, Diagnostic services-Lab and Radiology, Department diagnostics, Billing, Pharmacy, front office and correspondence 8 hours
5. Material management in Healthcare  
Pharmacy management, Consumables and Equipment management, Medical equipment, asset management 8 hours
6. Human Resources and Labor relations  
Staffing, Job analysis and description, opportunities, retaining employees, optimization, Labor laws and associations 8 hours
7. Healthcare Finance  
Accounting, Budgeting, Planning, control and resource allocation, costing and billing, revenue cycle management 8 hours
8. Facilities Management  
Engineering and Bio-medical services, Transport and ambulance, Fire safety, Security, CSSD, Laundry, Linen and Laundry, Dietary and Nutrition, Medical gases, Medical waste management, Housekeeping services



*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

**Text books**

1. Beaufort B. Longest. Jr., Jonathon S. Rakieh, Kurt Darr, Managing Health Services, Organizations and systems, Fourth Edition, Health Professions Press, 2000.
2. S.I. Goel, Health care system and Management Vol 1-4, Deep and deep publications, 2001.
3. Standard Operating Procedures SOP for Hospitals in India, Arun K. Agarwal, Atlantic Publishers and Distributors Pvt Ltd. 1e 2007.

**References and Suggested Readings**

1. Louis C. Gapenski, Healthcare Finance, An Introduction to Accounting and Financial Management, Health Administration Press 5e 2011.
2. Joel D Wisner, G. Keong Leong, Keah-choon Tan, Thomson, Principles of Supply Chain Management-A Balanced approach, 5e 2018

## **HC-HQA HEALTHCARE QUALITY AND ACCREDITATION (4 Credits)**

### **Course Objectives:**

This subject is intended to introduce students to concepts of quality of health services provided. They will be taught about the necessity and practice of quality assurance mechanisms and quality indicators recommended in accreditation requirements for healthcare organizations.

### **Course Outcomes:**

- Students will be able to explain and compare continuous improvement processes, and using a variety of tools, design and build systems for measurement, analysis and accountability as they apply to healthcare settings.
- Students will be able to design high quality services that can best be configured, delivered and evaluated.
- Students will be able to learn norms and standards for accreditation of Healthcare organizations and adopt means of evaluation of such institutions.

### **Contents:**

1. Quality and Competitive position  
Quality dimensions, philosophy and model, Approaches, Process improvement, Problem solving, productivity and reengineering, Physician involvement, strategic planning  
6 hours
2. Patient safety and Quality assurance, Criteria and standards, Quality of medical and non-medical services, Tools and methods, Patient safety, dimensions, safe medical devices, handling and operation, Disaster management, communication in healthcare  
14 hours
3. Standards and Accreditation  
Benchmarking, Business process reengineering, PDSA Methodology, Six sigma, Quality circles, Kaizen, Accreditation, Standards and Certification, ISO, NABL, NABH, JCAHO, quality indicators, Balanced scorecard  
16 hours
4. Documentation, Transparency and Accountability  
Documentation, SOP, Regulation, compliance, transparency, accountability, medical errors  
8 hours
5. Quality Assessment and Committees  
Checklist, Monitoring, MIS, IT as enabler, Dashboards, Infection control, Patient care, Long stay, allergies, Mortality, Medical audit, Health technology assessment  
8 hours

*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

### **Textbooks**

1. Atul Gawande, The Checklist Manifesto, Penguin books, 1e, 2010
2. Peter Pronovost, MD, PhD, Eric Vohr, Safe Patients- Smart Hospitals, Plume-Penguin group, 1e, 2011.
3. Bertil Jacobson and Alan Murray, Medical Devices: Use and Safety, Elsevier, 1e, 2007

## **References and Suggested Readings:**

1. Unaccountable-What hospitals won't tell you and how transparency can revolutionize healthcare, Marty makary, MD., Boolsbury press, 1e, 2013,
2. Internal bleeding, Robert M. Wachter MD and Kaveh G. Shojania MD, Publisher: Rugged land 1e, 2005.

## **HC-HI HEALTHCARE INFORMATICS (4 Credits)**

### **Course Objectives:**

This subject is intended to introduce concepts of manual and automated medical record documentations. They will be taught about the concepts in healthcare IT planning, MIS and implementation of the same.

### **Course Outcomes:**

- Students will be able to demonstrate the skills necessary to integrate technology and use information systems to support evidence-based decision making in healthcare practice
- Students will be able to create processes and systems and execute decisions in compliance with the regulatory considerations inherent in managing healthcare organizations, with information technology processes and structure impacting all aspects of healthcare delivery
- Students will be able to create comprehensive and useable data-driven action plans that are based on the attainment of measurable results, clear trails of accountability and all appropriate risk assessment

### **Contents:**

1. Introduction to Terminology and Documentation  
Health and Healthcare, Epidemiology, Information science and Health Informatics, Clinical terminology, Opportunities, challenges and Future trends  
7 hours
2. Medical Records and EHR Purpose, Contents, Management, Ownership and Accessibility, Billing and Insurance, Mortality, MLC, Comparison to paper records, Technical features, Implementation - User and patient considerations, Governance, Regulatory, Standards and specifications, Archival, International scenario  
7 hours
3. HMIS and Modules  
Modules: -Workflow, Functions and Architecture: Clinical-Administrative-Support services-Back-office and financial systems, Networking and Infrastructure, Planning and Implementation  
7 hours
4. Standards, Coding and Classifications  
Health Information exchange, Data standards and coding, classification, History, Classification systems, current developments  
7 hours
5. Privacy, Security, Ethics in Data management  
Security principles, authentication, identity management, Regulatory, compliance, ethics - principles, law and culture  
7 hours
6. Medical Imaging and PACS  
Medical imaging, Evolution, modalities, PACS – need, workflow, advantages and disadvantages  
7 hours
7. Applied Health Informatics  
Evidence based medicine, Telemedicine, Consumer Health, Public Health, eMedicine, Mobile Health, Nursing informatics, CDSS, digital Innovations  
10 hours

*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

### **Text books**

1. Edward H. Shortliffe (Editor), James J. Cimino, Biomedical Informatics: Computer Applications in Health Care and Biomedicine (Health Informatics) (Editor) Edition 4, 2014, Softcover ISBN 978-1-4471-6804-1.
2. Robert E Hoyt, Health Informatics: Practical Guide for Healthcare and Information Technology Professionals (Fifth Edition), Nora Bailey, 5<sup>th</sup> Edition, 2012, ISBN-10: 1105437558, ISBN-13: 978-1105437557.

### **References and Suggested Readings:**

1. Mohan Bansal, Medical informatics- A Primer, TMH, 2002, 1e.
2. Mark A. Musen, J.van Bommel, Handbook of Medical Informatics, 2002, 1e, Springer.
3. Practical E/M-Documenting and coding solutions for Quality Patient Care, 1e, 2008, AMA.

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## HC-MHS MANAGING HEALTH SERVICES, ORGANIZATION AND SYSTEMS (4 Credits)

54 hours

### Course Objectives:

This subject is intended to introduce students to concepts of managing health services. They will be taught about SOP followed in Indian context, Medical devices industry, medical insurance and tourism, Planning, Marketing and regulations.

### Course Outcomes:

- Students will be able to analyze the structure and interdependence of healthcare system elements and issues using critical thinking to formulate innovative system designs that improve healthcare delivery.
- Students will be able to demonstrate understanding, through strategic planning and action to facilitate effective teamwork, including those cross-functional domains both within and outside of a healthcare organization

### Contents:

1. SOP for Hospitals in India  
Introduction, Government legislatures, SOP for Reception, OP, IP, EM, MLC, Admin services, Certificate issuing, Nursing, Dietetics, Housekeeping, Linen, ambulance, anesthesia, Blood bank, CSSD and others  
12 hours
2. Medical Devices – Use and Safety Patient safety, Mechanics, Electricity, Gas, fire and heat, Measurement methods and values, Medical images, Ventilation, administration of drugs, artificial organs and stimulators, tissues and calculi, computers, responsibility and checklists  
12 hours
3. Medical Insurance and Medical Tourism  
Insurance in healthcare industry and medical tourism  
6 hours
4. Healthcare Regulations and Laws  
Indian medical council act, Medical device regulations, labour laws, MLC, contacts, registrations for practice, consumer protection act, negligence and confidentiality  
6 hours
5. Strategic Planning and Marketing  
Planning characteristics, model, planning outcomes, health economics and health services marketing, stakeholder and strategic planning, leadership, motivation, communication, case studies  
8 hours
6. Healthcare – Planning, Architecture and capital Investment  
Planning of hospital- departments, support services, administrative services, cost behavior and profit analysis, long term financing, capital investment decisions  
6 hours
7. Impact Area  
Government and Private hospitals, Colleges, Diagnostic centre, Blood bank, PHC, Consultancy, HIT solution providers, NGO, Academic and Research, Insurance and Pharmaceuticals, Equipment and device manufacturing, Government Policy making  
4 hours

*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

**Text books**

1. Arun K. Agarwal, Standard Operating Procedures: SOP for Hospitals in India, Atlantic Publishers and Distributors Pvt Ltd. 2007,1e.
2. Bertil Jacobson and Alan Murray, Medical Devices: Use and Safety, Pub: Elsevier, 1e, 2007
3. Beaufort B. Longest. Jr., Jonathon S. Rakieh, Kurt Darr, Managing Health Services, Organizations and systems, Fourth Edition, Health Professions Press, 1e, 2000

**References and Suggested Readings:**

1. Louis C. Gapenski, Healthcare Finance, An Introduction to Accounting and Financial Management, Health Administration Press 5e, 2011.

## **HC-EV ETHICS AND HUMAN VALUES IN HEALTHCARE MANAGEMENT (4 Credits)**

### **Course Objectives:**

This subject is intended to introduce students to Medical ethics, practice of value based care. There will also be discussions and deliberations of standard international care scenarios and their success stories

### **Course Outcomes:**

- Students will be able to integrate concepts of ethics, privacy, law and regulation to achieve optimal organizational effectiveness while adhering to personal and professional values in all elements of health informational technology and healthcare delivery.
- Students will be able to understand, critically discuss and replicate principles of value based models in healthcare delivery practiced in some of the reputed healthcare organizations across the globe

### **Contents:**

1. Ethics and Laws  
Code of ethics, philosophies, relationship of ethics to laws, patient bill of rights, conflict of interest, issues affecting, governance and management, bio-medical ethical issues, principles of justice, right to refuse treatment, patient autonomy and informed consent  
7 hours
2. Medical Errors and Medico Legal Cases  
Medical audit, documentation, Evidence based medicine, patient safety, medical errors and accountability, medico legal cases, consumer protection and negligence  
6 hours
3. Spirituality and Human values in Healthcare  
Human values in healthcare practice, Body, mind and medicine, healing -a touchstone in practice, soul medicine, concept of wellness, counselling the SAI way, healthcare reforms, Role of spirituality in controlling chronic diseases, potent power in palliative care, Preventive care, Spirituality as evidence in medicine  
6 hours
4. Excellence in Healthcare – Cleveland clinic way:  
Introduction, Group Practices-Impact on better and cheaper care, collaborative care for effectiveness, monitored quality care, Healing experience for body and mind, Wellness, patient comfort, value and tailor made  
8 hours
5. Excellence in Healthcare – Management lessons from Mayo clinic  
Introduction, Patient-first legacy, team medicine, destination medicine, partnering for leadership, hiring for values and talent, orchestrating clues of quality, extending and protecting brand, investing in tomorrow, realizing human potential  
8 hours
6. Excellence in Healthcare – Sri Sathya Sai Medical Mission  
Introduction to SSSMM, Model, Operations, Evolution, challenges and perspectives  
8 hours
7. Other Case studies  
Arvind Eye Care, MV Diabetes centre, Yashaswini, Palliative care  
8 hours



*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

### **Text books**

1. Beaufort B. Longest. Jr., Jonathon S. Rakieh, Kurt Darr, Managing Health Services, Organisations and systems, Fourth Edition, Health Professions Press, 2000
2. Toby Cosgrove, MD, The Cleveland Clinic Way, Lessons in Excellence, President and CEO of Cleveland Clinic, McGraw Hill, 1e, 2014.
3. Leonard L. Berry and Kent D. Seltman, Management Lessons from Mayo Clinic, McGraw Hill, 2008, 1e.
4. Umesh Rao, Spirituality in Healthcare – A Perspective, Pub: SSSIHMS, 1e, 2010

### **References and Suggested Readings:**

1. Bertil Jacobson and Alan Murray, Medical Devices: Use and Safety, Elsevier, 1e, 2007
2. Raphael N Melmed, Mind, Body and Medicine-An Integrative text, Oxford University press, 1e, 2001

## HC-PHM PUBLIC HEALTH MANAGEMENT AND HEALTHCARE STATISTICS (4 Credits)

### Course Objectives:

This subject is intended to teach students use of statistics in healthcare, concepts of disease and health, monitoring them in public health domain and introduce them to concepts of Clinical research

### Course Outcomes:

- Students will be able to describe the purpose and use of epidemiology in planning, monitoring, supervision and evaluation of health care
- Students will be able to understand and discuss the various aspects of health planning and programmes in India
- Students will be able to understand and demonstrate use of statistical and epidemiologic measures and methods in clinical research

### Contents:

1. Epidemiology  
Concept of Health and Disease, Dimension and determinants of health, Modes of Intervention, Principles of epidemiology, Methods, Communicable and Non-communicable diseases, Impact of Nutrition, social factors, environment, genetics, Occupation, on Health, Mental Health  
8 hours
2. Healthcare Organization and Structure in India, Evolution of health programs, surveillance and health education, Organization and structure of healthcare administration in India, Demography and Family planning, Mother and Child care, Geriatric care, Communication, coordination and control  
8 hours
3. Health Programmes in India  
Control programs, National health problems and policy, Planning and reports, community health care administration, Primary health Centre, Preventive healthcare initiatives  
12 hours
4. Case Studies  
Comprehensive Rural health project: JAMKHED model, Rural healthcare system in Bangladesh, John Hopkins Model, NHS, WHO Role, Entrepreneurship  
12 hours
5. Healthcare statistics and Clinical Research  
Healthcare statistics, Epidemiologic methods  
12 hours

*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

### Text books

1. Park's Textbook of Preventive and Social Medicine, K Park, 23<sup>rd</sup> Edition, Banarsidas Bhanot publishers, 2011.
2. GN Prabhakara, Policies and Programmes of Health in India, Pub. Jaypee Brothers, 1e, 2005s
3. S.I.Goel, Health care system and Management Vol 1-4, Deep and deep publications, 1e, 2001
4. Beth Dawson, Robert G. Trapp, Basic and Clinical biostatistics, McGraw hill, 4e, 2001

## **HC-IHD INNOVATION AND HEALTHCARE DELIVERY (4 Credits)**

### **Course Objectives**

This subject is intended to introduce students to process of innovation and inspire them to achieve human values based results in business. The modules will be a practical approach to the process of Innovation. Application of Innovative thinking will be discussed as case studies in various dimensions of healthcare delivery

### **Course Outcomes**

- Students will be able to develop innovative solutions to strategic, tactical and operational issues in managing healthcare systems and associated information technology through the combined use of information, organizational knowledge, talent management and critical thinking
- Students will be able to demonstrate skills to carry out an organisational development project, demonstrate skills in learning from reflection of this experience and the skills to disseminate their projects.

### **Contents**

1. Innovation – Building on the right foundation  
Leading the change, thinking process, Fundamentals of Innovative thinking, Values centred Innovation 4 hours
2. Inspiration for Innovation Problem statement, Inspiration and Innovation - Inseparable twins, Intention-Connection-Action 8 hours
3. Innovation Process  
Innovation styles and models, Dimensions of Innovation styles, A Little extra, Out of the box thinking 16 hours
4. Ideation  
Enabling Innovative thinking, Generation of Ideas, Research, Picking the right idea, Idea matrix 12 hours
5. Incubation  
Business model, developing minimum viable product, Market validation, Implementing Innovation 12 Hours

*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

### **Text books**

1. Naveen Lakkur, Dr Liz Alexander, Found: Transforming your Unlimited Ideas into One Sustainable Business Lone tree books-Prolibris publishing media, Bloomsbury publishing India,1e, 2016.
2. Naveen Lakkur, Inseparable Twins: Paired Principles to Inspire Young Minds, Bloomsbury publishing India, 1e, 2013

### **References and Suggested Readings**

1. A Little Extra-A book for extraordinary results, Naveen Lakkur, Lone tree books, 1e 2017
2. Managing Health Services, Organizations and systems, Fourth Edition, Beaufort B. Longest. Jr., Jonathon S. Rakieh, Kurt Darr, Health Professions Press, 2000

## **HC-SHM STRATEGY IN HEALTHCARE MANAGEMENT (4 Credits)**

### **Course Objectives:**

This subject is intended to introduce students to the role of strategy in various areas of healthcare management. Topics will discuss need for strategy in Operations, HR, and Management of finance, quality and Marketing.

### **Course Outcomes:**

- Students will be able to deliberate and suggest methods for continual analysis, planning and monitoring required to successfully meet the goals and objectives set by the healthcare organization
- Students will be able to discuss and present strategies to have a competitive edge in delivering quality services and increased market penetration.

### **Contents:**

1. Strategy for Operation  
Process automations, Lean management, Patient communication, Value chain, IT as enabler  
12 hours
2. Strategy for Human Resources Staffing strategies, education and training Retention, Performance assessment  
10 hours
3. Strategy for Finance  
Pricing, Costing, Risk management, Acquisition and maintenance of assets, long-term financing, capital investment decisions, analysing financial performance, case study  
10 hours
4. Strategy for Quality Assurance  
Patient safety, accreditation, Bed occupancy, Readmissions, process certification  
10 hours
5. Strategy for Marketing  
Medical tourism, satellite centres, Telemedicine as cost effective model, wellness program, Outreach and rehabilitation  
10 hours

*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

### **Text Books**

1. Beaufort B. Longest. Jr., Jonathon S. Rakieh, Kurt Darr, Managing Health Services, Organisations and systems, Fourth Edition, Health Professions Press, 2000
2. S.I.Goel, Health care System and Management Vol 1-4, Deep and Deep Publications, 1e 2001
3. Louis C. Gapenski, Healthcare Finance, An Introduction to Accounting and Financial Management, Health Administration Press 5e 2000.

### **References and Suggested Readings**

1. Joel D Wisner, G. Keong Leong, Keah-choon Tan, Thomson, Principles of Supply Chain Management-A Balanced approach, 3e 2011.
2. Arun K. Agarwal, Standard Operating Procedures: SOP for Hospitals in India, Atlantic Publishers and Distributors Pvt Ltd. 1e 2018.

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## HC-HTA HEALTH TECHNOLOGY ASSESSMENT (4 Credits)

### Course Objectives:

This subject is intended to introduce students to assessment of relevant evidence and knowledge on the effects and consequences of healthcare technologies. It contributes to priorities and decisions in relation to prevention, diagnosis, treatment and rehabilitation. This will focus on the production, critical appraisal and use of scientifically rigorous research evidence, applied to a range of health-related areas.

### Course Outcomes:

- Students will gain understanding of the theory and practice of health technology assessments
- Students will be able to gain understanding of markets, pricing and customers needed for new product development in the health technology industry.

### Contents:

1. Methods and Process in HTA  
Conduct of HTA, Literature review, development of policy and framework  
8 hours
2. International Healthcare systems and Reimbursement Policy framework in India and other countries, MTAB, Updates from AP MEDTECH ZONE Ltd (AMTZ)  
8 hours
3. Cost Effectiveness modelling in IHTA  
Literature review and economic modelling, Pricing, Costing, Capital Investment, Risk management, Acquisition and maintenance  
10 hours
4. Systematic reviews and Evidence synthesis  
Patient safety, accreditation, certification, complex issues associated with evaluating Diagnostic tests in an HTA, ethical analysis and public and patient engagement in HTA, Evidence synthesis - meta-analysis, assessing heterogeneity  
16 hours
5. Economic evaluation in IHTA  
Approaches in HTA for economic evaluation, Investment/disinvestment  
10 hours

*Pedagogy: Lectures, Class discussions, Case discussions, Experiential learning sessions and Student presentations etc.*

### Text Book:

1. Del Llano-Señaris JE, Campillo-Artero C (Eds). Health Technology Assessment and Health Policy Today: A Multifaceted View Of Their Unstable Crossroads. Springer: Switzerland, 2015. 1e. [E-book]
2. Duckett SJ, Willcox S. The Australian Healthcare System. South Melbourne, Vic: Oxford University Press, 5th edition, 2015. [E-book]
3. Drummond MF, Sculpher MJ, Claxton K et al. Methods for the economic evaluation of health care programmes. Oxford: Oxford University Press, 4th edition, 2015
4. Shankar Prinja, Laura E. Downey, Vijay K. Gauba Soumya Swaminathan, Health Technology Assessment for Policy Making in India: Current Scenario and Way Forward, Pharmaco-economics Journal-2018e.
5. Ms. Shikha Baghel Chauhan, Health Technology Assessment in India: Present status and future perspectives, Amity University, Noida, Journal of Advance Pharmacy Education and Res. – 2014-Vol.4e.

## References and Suggested Readings:

1. Gray, J. A. Muir. Evidence-based health care and public health: how to make decisions about health services and public health. China: Churchill Livingstone Elsevier, 3rd edition, 2009.
2. Health technology assessment in India: the potential for improved healthcare decision-making. Kumar M, Ebrahim S, Taylor FC, Chokshi M, Gabbay J. NATMEDJ Journal 2014e.
3. Medical Devices: Use and Safety, Bertil Jacobson and Alan Murray, Elsevier, 1e, 2007
4. <http://www.dhr.gov.in/mtab>
5. Institutionalising health technology assessment: establishing the Medical Technology Assessment Board in India, Laura E Downey, Abha Mehndiratta, et al, 2107.

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