



AMRITA | **AHEAD**
VISHWA VIDYAPEETHAM | **Online**

Program

MBA Online Ahead

Curriculum

| SEMESTER 1 | | | | | SEMESTER 2 | | | |
|------------------------|-------------|--|-----------|------------------------------|------------|-------------|---|-----------|
| SI.NO | Course Code | Course Title | Credits | | SI.NO | Course Code | Course Title | Credits |
| 1 | GM101CA | Business Communications | 4 | | 1 | OM201CA | Operations Management | 4 |
| 2 | FI102CA | Managerial Economics- Micro and Macro | 6 | | 2 | IM101A | Technology Transformation for Business | 4 |
| 3 | NM101A | Business Negotiations and Conflict Resolutions | 4 | | 3 | HR303CA | Human Resource Management | 4 |
| 4 | BE101A | Accounting for Managers | 4 | | 4 | FI304CA | Financial Cost Management | 4 |
| 5 | MM201CA | Marketing Management | 4 | | 5 | MM202A | Marketing Research and Consumer Behaviour | 6 |
| 6 | GM102CA | Business Statistics | 4 | | 6 | BA001EA | Business Analytics | 4 |
| 7 | CE101A | Education for Life-1 | 1 | | 7 | CE201A | Education for Life - 2 | 1 |
| | | TOTAL | 27 | | | | TOTAL | 27 |
| SEMESTER 3 | | | | | SEMESTER 4 | | | |
| SI.NO | Course Code | Course Title | Credits | | SI.NO | Course Code | Course Title | Credits |
| 1 | GM407CA | Strategic Management | 4 | | 1 | GM499A | Major Project | 10 |
| 2 | GM408CA | International Business | 4 | | 2 | GM512CA | Entrepreneurship and Innovation | 4 |
| 3 | BL301A | Legal Aspects and Business Ethics | 6 | | 3 | GM509CA | CSR and Sustainability | 4 |
| 4 | | Elective-1 | 4 | | 4 | | Elective-3 | 4 |
| 5 | | Elective-2 | 4 | | 5 | CE401A | Education for Life - 4 | 1 |
| 6 | GM399A | Minor Project | 6 | | | | | |
| 7 | CE301A | Education for Life – 3 | 1 | | | | | |
| | | TOTAL | 29 | | | | TOTAL | 23 |
| Overall Credits | | | | 27 +27 + 29 +23 = 106 | | | | |

Streams and Electives

| Stream – 1 “Marketing” | | | | | Stream – 2 “ Finance” | | | |
|-----------------------------------|-------------|--------------------------------------|---------|--|-------------------------|-------------|--|---------|
| SI.NO | Course Code | Course Title | Credits | | SI.NO | Course Code | Course Title | Credits |
| 1 | MM402EA | Digital Marketing | 4 | | 1 | FI501EA | Advanced Financial Management | 4 |
| 2 | MM401EA | Marketing Communications | 4 | | 2 | FI502EA | Financial Modelling | 4 |
| 3 | MM403EA | Sales and Distribution Management | 4 | | 3 | FI509EA | Investment Analysis and Portfolio Management | 4 |
| Stream – 3 “Human Resources (HR)” | | | | | Stream – 4 “Operations” | | | |
| SI.NO | Course Code | Course Title | Credits | | SI.NO | Course Code | Course Title | Credits |
| 1 | HR632EA | Recruitment and Retention Management | 4 | | 1 | OM404EA | Manufacturing Control and Planning | 4 |
| 2 | HR628EA | Performance Management | 4 | | 2 | OM405EA | Total Quality Management | 4 |
| 3 | HR508EA | Industrial Relations and Labour Laws | 4 | | 3 | OM506EA | Supply Chain Management | 4 |

| | | Stream – 5 “(General)” | |
|-------|-------------|------------------------------------|---------|
| Sl.NO | Course Code | Course Title | Credits |
| 1 | HR501EA | Intellectual Property Rights (IPR) | 4 |
| 2 | HR503EA | Management Consulting | 4 |
| 3 | HR502EA | Leadership Management | 4 |

Programme Outcomes

At the end of the MBA program, students should be able to:

1. Develop a Critical and Integrated thinking
2. Have Environmental and Societal awareness
3. Demonstrate Effective oral and written communication skills
4. Able to Identify the issues through an ethical reasoning lens
5. Develop Leadership skills in them

Program Specific Outcome:

1. Critical and Integrative Thinking

- Students will be able to identify and define the problem/issue
- Students will be able to collect relevant information
- Students will be able to identify and understand the multiple perspectives of the issue
- Students will be able to analyse the problem
- Students will be able to generate effective solutions

2. Environmental and Societal awareness

- Students would develop an understanding of the ground realities

- Students would be motivated to address societal issues
- Students would learn from the field experience
- Students will have adequate knowledge of the 'Founding principles of sustainable development'.
- Students will have adequate knowledge of the 'Environment: Trends and key figures of global/local issues'.
- Students will have adequate knowledge of 'Organizational governance'.
- Students will have adequate knowledge of 'Human Rights; Community involvement and development'
- Students would engage with a community

3. Effective oral and written communication

- Students demonstrate written communication skills
- Students demonstrate oral communication/presentation skills

4. Ethical Reasoning

- Students will be able to Identify the ethical issue/s in a given situation or case
- Students will be able to identify the relevant stakeholders
- Students will be able to apply appropriate theories/tools effectively to analyse the given situation/case
- Students will be able to analyse decision alternatives and their consequences Well
- Students will be able to choose an appropriate action

5. Leadership Skills

- Students are aware of the surroundings
- Students are open-minded and respectful
- Students are reflective
- Students are organized
- Students are respectful while interacting with others
- Students are effective communicators

Semester 1

GM101CA

Business Communications

4

Course Objective:

Come to think of it, everything that has a life is essentially blessed with a common feature – its ability to communicate with its environment/surroundings. This ability to communicate therefore comes naturally to humans as well, but to aspiring managers for the corporate world, ‘Communication’ is more than the natural ability.

The world that we live in is exploding with communications. Increasingly the mechanics of communications – what is being communicated (the message), how it is being communicated (the medium or the vehicle), and the context in which it is being communicated (the environment) – all are constantly moving the boundaries. This course helps to understand these shifts and get accustomed to these.

The managers of today and tomorrow are expected to master ‘Business Communication’ to clearly emerge and be considered as ‘Business Leaders’. Mastering any skill, firstly, is a continuous and never-ending journey. Secondly, it will need some serious effort, perseverance and specific approach. Whereas the richness in business communication comes with endless practice, this course attempts to provide a structured program inside the classroom that will simulate the business communication a manager is expected to face in his/her professional world.

‘Business Communication’ is beyond putting together flowery English. It is about conveying more meaning (content), more effectively (leading to actions), in less words (shorter time) to more people (having varied interests), and, above all, inspire every audience. This course aims to enhance proficiency in reading, writing, speaking and listening. These are the determinants of the development of manager-like qualities that eventually lead to better performance and likeability in the workplace, and even in the personal lives. As such a significant part of the day is spent communicating – face-to-face discussions, attending meetings, reading documents, responding to emails, speaking on the telephone, making presentations and writing reports and most importantly listening – listening to your supervisors, peers, subordinates, and clients.

Course Outcomes:

Upon completion of this course, students will be able to:

- Understand various constituents that go into making an effective and powerful business communication
- Gain confidence to make verbal and non-verbal communication on a variety of topics even if these are not related to their interest areas
- Appreciate how business communication is the life-blood for success in the corporate world
- Various DOs and DON'Ts that are involved with the mechanics of Business Communications

Course Description:

- Pedagogic mix will include standard standalone, but well-connected, sessions and exercises. Teaching material used will increase the control over the language, increase the correctness and its power to communicate, alongside emphasize upon the development of quality content inside the students. Overall the treatment to the subject will make 21st century Business Managers who use Business Communication as a weapon in their workplace. There will be numerous 'tests of understanding' inside the class that will be analysed which will help the entire community of aspiring managers to improve their skills in business communication.

Required Course Materials and Readings:

"Business Communication: Concepts, Cases & Applications" | PD Chaturvedi & Mukesh Chaturvedi | PEARSON publishers

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|---------|--------------------------------------|---|
| FI102CA | Managerial Economics-Micro and Macro | 6 |
|---------|--------------------------------------|---|

Course Objective:

1. To provide simple and widely applicable economic principles and economic theory that are useful for *understanding* almost any economic situation, from the relatively simple economic decisions that individuals make every day to the workings of complex markets, such as international financial markets.
2. To *apply these* economic principles and economic theory to personal decision making to business decision at corporate and government policy level.
3. To understand and interpret business news
4. To participate in public debate on economic issues such as the Union Budget, Global economic meltdown, inflation, pollution etc.

Course Outcomes:

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

- Critically judge the ideologies of different economic systems and analyse the pros and cons of each system.
- Analyse the role of market and the state, the concept of market failure and its impact on the environment.
- Understand the behaviour of markets under competitive environment and the pricing mechanism of the commodities
- Measure Elasticities of different commodities and examine the impact of pricing policies
- Understand the role of regulation and its impact on the economic decision making of firms and individuals and the impact on the society.
- Measure the impact of taxes and subsidies and its impact on the businesses

- Understand the different stages of production function in the long run behaviour of the firm.
- Differentiate accounting costs from economic costs and be able to understand the implicit costs while doing project evaluations.
- Arrive at right production decisions of the firm and arrive at the efficiency frontiers using the production function.
- Arrive at profit maximising price and outputs for the firm given its revenue and cost functions.
- Understand the nature of markets for different commodities and pricing and output decisions under different market scenarios.
- Evaluate the efficiency of competitive markets and inefficiencies under monopoly.
- Understand the role of economics in the financial markets-the stock and bond markets.

Required Reading Material:

Prescribed Text Book:

- The Micro Economy Today by Bradley R Schiller, Eleventh edition, Tata McGraw Hill.
- Microeconomics for MBAs, Richard B McKenzie and Dwight R Lee, Second edition, Cambridge.
- Microeconomics, R. Glenn Hubbard and Anthony Patrick O'Brien. 2006 edition, Pearson Education

NM101A

Business Negotiations and Conflict Resolutions

4

Course Objective:

The basic objective of this course is to help students in developing a better understanding of various behavioral processes and thereby enabling them to function more effectively in their present or future roles as managers and persons.

Specific learning objectives for this course are:

1. To provide basic knowledge of the key concepts and theories relating to organizational behavior.
2. To develop an understanding about one's and others behavior in organizational settings.
3. To help students to think critically about their own and others behaviors in organizational settings, and thus to act more consciously.
4. To apply relevant theoretical perspectives and concepts in developing an understanding of various internal (organizational) and external (environmental and cultural) factors that influence human behavior in organizations.

5. To develop an interest in, an appreciation of, and a positive attitude toward the field of management, especially organizational behavior.

Course Outcomes:

This is planned and designed to help the students to develop a better understanding of human behavior in organizations. The knowledge of individuals' personality, attitude, perception, motivation, culture and emotion etc. will help students to not only understand themselves better, but also to understand others and adopt appropriate behaviors to increase their effectiveness.

Course Description:

Effective management of individuals within organizations requires an understanding of human behavior and processes in local and the global contexts. The course is planned and designed to help the students to develop a better understanding of human behavior in organizations. The knowledge of individuals' personality, attitude, perception, motivation, culture and emotion etc. will help students to not only understand themselves better, but also to understand others and adopt appropriate behaviors to increase their effectiveness.

Required Course Material:

The prescribed textbook for this course is 1. *Organizational Behavior* by S.P. Robbins, T.A. Judge, and Neharika Vohra.

Suggested books:

1. Behavior in Organizations by J. Greenberg and R. A. Baron.
2. Organizational Behavior: An Evidence Based Approach by F. Luthans.
3. Understanding Organisational behaviour by Udai Pareek

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|---------------|--------------------------------|----------|
| BE101A | Accounting for Managers | 4 |
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Course Description:

Accounting is a very practice oriented discipline and superior learning is achieved by applying concepts to real life examples. The course assumes no prior knowledge of accounting. The course will be delivered with a strong user perspective.

Course Objective:

Through this course you should

- Become familiar with the process of preparing the financial statements;
- Gain working knowledge of the accounting concepts, terminology, regulatory framework and assumptions underlying published financial statements;
- Have a sense of the limitations of data in financial statements;
- Begin to develop the ability to assess business performance by synthesizing numbers from financial statements with statements in MDA, Director's Report and Notes to Accounts as also analysts' reports, to become intelligent users of accounting information.

Course Outcome:

At the end of the course, you are expected to

- Develop an understanding of the role of accounting in meeting the information needs of various stakeholders of businesses;
- Be able to analyse and interpret financial statements;
- Be able to examine various ethical issues and their impact on those who are responsible for presentation of financial information and users of such information;
- Have the opportunity to develop and improve communication, problem-solving and cooperative work skills.

Required Course Materials:

The textbook for the course is, "Financial Accounting: A Managerial Perspective," 6th Edition, by Professor R. Narayana swami (Publisher-Prentice Hall India).

MM201CA

Marketing Management

4

Course Objective:

The course aims at developing a managerial perspective and understanding of marketing discipline. It will provide a basic grounding in marketing and introduce the learners to the marketing decisions in an organization and teach them to think like a marketer. Marketing management is the art of optimal manipulation of the marketing mix to achieve business goals. It includes activities such as scanning the environment demand creation and product development, positioning, product differentiation, and brand management etc. This course is important to provide an understanding of the rationale for marketing decisions from a managerial perspective.

Course Outcomes:

The course aims to provide you with an introduction to marketing and also an opportunity to apply that understanding. Specifically, the course aims to help you...

1. Understand the strategic role of marketing and develop the ability to define and analyse the marketing problems dealt by managers.
2. Understand analytical concepts and techniques being used in marketing.
3. To understand that good decision making is a blend of both judgment and analysis tools and techniques.
4. Learn the fundamentals of implementing the marketing function in organizations, Understand the function of marketing in a competitive, dynamic global business,
5. Demonstrate an individual capability for meeting professional standards of conduct, quality, and marketing skills.

Student learning outcomes are assessed through a combination of marketing projects, assignments and quizzes. Quiz questions are directly tied to learning outcomes for each book chapter and associated lecture slides and videos lectures.

Course Description:

Marketing Management is designed to serve as an introduction to the theory and practice of marketing. Students will improve their ability to develop effective marketing strategies and assess market opportunities, as well as design strategy implementation programs. In addition, students will have the opportunity to communicate and defend their recommendations and build upon the recommendations of their peers. The course will explore the theory and applications of marketing concepts through a mix of cases, lectures, individual assignments, and projects. We will draw materials from a variety of sources.

Required Course Materials:

Text Book: Principles of Marketing (15th Edition)–Philip Kotler, Gary Armstrong, Pearson Publication

Reference Books:

1. Marketing Management – A South Asian Perspective [13th Edition] Kotler, Keller, Koshy, Johan Pearson Publication
2. Marketing by Paul Baines Chris fill, Kelly Page Oxford Publication

GM102CA

Business Statistics

4

Course Description:

Managing a business or organization is highly data driven, where statistics helps to effectively analyse scenarios based on evidence, develop ideas, troubleshooting etc. Subjects related to business management are often complex in nature and varying in different setups. It is essential to assess the nature of intertwined factors, degree and

direction of their associations to design appropriate policies which in turn ensure the optimal output. This course will help students to not only learn the tools and techniques, but also to identify the appropriate techniques and their uses for a particular case.

Course Objective:

The primary objective of this course is to get the fear of numbers from learners. The secondary objective is to help the learners understand data and the art of collecting, analyzing and interpreting data appropriately for managerial purposes in order to take important decisions and design policies based on the data.

Specific learning objectives for this course are:

1. To provide basic knowledge on collection, characteristics and presentation of data.
2. To learn about the description of a particular scenario with the help of statistics.
3. To develop an understanding about the distribution of the individual data at an aggregate level.
4. To help students to learn the skill to find associations between several factors under concern.
5. To provide knowledge about the techniques to infer about a scenario based on the given numerical information.

Course Outcomes:

The course is planned and designed to help the students to develop a better understanding of data, its characteristics, behaviour, analysis and interpretation. Statistics demonstrate real world phenomena efficiently and precisely, as it is an applied science in the fields of business, public policy, engineering and natural sciences, health sciences and humanities. The knowledge of statistics will help students to not only acquire analytical skills assessing the numbers, but also to take managerial appropriate and convincing decisions based on the analysis.

Required Course Materials:

The prescribed textbook for this course is *Statistics for Management* by TN Srivastava and Shalala Rego, Tata- McGraw Hill (3rd Edition) .

Suggested books:

1. Statistical Methods by NG Das.

Course Objective:

The student will be introduced to the foundational concepts of Indian culture and heritage.

Course Outcomes:

After the completion of the course the student will be able to

CO1: Gain a positive appreciation of Indian Culture, traditions, customs and practices

CO2: Understand the foundational concepts of Indian civilization like purusharthas, law of karma, etc, which contributes towards personality growth.

CO3: Understand the cultural ethos of Amrita Vishwa Vidyapeetham, and Amma's life and vision of holistic education

CO4: Imbibe spirit of living in harmony with nature

CO5: Get guidelines for healthy and happy living from the great spiritual masters.

Unit 1

Introduction to Indian Culture - Introduction to Amma's life and Teachings – Symbols of Indian Culture.

Unit 2

Science and Technology in Ancient India - Education in Ancient India - Goals of Life – Purusharthas - Introduction to Vedanta and Bhagavad Gita.

Unit 3

Introduction to Yoga - Nature and Indian Culture - Values from Indian History – Life and work of Great Seers of India.

TEXTBOOKS:

1. The Glory of India (in-house publication)
2. The Mother of Sweet Bliss, (Amma's Life & Teachings)

Semester 2

OM201CA

Operations Management

4

Course Description

Operations Management course is designed to provide the students with an understanding of the basics of the operations function in both manufacturing as well as services. These courses explore operations from both strategic and tactical perspectives. The course develops a deep understanding of Operations Management becomes an imperative for the 'to-be' management professionals to succeed in their professional endeavors.

The course covers the following topics – Introduction to Operations Management & Operations Strategy, Forecasting, Product & System Design and Quality.

Course Objective and Content

This course aims to cover high level Operations Management concepts. It would also enable the participants develop a solid understanding of the analytical tools necessary to solve basic Operations Management problems

The objectives of the course are

1. To develop an understanding of the strategic and tactical Operations Management issues and their relationship to the other functional areas of an organization.
2. To develop basic competence in tools and techniques used by real-life operations professionals in formulating operations strategy and managing operations
3. The course exposes the participant to and enable her/him to understand the following key aspects of operations management decision making
 - Operations Strategy, competitiveness and productivity
 - Basics of forecasting and the associated techniques
 - Importance of product & service design
 - Concepts of strategic capacity planning and facility location planning
 - Importance of process selection, facility layout and design of work systems
 - Dimensions of quality management and control

Learning Outcomes

Upon successful completion of this course, participants will be able to:

- Appreciate holistic approach to business problems by understanding interdependencies among business functions
- Gain reasonable insights into operations management from both a manufacturing and services perspective
- Define operations strategy and understand its links with the business strategy
- Perform demand management functions
- Apply principles of product and process design
- Analyse system design and capacity management issues
- Apply principles of and best practices in quality management

Required Course Materials:

The text book used for this course is:

William J Stevenson, Operations Management, Special Indian Edition, Ninth Edition, TATA McGraw-Hill, New Delhi, 2009 (WS).

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|---------------|---|----------|
| IM101A | Technology Transformation for Business | 4 |
|---------------|---|----------|

Course Description:

Information Technology (IT) has become allpervasive in today's life. A lot of what companies can achieve depends on what their information systems are capable of, which in turn depends on how their managers utilize the latest trends in IT such as mobile devices,wireless networks,social media,logistic systems,interoperability,collaboration, and Internet applications. The rapid growth of IT and its enabling role in business and industry has made the study of technology is essential.

Portfolio of IT skills plays a major role in ensuring successful and sustainable management careers in any of the functional areas. This courseintroduces the foundation concepts of Information Technology. Focusingon business applications, this course helps the students to grasp the basic concepts of IT interms of hardware components and architectures,software components such as programming languages,systems software and application software,database management systems,and telecommunication networks. SQL programming is introduced in this course as part of database management system so as to give the students a hands on idea of how to manage data.

Course Objective:**Knowledge Level**

- To understand the importance of application of technology for business operations and decision making.
- To understand the different components of a technology infrastructure
- To be familiar with various inter and intra-organizational systems
- To be aware of the diverse aspects of managing information systems.
- To understand the concepts of database management system

Skill Level

- To enhance critical thinking skills through problem solving and to enhance your ability to present your ideas.

- To develop computer skills through hands on experience using several personal computer s oftware packages and Internet services.
- To have hands-on practice in DBMS using SQL.

Course Outcomes:

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

- To understand the fundamental concepts of Information Technology
- To write macros to accept user inputs
- To read to and write from cells and manipulate data
- To write custom functions and create user forms

Required Course Materials:

Textbooks

- Management Information Systems (10th edition, 2013) by James O'brien, George Marakas, and Ramesh Behl. McGraw Hill Education (India) Pvt Ltd.
- Cases will be discussed primarily from the text book.

| | | |
|----------------|----------------------------------|----------|
| HR303CA | Human Resource Management | 4 |
|----------------|----------------------------------|----------|

Course Objective:

Human Resource Management belongs in all organizations. It is an active constituent of all strategic processes of organizations to make their ventures successful in the global scenario, which calls for a realization that the performance of a firm's human assets must be managed, led and coached for improved effectiveness of organizations. Today in the world of complex situations and ever-increasing changes happening around, the need is to identify ways and means to succeed by managing relationships in an effective and smart way. Irrespective of the sophisticated technological interventions in the Business Enterprises, success takes its place only when backed up by the human interface. Human Resources are the prime constituents of any organization. The role of Human resources is at the centre stage irrespective of the nature of organizations. This course helps in bettering the communication and people skills of the students.

Course Outcomes:

The main objectives of the course are:

1. Understand the strategic importance of human resource management activities performed in organizations
2. Enhance participants' ability to understand the functions of HRM
3. Design strategically oriented integrated and comprehensive HR functions for an organization
4. Analyse and deal with HR scenarios and solve issues keeping in mind strategic and legal connotations of the same

Reading Materials:

Human Resource Management, Gary Dessler, Pearson Education

FI304CA

Financial Cost Management

4

Course Description:

Failure of majority of the industrial undertakings is mainly attributable to the lack of awareness about the wrong financial decisions affecting the business, particularly the costing decisions. The crux of wrong financial decisions is that the implications of these are not realised immediately and by the time they are realised, it is too late. Therefore, it is important to take proper financial decisions at proper point of time. For this clear understanding of basic costing principles is a must.

Course Objective:

Business environment is in a constant state of flux and has undergone considerable change from its humble beginnings in the past, as a small one-man business to huge complex Multinational Corporate entities. Along with such growth and complexity has come the ever-increasing need for information by various agencies, both external and internal to organization, which in turn has led to the evolution of newer accounting concepts to aid and assist such changing requirements.

Cost Accounting evolved to cater to the informational needs of Management as an aid to proper business decision-making. Corporate financial accounting statements namely the Profit and Loss Account and the Balance Sheet, prepared primarily in compliance with the requirements of law, provide information to serve the needs of various agencies external to the organization like, Government, Tax Authorities, Bank, creditors etc and serve very little the information needs of the Management to aid them in decision making.

Cost Accounting Information on the other hand, is one of the primary informational sources, for decision-making and control in organizations. It provides for the informational needs of individuals internal to the organization, like Managers, Executives, Workers etc, and helps them to make better decisions and improve their organizations processes and performance.

Course Outcomes:

The main emphasis of this course is to provide students with a basic understanding namely:

- Costing of products and services
- Planning and Control
- Decision making
- Towards this end the course aims at providing an understanding of the analytical methods and techniques used to achieve these objectives.

Required Course Materials:

1. Cost and Management Accounting: M N Arora
2. Introduction to Management Accounting: Charles Horngren, Gary Sundem and William Stratton.
3. Management Accounting: M.Y. Khan and P.K. Jain (4th Edition)

MM202A**Marketing Research and Consumer Behaviour****6****Course Description:**

The broad content of the course includes consumer *Affect and Cognition*, consumer behaviour, and the environment and their impact on marketing strategy. It also depicts the relationship between consumer behaviour and the 4Ps of marketing.

Course Objective:

This course Consumer Behavior provides an overview of Consumer Behavior concepts, theories, research and applications. Understanding consumer behavior is one of the most important tasks in the marketing. The course is designed to develop knowledge and skills that will facilitate an understanding of buyer behavior, which can be integrated into the formulation of marketing strategies. The course is referred to as the study of when, why, how, where and what people buy or do not buy. It blends elements from consumer psychology, sociology, social anthropology and economics. It attempts to understand the buyer decision making process, both individually and in groups. To gain understanding of the psychological principles by which the marketing mix that consumers are exposed to influences them & to use this understanding to develop strategically relevant consumer insights, that is, to identify the key psychological reasons for why particular consumers in particular situations behave the way they do. The emphasis for this course in consumer behavior is on understanding the role that consumption plays in our everyday lives.

Consumer Behavior investigates the manner that people interact with products and their marketing environment. In today's competitive global environment, complete knowledge of the consumer is a prerequisite for launching any product or service. This will produce more effective and cost-efficient marketing results.

Course Outcomes:

By the end of the course learners will develop an understanding of Consumer behaviour by discussing the following:

- This course provides an overview of Consumer Behaviour concepts, theories, research and applications.
- It is designed to develop knowledge and skills that will facilitate an understanding of consumer behaviour, which can be integrated into the formulation of marketing strategies.
- This course aims to provide the students with the concepts and techniques required to perform consumer analyses that will aid comprehension of marketing tactics and decisions to be implemented in any business scenario

Specific skills that will be developed throughout the course include:

- Critical reasoning and analytical reflection;
- Informed and critical responses to academic literature;
- The appropriate selection, collection, use and presentation of information.

Required Course Materials:

Text Book: Consumer & Marketing Strategy by J. Paul Peter & Jerry C. Olson, 7th Edition Tata McGraw Hill Publication

Reference Books

1. Must read, *we are like that only* by Rama Bijapurkar
2. Consumer Behaviour by Schiffman & S. Ramesh Kumar, Kanuk, Pearson & Prentice Hall
3. Consumer Behaviour – Building Marketing Strategy by Hawkins, Best & Coney, TMH

Course Description:

Business Analytics (BA) course gives an introduction to the area of business analytics.

Business Analytics is an interactive process of analyzing and exploring enterprise data to find valuable insights that can be exploited for competitive advantage. Business Analytics makes extensive use of data, mathematical and statistical models using exploratory, descriptive, predictive models under the framework of evidence and fact-based management to drive decisions and actions

Technological advances, decreased costs of system hardware and software components, and the global web revolution have allowed for large amounts of data to be generated, collected, stored, analysed, distributed and used at an ever-increasing rate by organizations. At the same time, managers must rapidly understand factors driving their business in order to sustain a competitive advantage. Organizational speed and agility supported by fact /evidence based decision making are critical to ensure an organization remains ahead of its competitors. There is an ever growing awareness and agreement that by leveraging data resources to develop and deploy business strategies to enhance their decision-making capabilities, organizations can gain and sustain a competitive advantage. Business Analytics (BA) is an attempt to achieve these goals.

This course introduces business analytics as tool to gain competitive advantage and provides a number of practical implementation details using several real-life cases. Specifically, the course shows how to discover subtle patterns and associations from business data and develop and deploy descriptive and predictive models to optimize decision-making throughout the organization.

Course Objective:

This course gives an introduction to the area of business analytics. Business Analytics (BA) is generally understood as the extensive use of data, mathematical and statistical models using exploratory, descriptive, predictive and causal models under the framework of evidence and fact-based management to drive decisions and actions.

Objectives of this course are:

1. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making;
2. To become familiar with the processes needed to acquire and prepare data, develop,

- fit, validate and deploy models and use them for decision making;
3. To learn how to use and apply selected business analytics software (SPSS/R).

Course Outcomes:

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

1. Gain an understanding of how managers use BA to formulate and solve business problems and to support managerial decision making.
2. Describe and interpret the basic concepts of BA. Evaluate business problems and determine suitable analytical methods
3. Plan, organize and evaluate methods to prepare raw data for business analytics, including partitioning data and imputing missing values
4. Compare and contrast various descriptive and predictive BA techniques
5. Analyse, Interpret and validate the results extracted from data mining and statistical algorithms.
6. Understand how to use SPSS for data preparation and analysis for specific analytics tasks such as clustering, decision tree analysis and neural network applications.

Required Course Materials:

1. Data Mining Concepts and Techniques, 3rd Edition, Han and Kamber, Morgan Kaufmann
2. Introduction to Data Mining, 1st or 2nd edition, Tan, Steinbach and Kumar, Pearson

Software used in the course

1. SPSS
2. R and R-Studio

Course Objective:

The students will be able to deepen their understanding and further their knowledge about the different aspects of Indian culture and heritage.

Course Outcomes:

CO1: Get an overview of India and her contribution to the world in the field of science and literature

CO2: Understand the foundational concepts of ancient Indian education system and practices associated with them

CO3: Learn the important concepts of Vedas, Bhagavad-Gita and Yoga sutras and their relevance to daily life

CO4: Familiarize themselves with the inspirational characters and anecdotes from the epics and Indian history

CO5: Gain a rational understanding of the underlying principles of Indian spirituality.

Contents:**Unit 1**

1. Relevance of Sri Rama and Sri Krishna in this Scientific Age
2. Lessons from the Epics of India
3. Ramayana & Mahabharata

Unit 2

4. Who is a Wise Man?
5. A Ruler's Dharma
6. The Story of King Shibi

Unit 3

7. Introduction to the Bhagavad Gita
8. Bhagavad Gita – Action without Desire

Unit 4

9. Role and Position of Women in India
10. The Awakening of Universal Motherhood

Unit 5

11. Patanjali's Ashtanga - Yoga System for Personality Refinement
12. Examples of Heroism and Patriotism in Modern India

TEXTBOOKS:

Common Resource Material II (in-house publication)

Sanatana Dharma - The Eternal Truth (A compilation of Amma's teachings on Indian Culture)

Semester 3**GM407CA****Strategic Management****4****Course Objective:**

Strategic Management deals with the organization, management, and strategic positioning of the firm to gain long-term competitive advantage. This course provides an integrated view of these challenges and shows how successful management requires a combination of insights drawn from economics, sociology, and psychology. In taking the point of view of an enterprise, the course considers a mix of well-established companies, not-for-profits, professional partnerships, family businesses, as well as new ventures.

The goal of this course is to help students understand and analyze how firms compete and sustain their competitive advantage.

The course focuses on tools and methods for making.

The course develops a set of analytical frameworks that enable you to explain performance differences among firms and that provide a structure for strategic decisions to enhance firms' future competitive positions.

The course will cover both strategy at the business unit level, introducing tools of industry analysis and competitive positioning, and at the corporate level, examining the economic logic for firms to diversify across businesses and for vertical integration decisions across stages of the industry value chain.

Overall, based on these concepts and analyses, the course will discuss how to develop and implement practices, policies, and systems that help organizations achieve and sustain a competitive advantage.

Course Outcomes:

By the end of this course, the students will develop your skills at:

- analyzing industry structure and environmental trends to assess industry potential
 - understanding how firms gain and sustain competitive advantage
- analyzing strategic business situations and formulating strategies
- understanding the ways to position a business strategically
- developing M&A and alliance strategies to access capabilities
 - selecting the best strategy for a company
 - providing quantitative support for recommendations
- implementing the strategy and organizing the firm for success.

By the end of this course:

- the students will be able to identify significant external and internal factors a firm must consider.
- describe how a firm fit into its industry, assess firm's strategy, and present alternatives and recommendations for increased performance.
- the students will develop the ability to concisely and persuasively present ideas as well as respond effectively to the ideas of others.
- by studying strategic management, the students will understand how decisions in one functional area have implications for others

GM408CA

International Business

4

Course Objectives:

To introduce students to the contemporary issues in International Business that illustrates the unique challenges faced by managers in the international business environment; understand the conceptual underpinnings of Multinational Enterprises (MNE's), the environment to which they operate, and the management challenges posed by the environment; to understand laws and institutions, and the regulatory environment governing international trade, to learn the basics of international financial management, in particular foreign exchange exposure, management to learn about the effect of cultural differences on the environment of international business; to understand the ethical and social responsibilities of MNE's.

Course Outcome

Students will be able to

CO1. analyze and solve problems related to strategy and international business issues for companies.

CO2. developed knowledge and ability to read, understand and use existing research in a framework of strategy development and international business activity.

CO3. discuss and present theory related to strategy in international business development and understand the publication processes.

Unit 1

Conceptual Underpinnings, Environment and Challenges

International business: Meaning, Significance, Process of evolution of international business and its development (brief only), Globalization and international business the ways they affect each other. Difference between international business and domestic business, Factors for growth in international business, Reasons for growth in International business. Types of international organizations. Collaborative arrangements –licensing, franchising, management contracts, turnkey operations, joint ventures, equality alliance, strategic alliance, multinational enterprise: impact of each type on domestic firms.

Unit 2

Modes of Operations in International Business and the Economic Environments facing businesses. Factors influencing the choice of a particular mode of International business. Various forms of contractual entry mode and challenges in choosing a particular mode. Importance of economic environments, Elements of the economic environment and its impact: Inflation, Unemployment, Income distribution, Gross Domestic Product, Gross National Income, Balance of Payments and Balance of Trade.

Unit 3

Laws, Regulation and Institutional Framework

Brief only: Global trading environment, Trade in commodities, Commodity agreements OPEC, Trade blocs, Bilateral and Multilateral Trade laws, GATT and WTO, UNCTAD, Regional Trading Agreements and NAFTA, ASEAN, TRIPS, TRIMS, National Regulation of International Business: Free Trade versus Trade protection, Forms of trade regulation, Regulation of FDI in India, Problems and prospects for Indian business.

Unit 4

Foreign Exchange Exposure and Foreign Trade

Meaning and an elementary understanding only. Foreign exchange, Foreign exchange market, Exchange rate, Traditional Foreign Exchange Instruments: Spot transactions, Forward transactions; Derivatives Options, Currency swaps, Futures contracts. Export and Import: Meaning, Merits and demerits, characteristics, types, strategic advantages to an economy. Export Documentation: Objectives, Letter of Credit, Draft, Bill of Lading, Additional Documents.

Unit 5

Cultural Environments facing business, Ethical and social Responsibilities of MNEs Nature of assumptions, Major causes of cultural difference and change, Behavioural factors influencing countries' business practices, Process of Cross-cultural adjustment, Impact of cultural differences on Communication, Negotiation & Decision Making, Management of Cultural Diversity and General cultural guidelines for companies that operate internationally. Concepts, Principles, Ethical issues: Sustainability, Global warming and Kyoto Protocol, Labour Issues.

TEXTBOOK:

Vyaptakesh Sharan, International Business Concept, Environment and Strategy, Pearson Education

REFERENCES:

1. Francis Cherunilam, International Business, Text and Cases, and Air International Business Environment, Himalaya Publishing Company
2. Rathod, Export Management
3. O S Srivastava – International Business, Kalyani Publishers

Course Objectives

The course is offered as part of the general course on Business Law, and provides an introduction to the central issues in managing national global business organizations. A

major objective of the course is to provide an understanding of the major factors influencing the business transactions, globalization of business transactions, including the organization of cross-border international business transactions, and the strategies of multinational corporations.

The course modules focuses on major areas of cross-border legal regimes:

A. International Law relating to goods & Services-Role of WTO and National Governments; International Competition Law, Internet Governance

B. International Transfers of Technology; the protection of Intellectual Property: copyright/Trademark/Trade Secrets & related IP Issues

C. Technology issues in IP relating to software, Internet and databases; methods of dispute resolution

D. Business laws of Contract Act, Licensing, Alternate dispute resolutions and competition law.

The course module will include lectures and various background materials, but will also feature case laws.

Text and Course Materials

Legal Aspects of Business

Author: Ravinder Kumar

Publisher: Cengage Learning India -

- ISBN: 978-81-315-1405-4 & 81-315-1405-6

CE301A

Education for Life - 3

1

Course Objective:

To give exposure to students about richness and beauty of the Indian way of life. To make students familiar with rich tapestry of Indian life culture, arts, Science and heritage which was historically drawn people from all over the world.

Course outcome:

CO1: Understanding of various attributes which make a man complete

CO2: Pay obedience to elders

CO3: Respect women

CO4: Valuing good even in enemies.

The course gives exposure to students about richness and beauty of Indian way of life. India is a country where history, culture, art, aesthetics, cuisine and nature exhibit more diversity than nearly anywhere else in the world. The course emphasizes making students familiar with the rich tapestry of Indian life, culture, arts, science and heritage which has historically drawn people from all over the world.

Courses offers

Message from Amma's Life for the Modern World

Amma's messages can be put to action in our life through pragmatism and attuning of our thought process in a positive and creative manner. Every single word Amma speaks and the guidance received in on matters which we consider as trivial are rich in content and touches the very inner being of our personality. Life gets enriched by Amma's guidance and She teaches us the art of exemplary life skills where we become witness to all the happenings around us still keeping the balance of the mind.

GM399A

Minor Project

6

Course Objectives:

- 1.To develop an innovative idea for product or services in form of a project report.
- 2.To understand importance and relevance of innovative idea, its feasibilities and detail descriptions.

Project/Practical work / Seminar

The students are required to develop an innovative idea for product or services and a project report to be prepared on that idea under the guidance of faculty member. Report will be prepared individually, and this report will consist of importance and relevance of innovative idea, its feasibilities and detail descriptions. The report will be evaluated by the faculty.

Course Outcome:

- CO1. Gain in depth knowledge on innovative idea for product or services in form of a project report.
- CO2. To apply innovative idea, its feasibilities and detail descriptions.

Semester 4

GM512CA

Entrepreneurship and Innovation

4

Course Description:

Whether you want to work for yourself (small medium enterprise) or you find yourself working in a large corporate enterprise (LCE) an entrepreneurial mind-set is highly valued. Entrepreneurs face high uncertainty, must be innovative, highly adaptive, and have an insight to create a business opportunity. Even large companies, when seeking growth, face an uncertain environment. Further, given today's context (mother earth in crisis), there is a need for innovative approaches that provide comprehensive solutions.

The course is intended to offer an opportunity for the students to understand the basics of entrepreneurship. Theoretical and practical angles are important part of class learning. The students would develop their own business plan, learn from failure of others (case studies) and understand the current theoretical basis. The students are encouraged to find a technical partner from an engineering/ science institute who is keen on bringing a technology to market with a goal of creating a sustainable business.

Course Content:

For investigating the basics of entrepreneurship, small business (SME) and the large corporation (LCE) settings would be considered. We will compare Eastern and Western approaches from theory and practice perspectives. The factors for success and that leading to high failure rate of entrepreneurs would be analysed. Students would apply the fundamentals to their own business idea. In addition to the text and journal articles (provides theoretical angle), the students would read two books (Lean Start up by Ries and Value Proposition Design).

Learning Objectives:

1. To understand the mindset, motivations, and goals that drive entrepreneurship
2. To develop an understanding for need of the hour: sustainable business models
3. To evaluate the nature of entrepreneurship in SME and LCE context
4. To develop an appreciation for strength, weaknesses and corresponding risk-mitigation strategies
5. To develop a comprehensive understanding for all aspects of a business plan

Text Book:

Entrepreneurship, Robert D Hisrich, Michael P Peters, Dean A. Shepherd (2011), 10th Edition
Publisher: McGraw-Hill ; ISBN No: [978-0078029196](#)

Course Objective:

In this course on Environmental Management and Sustainable Development, it is proposed to offer five specific areas of learning, as felt relevant to the management degree students.

The basic learning areas will be :

1. Sensitizing future managers on their role to play in environmental management and sustainable development
2. Understanding ecology and ecosystem, paucity of natural resources and resource management; causes of environmental damages as well as solutions
3. Understanding Environmental Management: Systems, Risk Analysis, Policy aspects
4. Key aspects of Sustainability and links to business context: positioning social innovation as a key tool to address these damages, ecologically and humanly
5. Identifying successful strategies for sustainable environmental management systems, social innovative projects, key concepts in social innovation development as well as develop their own projects

Course Outcome:

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

a. Knowledge base

- Understanding and appreciation of environmental issues and concerns at large;
- Learning the role of the three basic components of eco systems and environment and underlying causes of their degradation.
- Understanding the policy situation and the existing environmental conventions/laws
- Understanding strategies, initiatives and functions at micro, macro and global level.

b. Attitude:

- To build proactive, analytical and professional initiatives towards developing management policies and practices through sensitization of needs and requirements of individuals and organizations for sustainable development

c. Skill sets

- Development of skills of utilization of analytical tools for environmental planning; and
Development of sustainable planning for sustainable development of environment, economy and firms.

d. Habit

-Finally, we wish that you form a Habit of living responsibly in this challenging era, and spread the message of Ecology, Equity and Economy. As future business managers, you have a huge potential to leave behind a very positive footprint.

At the end of the course, the students are expected to have acquired knowledge base and skill sets to successfully propose and defend a sustainable, social innovative business model as part of the mandatory course project.

Course Description: This course is concerned with the basic econometric tools that are indispensable for analysing cross section and time series data in economics, business, finance and international finance. It deals with theoretical concepts and empirical applications. It offers students hands-on experience in problem-solving.

Required Course Materials:

- Environmental Management, N. K. Ruberoid, Second Edition, Excel Books, 2003.
- Environmental Management and Development, C. J. Barrow, Routledge, 2005.
- Effective Environmental Management: Principles and Case Studies, Rory Sullivan and Hugh Wyndham, Allen & Unwin, 2001.
- Down to Earth, Environmental and Science Fortnightly.
- Kerr, John M., Dinesh K. Marathi, Kata Singh, C. Ramsey, William R. Bentley (Ed.) (1997), Natural Resource Economic: Theory and Application in India, Oxford and IBH Publishing Company Ltd., New Delhi.
- Marathi Dinesh (Ed.) (2002), Institutionalizing Common Pool Resources, Concept Publishing Company, New Delhi.
- Maranda, Anil and Julie Richardson (1997), Environmental Economics, Earth scan Publications, London.
- Hardwick, John M., and Nancy D. Lowlier (1998), The Economics of Natural Resource Use, Addison-Wesley Educational Publications, Inc.

CE401A

Education for Life – 4

1

Course Objective:

To give exposure to students about richness and beauty of the Indian way of life. To make students familiar with rich tapestry of Indian life culture, arts, Science and heritage which was historically drawn people from all over the world.

Course Outcomes:

The course will aim at:

CO1: Understanding the impact of itihahas on Indian civilization with reference to Mahabharata

CO2: Enabling students to appreciate the relevance of Mahabharata and Bhagavad-Gita in the modern world.

CO3: Understanding the four goals of life (Purusharthas) as presented in the Mahabharata

CO4: Assimilating the positive qualities of the characters depicted in the itihasa

CO5: Analysis of the critical events and turning points in the Mahabharata with emphasis on the underlying values and principles

GM499A

Major Project

10

Course Objective:

A project is a mode of experiential learning, carried out at the culmination of the program. It gives the students an opportunity to apply what they have learnt about how to make data-driven decisions to a real business challenge faced by various companies. The students will have to choose a reputed organization and study a specific business problem associated with it. The specific role that the student will be playing in the organization and the scope of their work in the company will have to be finalized in consultation with the corporate mentor and with the approval of the academic mentor. The students are required to submit a final report in the specific format detailing their learning in the organization in addition to apprising their academic mentor of the weekly progress.

Course Outcome

On having completed this course student should be able to:

CLO1 Develop the ability to design an analytics research project.

CLO2 Articulate a business problem based on the theoretical and practical understanding acquired from various courses.

CLO3 Devise a methodological framework using the conceptual and practical knowledge gained through the courses to decipher effective solutions.

CLO4 Appraise the business problem using appropriate analytical techniques using tools namely IBM SPSS, R Programming, Python, Tableau, Cognos, QlikView and IBM Watson to arrive at feasible solutions.

CLO5 Report the findings and solutions of the project verbally and in writing.

Text Books and Reference Books:

The students are required to identify an organization and the topic/problem for study during their fourth trimester in consultation with their corporate mentor approved by the academic mentor. Students are required to undergo a minimum period of 6 weeks of study.

Electives

Stream 1 - Marketing

| | | |
|----------------|--------------------------|----------|
| MM402EA | Digital Marketing | 4 |
|----------------|--------------------------|----------|

Course Objectives:

Digital Marketing through a comprehensive and modular set of learning content and interesting videos, simulated based exercises on the learning platform.

Course Outcome:

Digital marketing is now a critical part of a company's marketing plan. By attending this course on digital marketing, the participants will be:

- Able to design and implement digital marketing plans for their own business or company brands.
- Able to seek employment opportunities within digital marketing agencies or digital marketing departments of companies.
- Those already working with traditional media marketing can
 - Gain an understanding of digital marketing so that they can bring in cross channel integration.
 - Use this course as a starting point to move to digital marketing roles or start a digital marketing group if the company currently does not have one.
- Able to gain a marketing view point of digital marketing, if they currently have only a technical understanding.

| | | |
|----------------|---------------------------------|----------|
| MM401EA | Marketing Communications | 4 |
|----------------|---------------------------------|----------|

Course Outcomes:

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

1. Outline the nature of marketing communication (MC) and describe its environment
2. Demonstrate a comprehensive understanding of marketing communication theories and concepts
3. Evaluate creative strategies within the framework of marketing objectives and strategies
4. Understand the effectiveness and ethics of brand communication tools used by marketers to inform the consumers
5. Prepare an marketing communication plan.

Course Details:

UNIT 1

Overview of the advertising industry: The world of advertising and integrated brand promotion.

The advertising business. Components of the advertising industry. MC perspectives. Types of agencies, Integrated structure. Compensation. Desired response. Target audience. Globalisation and impact on marketing communication. Ethics in the global advertising scenario.

UNIT 2

The Audience: Identifying target segments. Demographic, geographic, psychographic, values and lifestyles. Usage patterns and loyalty.

The Consumer: To understand the psychology behind consumer purchases and the process of buying decisions. The consumer learning process. Consumer behaviour. Motivations, perception and influences. The consumer decision making process. The Consumer buying process.

UNIT 3

An introduction to e-marketing basics and the tools for e-marketing: Viral marketing/ Buzz marketing. Old media vs. digital media. Interactive media. Social media and mobile marketing. Digital Advertising in the MC mix. Principles of Internet marketing. Advertising, branding and communication on the Internet. Internet advertising formats, types and online tools. Measuring effectiveness -Consumer motivations for using internet advertising. Online Advertising effectiveness. Eye-tracking studies. Web advertising metrics. Research on affiliation, frequency, reach and stickiness. Creating digital advertisements.

UNIT 4

Steps in creating the MC Campaign: Situation Analysis. Market, audience and competition. Setting Objectives, communication vs. marketing objectives. Budgeting for MC. Creative brief Explain the role of creative brief and its effect on the artistic expression in an ad or commercial. Creative Strategy. Visualization. Purpose. Visualization. Purpose. Creating Print Ads. Use of Visuals. Creative pyramid and format elements Creative Execution: To understand and execute print advertisement layouts employing the principles of design. Formats: Copywriting: Headlines and Subheads. Body Copy To learn to write radio and television scripts and develop a television storyboard. Campaign continuity. Evaluation: Advertising effectiveness. Copy testing Project: Creative campaign for a brand including print, television and web.

UNIT 5

Media Strategy: Media objectives. Competitor analysis. Target audience analysis. Media habits. Media selection rationale. Media strategy and Ad spends.

General procedures in media planning. Principles for selecting media vehicles. Media options and media vehicles. Media execution: Integrating media. Scheduling and

appropriate media mix. Basic measurements: Nielsen television rating, Arbitron radio ratings, Audience measurement. GRP. Gross impression. Coverage, circulation, reach, frequency, OTS. NRS, IRS, TGI, TRPs. Duplication. Multiple media and combined reach. Business aspects of costs. Sample media plan presentation.

Reading Materials:

1. Altstiel, T. & Grow, J. (2006). Advertising Strategy. California: Sage.
2. Clow, K.E & Baack, D. (2003). Integrated Advertising, Promotion and Marketing Communications, New Delhi: Prentice Hall.
3. Duncan, T. (2002). Principles of Advertising and IMC. New Delhi: Tata McGraw Hill.
4. Hackley, Chris: Advertising & Promotion Communicating Brands, London, Sage Publications, 2005.
5. Mooij, de, M (2005). Global Marketing & Advertising. UK: Sage.
6. Odih, P. (2007). Advertising in Modern & Post Modern Times, London: Sage.
7. Ogilvy, D. (1985). Ogilvy on Advertising. New York: Vintage Books.
8. Shah, K. & D'Souza. (2009). Advertising & Promotions – An IMC Perspective, New Delhi: Tata McGraw Hill.
9. Semenik, Chris, O'Guin and Kaufmann. (2012). Advertising & Promotions: An integrated branded approach. 6th edition. New Delhi: Cengage Learning.
10. Sissors, J. Z. and Baran, R.B . (2010). Advertising Media Planning. 7th edition. New Delhi: Tata McGraw -Hill.

MM403EA

Sales and Distribution Management

4

Course Description:

The success of any business depends greatly on effective and efficient Sales management. Distribution management, in most industry verticals, is an important sub-set of the sales function.

Learning Outcomes of the course:

- Provide a firm foundation for understanding all concepts of sales and channel management

- To understand the human resource aspects of sales management as the sales manager has to get work out of sales teams and channel partners in order to serve and retain long-term customers.
- To get a practical orientation of sales management and channel management to help participants apply the concepts in their working environment.
- To understand the skills required to effectively manage a distribution channel system
- Understand the practical realities of setting up, developing, operating and evaluating a sales organization and channel network

The course will help the students to:

- Develop the ability to handle sales and channel management responsibilities
- Understand choices available in the selling process of products or services and how to select the best alternatives including the right channels
- Build and nourish sales teams and marketing channels
- Understand any limitations under which sales people operate
- Develop a pragmatic approach for selection, growth and evaluation of channel partners

Reference books:

1. Sales Management: Decisions, Strategies and Cases by E W Cundiff, R Still & N A P Govoni – Prentice Hall of India Pvt Ltd
2. Marketing Channels by A T Coughlan, E Anderson, L W Stern & A I El- Ansary - Pearson Education
3. Marketing Channels – a management perspective by Bert Rosenbloom, The Dryden Press

Stream 2 - Finance

FI501EA

ADVANCED FINANCIAL MANAGEMENT

4

Course Objective:

In our present day economy, finance is defined as the life blood of any business. Finance has been rightly termed as the universal lubricant that keeps every enterprise dynamic. The course will enable the student to manage finance, which is an important resource of any business. Thus the relevance of the course in the curriculum.

Course Outcomes

- CO1 Understand the meaning, scope and objectives of financial management
CO2 Estimation of working capital requirements

CO3 Understand the role and importance of capital budgeting decisions and techniques
CO4 Knowledge on theories of capitalisation
CO5 Understand the significance of cost of capital

Unit 1

Scope of financial management, relationship of finance function with other business functions, objectives of Financial Management—Profit Maximisation v/s Wealth Maximisation. Financial Plan, Characteristics of a good financial plan, steps in financial planning, limitations of a financial plan, Financial Institutions.

Unit 2

Working Capital Management

Meaning of Working Capital, gross working capital, net working capital, Permanent working capital, temporary working capital, importance of working capital, factors that determine working capital, working capital cycle, determination of projected Current Assets and Current Liabilities, determination of working capital requirements using working capital cycle, projected Current Assets and Current Liabilities and also using budgeted cash flows. Management of cash using cash budgets, receivables management, factoring, forfaiting, strategies for managing surplus funds.

Problems only on: Determination of working capital requirements using working capital cycle, projected Current Assets and Current Liabilities and also using budgeted cash flows. Problems on preparing Cash Budgets and Factoring

Unit 3

Risk and Leverage analysis and Capitalization.

Risk: Business risk, Financial risk, risk and return, components of financial risk.

Leverages and Capitalisation Meaning of leverage, applications of leverages, operating leverage, Financial leverage, Combined leverage, the concept of a firm being financially favourably leveraged, trading on equity, ideal combination for combined leverage.

Relationship between Sales and EBIT using Degree of operating leverage (DOL), relationship between Sales and EBT/EPS using Degree of combined leverage(DCL). The concepts of Over capitalization and under capitalization.

Problems only on: Computing ROCE, DOL, DFL, DCL and their related applications.

Unit 4

Time Value of money and Capital budgeting.

Time Value of Money: Meaning, Time preference of Money, concept of Present Value, application of present value concept, finding out present value interest factors (PVIF) and Present Value Interest Factor Annuity (PVIFA), concept of discounting using PVIF and PVIFA.

Capital Budgeting: Meaning, importance, capital budgeting process, types of capital investment decisions, main project evaluation techniques. Simple payback method, discounted payback method, Accounting or Average rate of Return(ARR), Net Present Value Method(NPV), desirability factor or profitability index method, Internal rate of return method(IRR), the superiority of NPV over other methods, Capital rationing and social cost benefit analysis.

Problems only on: Simple payback method, discounted payback method, Accounting or Average rate of Return(ARR), Net Present Value Method(NPV), desirability factor or profitability index method, Internal rate of return method(IRR), capital rationing.

Unit 5

Cost of Capital and Capital structure Theories

Cost of Capital: Meaning, Cost of Debt, Preference Share capital, Equity share capital, retained earnings or reserves. Weighted average cost of capital (WACC) using book values and market values as weights, importance of WACC and marginal cost of capital. Financial break-even point.

Capital structure theories:

Meaning of capital structure, optimal capital structure, major considerations in capital structure planning, Capital structure theories, assumptions in capital structure theories, net income approach, net operating income approach, The traditional theory, Modigliani and Miller approach, the concept of arbitrage in Modigliani and Miller approach. Financing decision Equity vs. Debt and its effect on EPS maximization. EBIT EPS indifference point between different capital structure alternatives. Financial breakeven point.

Problems only on:

Calculation of cost of different components of capital and WACC, all capital structure theories, finding out EBIT EPS indifference points for different capital structures, finding out effect of capital structure on EPS and related applications.

TEXTBOOKS:

1. Prasanna Chandra – Financial Management, TMH
2. I. M. Pandey – Financial Management, Vikas Publishing

FI502EA

FINANCIAL MODELLING

4

Course Description:

In the era of Big data analytics and artificial intelligence, management accountants are would certainly require the data analytics skills which will enable them to take informed decisions. Currently data are available in huge quantities and it is very complex. Mining useful information from the huge data piles are the order of the day. Financial modelling would aid decision makers and users of financial information, the skills and tools required to extract useful information. This course gives Excel and Visual Basic (VBA) tools and techniques to model financial data and help take better informed decisions.

Course Objectives:

This course aims at introducing financial modeling to the students and also give a working knowledge on the financial modeling tools in Excel and VBA. The financial models include models used for corporate valuation, financial asset pricing and financial VBA tools.

Course Outcome:

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

CO1: Recall the concepts of financial models and model making process

CO2: Prepare documents for the development of financial model
CO3: Add visual enhancements to the created models
CO4: Create Excel models for financial decisions with excel formulae
CO5: Create VBA Programmes for financial models
CO6: Create models for capital budgeting techniques
CO7: Create Excel models for corporate valuation
CO8: Create portfolios to optimize return
CO9: Create excel models for valuing options and futures
CO10: Create a model to forecast ETFs based on S&P 500 index

Unit 1-

Introduction to Financial models

Level of Knowledge – Conceptual and Problem solving

Models – financial models – model requirements and defining a task list – structuring financial models – financial modelling standards – Model review – errors in financial models - Error detection – Tests and analysis tools for error detection – Control calculations – sensitivity analysis – scenario analysis.

Unit 2-

Development of Financial models

Level of Knowledge – Problem solving.

Developing a financial model – define task list and identifying key tasks – visualizing abstract relations – structuring and documenting a financial model – Key combinations and sequences in Excel – Creating a proto type – formula sheet – add-ins – usage conditional formatting in models – Providing messages – Importing internal and external data – Goal seek – solver- Testing the performance of a financial model – Formula auditing

Unit 3-

Modelling with Excel

Macros

Level of Knowledge – Problem solving

Preparing excel for macros – Macro recorder – programming with VBA – variables and data types – conventions for variable names – declaring a variable – Programming with cells and ranges – Loops – Reading data with input box – data output with MsgBox – creating own

Unit 4-

Corporate Valuation Models

Level of Knowledge – Problem solving

Dynamic investment appraisal methods -Models for NPV, IRR and Annuity method in Excel – Company valuation using DCF models – WACC approach – APV approach- Equity approach – sensitivity analysis – scenario analysis – Corporate valuation using market capitalization and book value – valuation process with Trading multiples - valuation process with transaction multiples – football field graph – project valuation models

Unit 5-

Portfolio management and derivatives valuation models

Level of Knowledge – Problem solving

Active and passive portfolio management – solving optimization problems using Excel solver – matrix operations – absolute and relative optimization – quadratic optimization - constrained regression - Linear optimization – Option pricing – models for determining option price – four basic option strategies – long call, short call, long put and short put – Future contracts – pricing of future contracts – index futures – interest rate futures – currency futures – commodity futures

Financial modelling project (Skill development): Build a linear regression model to predict the movement of an S&P 500 ETF. You may use international indices along with other variables to build a model to predict the movement of any S&P 500 ETF and evaluate the forecasting accuracy through forecast evaluation table and graph. Use Modelling software (Excel/ Views / Gretel) for the project.

Textbooks and Reference Books:

Häcker, Joachim & Ernst, Dietmar (2019), Financial Modelling: An Introductory Guide to Excel and VBA Applications in Finance, Palgrave McMillan publishers

Essential Reading / Recommended Reading

Fairhurst, Danielle (2019). Using Excel for Business and Financial Modelling: A Practical Guide, Wiley Publishers

FI509EA

Investment Analysis and Portfolio Management

4

Course Description

This course is an introduction to quantitative equity portfolio management as practiced by investment management firms for managing low frequency equity strategies. These strategies are typically used to manage multi-billion dollar institutional and retail equity funds.

The course covers several strategies that are used by quantitative investment management practitioners. It makes use of a software called Alphabeta to elucidate these concepts. The students will imbibe these methods through hands-on application of the software. Some of the strategies we cover include behavioral finance (momentum), valuation, pairs trading and accruals.

We will apply statistical analysis to elucidate methods used by practitioners in the field. A basic knowledge of financial statements and statistics is required for the course.

Course Objectives

The goal of the course is to impart an understanding of how quantitative equity portfolios are managed in practice.

The student will have a grasp of the following concepts used in quantitative equity investment management:

- Stock selection
- Portfolio Construction
- Risk management
- Portfolio rebalancing and attribution

The course objectives support the program level learning goal of “CRITICAL AND INTEGRATIVE THINKING”.

Learning Outcomes:

After the course, the students will be able to demonstrate the highest levels of involvement in terms of efforts, quality of work and conduct. The students should understand and critique the financial statements of any firm.

Textbooks

1. Equity Management: The art and science of modern quantitative investing, 2nd edition – Bruce I. Jacobs, Kenneth N. Levy, McGraw Hill, 2017.
2. Quantitative Momentum: A Practitioner’s guide to building a momentum based stock selection system – Wesley R. Gray, Jack R. Vogel, John Wiley and Sons Inc., 2016.
3. Quantitative Value: A Practitioner’s guide to automating intelligent investment and eliminating behavioral– Wesley R. Gray, Tobias E. Carlisle, John Wiley and Sons Inc., 2013

Stream 3 – Human Resources

| | | |
|----------------|---|----------|
| HR632EA | Recruitment and Retention Management | 4 |
|----------------|---|----------|

Course Objective:

1. To understand the basic of recruitment and employee engagement
2. Understand the strategic importance to the business
3. Role of HR, Line Managers and other key stakeholders
4. Importance of process, policies and supporting infrastructure on the same.

Course Outcomes:

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

- Articulate the key aspects of recruitment and employee engagement
- Display a basic understanding of the process
- The roles played by key stakeholders
- The importance to the organisation

- The various techniques used and the basic theories supporting the same
- Have a conceptual understanding of performing key tasks in recruitment and employee engagement such as
- Choosing the right channel and the right source of recruitment
- Effective interviewing skill
- Articulation of how a manager can effectively engage people
- Impact on key business results

Course Description

This course is split into two parts namely Recruitment and Employee engagement. The recruitment sections give a strategic overview of the function, its relevance in organisation, the sourcing, selecting and fulfilment process, interviewing skills and the application of these in practical scenarios. The employee engagement section provides an overview of how employee engagement is practiced in the organisation through various theories, how HR plays a key role in this using Dave Ulrich's Roles of HR as a base framework, career and career development conversations in organisations and how engagement is a 24/7/365 job for managers.

Textbook and Course Materials:

1. Hiring and Keeping the Best – A HBR publication
2. Employee engagement: The key to realizing competitive advantage – A monograph by, Richard s. wellins, ph.d., senior vice president of global marketing, and new business development paul bernthal, ph.d.,, manager of center for applied behavioural research mark phelps, senior consultant development dimensions' international

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|----------------|-------------------------------|----------|
| HR628EA | Performance Management | 4 |
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Course Objective:

Recent research shows that in 98% of the cases, an “Employee Joins an Organisation & Leaves a Manager” & in the Top reasons why the employee leaves the Manager is – Lack of Recognition for the work Done, Lack of Career Development & Job Satisfaction. This is where Organisations have started giving lot of importance for the “Performance Management System (PMS)”- which not only cares for the above mentioned factors, but many more. Performance Management means creating both competence and growth for employees. Effective performance management incorporates a series of on-going assessments, processes and activities that encourage growth and measure progress in attaining objectives.

Through PMS, Managers have a very important tool to manage employees, their development, career aspirations & their expectations.

One of the greatest challenges facing companies today is retaining top talent. “PMS” can support the Organisation to not only identify the “Stars”, but also look @ employees who really need to be Developed.

This course helps the students:

- To understand turnover intentions and will show them how they can assist organisations to gain a competitive advantage through being able to keep their most valued employees Motivated & Loyal- using the tool of “Performance Management System”.
- It also is aimed to examine the importance of an effective performance management system in helping organizations define and achieve short and long term goals.
- It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.
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Course Outcomes:

At the conclusion of this course, the students should be able to:

1. Understand the Theory, Concept & Good practices in the area of PMS. Also understand & appreciate the ‘Strategic Importance’ of PMS in any Organisation.
2. Design an organization’s performance management process that is compliant with law and supports organizational mission and strategy.
3. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
4. Employ job-related performance standards and performance indicators that reflect the employee’s range of responsibilities.
5. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
6. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

RECOMMENDED BOOKS:

Performance Management System- by RK Sahu.

Course Objective:

This course intends to make students aware of the various actors as part of the industrial relations (which also includes the influence of the state, ILO and so on) and understand the labor laws, issues and implications.

Course Outcomes:

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

1. Students will be aware of the various actors as part of the industrial relations (which also includes the influence of the state, ILO and so on) and understand the labor laws, issues and implications.
2. After understanding industrial relation issues, labor laws can generate alternative decision making.

Course Description:

Industrial relations have been an area which has attracted researchers, industry leaders, HR managers and so on. While we talk of IR another important facet that surfaces are labor laws that managers come across as and when they deal with the IR issues. This course in Industrial relation and Labor laws aims to provide understanding of industrial relation problems, labor laws and a framework for analysis of such problems. When one works in an industry understanding trade unions, collective bargaining and industrial conflict becomes inevitable. The course focuses on the managerial perspectives needed to understand industrial relation issues, labor laws and generate alternative decision making.

Course TextBook:

1. Ghosh, Pandan, S, Industrial relations and Labour Laws, Mc Graw Hill, 2015.

Stream 4 – Operations

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| OM404EA | Manufacturing Control and Planning | 4 |
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Course Description:

This is an Operations Management elective course. Participants intending to specialize in the areas of operations & supply chain management, enterprise resource planning and related information systems would find this course useful. The course would help participants equip themselves with skills that would help them build a career in the areas of, manufacturing supply chain management, information systems development & implementation and operations consulting.

In today's market place, firms must have Manufacturing Planning and Control (MPC) systems with ability to determine, transmit, revise, and coordinate requirements throughout a global supply chain system. Changing customer requirements and shifting consumer preferences makes this an extraordinarily dynamic task.

The industry had witnessed rapid deployment of ERP systems for at least two decades to respond to the needs of coordination and communication. These ERP systems were based on the Material Requirement Planning (MRP) logic and factory integration that MRP systems already had in place. Nevertheless, they often displaced the existing Manufacturing Planning and Control (MPC) systems or were implemented alongside of them. The result is that MPC systems are now imbedded in ERP systems. However, over time, ERP systems took the shape of mere transactional systems.

COURSE OBJECTIVE AND CONTENT

In today's globalized, competitive and fast-paced world of manufacturing, every aspect of a company's operation must be highly responsive to changing customers' needs and preferences.

In this course the participants learn how to select, analyze, design, and implement manufacturing planning and control systems that help companies synchronize production with actual demand and process capabilities.

The focus is on the scope of manufacturing planning and control not only from an internal-firm perspective, but also to a broader consideration of the total supply chain.

The specific topics that would be covered are manufacturing planning and control (MPC) systems, demand management (DM), sales and operations planning (S&OP), manufacturing and enterprise resources planning (MRP, MRPII, & ERP), just-in-time (JIT) manufacturing, distribution requirements planning (DRP), capacity planning (CP), production activity control (PAC), master production scheduling (MPS), integrating and implementing MPC systems and modern digital technology. These topics relate to several areas of decision-making in operations management, viz., supply chain inventory management, master planning, capacity requirements planning, shop-floor execution and control, and installation of systems and technologies.

LEARNING OUTCOMES

Upon successful completion of this course, participants will be able to:

- Appreciate the holistic approach to manufacturing planning and control problems by understanding interdependencies among business functions
- Gain reasonable insights into manufacturing planning and control processes, viz., Demand Management, S&OP, MPS, MRP, DRP, Inventory management and Capacity planning and Scheduling.
- Design, implement, and execute various inter-related MPC functions for a manufacturing firm
- Apply MPC functions as per the context of various business contexts, viz., MTS, ATO and MTO/ETO
- Appreciate the MPC framework in the larger context of extended supply chains
- Apply JIT and TOC principles in production

TextBook:

F.R. Jacobs, W.L. Berry, D.C. Whybark, and Vollmann, T.E., Manufacturing Planning and Control for Supply Chain Management, Sixth Edition, Tata McGraw- Hill, New Delhi, 2011. (VBWJ)

Course objective:

To introduce students to the various concepts of quality, quality management tools and quality measuring process.

Course Outcomes

CO1 Explain the different meanings of the quality concept and its influence.

CO2 Describe, distinguish and use the several techniques and quality management tools.

CO3 Explain the regulation and the phases of a quality system certification process.

CO4 Identify the elements that are part of the quality measuring process in the industry.

CO5 Predict the errors in the measuring process, distinguishing its nature and the root causes.

UNIT - 1: INTRODUCTION

Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

UNIT - 2: TQM PRINCIPLES

Customer satisfaction - Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement - Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juan Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership - Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy, Performance Measure.

UNIT - 3: STATISTICAL PROCESS CONTROL (SPC)

The seven tools of quality, Statistical Fundamentals - Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigmas', New seven Management tools.

UNIT - 4: TQM TOOLS

Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs, FMEA - Stages of FMEA.

UNIT - 5: QUALITY SYSTEMS

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Requirements and Benefits.

TEXT BOOKS

Dale H. Besterfield, et al., Total Quality Management, Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.

OM506EA

Supply Chain Management

4

Course Description:

- Supply chain management is unique and, to some degree, represents a paradox because it is concerned with one of the oldest and also the most newly discovered activities of business.
- It is only over the last few years that firms have started focusing on supply chain management as a source of competitive advantage. Supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.
- In this course we will view the supply chain from the point of view of a general manager.
- The course is designed for participants who would like to pursue a career in supply chain management directly as a supply chain manager in business firms or in development and / or implementation of ERP / Supply Chain Software.
- It is also desirable knowledge for persons in or aspiring to be in senior management positions of firms in the Automotive, Apparel, Retail, Food, E-business, Books or any other industries that are heavily dependent on the success of their supply chains.

Course Outcomes:

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

- Gain reasonable insights into supply chain strategy and design
- Perform planning activities across a supply chain
- Use various supply chain frameworks
- Appreciate recent trends and their implications on modern supply chains
- Analyse supply chain risks

Required Text Book:

Supply Chain Management Strategy, Planning and Operation by Sunil Chopra, Peter Meindl, and D. V. Kalra published by Pearson Prentice Hall, latest edition.

Stream 5: General

HR502EA

LEADERSHIP MANAGEMENT

4

Objectives:

To enable the students to understand the dynamics involved in effective decision making: to familiarize the student with the managerial roles/functions/styles, the importance of effective interpersonal communication, and the group dynamics at work: to enable the student to understand the importance of power and politics, to minimize and manage conflict, and to participate in and achieve organizational development.

Course outcomes: Students will be able to

CO1. Develop critical thinking skills.

CO2. Develop an understanding of change processes and be able to think critically about obstacles to change.

CO3. Become good leaders and be able to use a process for decision making.

CO4. To determine which research method/s best answer/s their research question

Unit 1

Managerial Roles, Functions and Styles

Leadership – Definition – Concept - Characteristics of Leadership - Factors governing good leadership – Leadership Approaches - Foundations of leadership Economic foundations, Psychological foundations and Sociological foundations. Developing Leadership Vision- Leadership in Managerial roles, Activities, Functions Styles - Skills and Managerial effectiveness - Types of Leadership styles – Theories of Leadership - Leadership and Creativity – Leadership and Motivation – Attributes of a Good Leader

Unit 2

Leadership in Organization

Charismatic Leadership, Transactional Leadership, Transformational Leadership - Authentic Leadership – Trust and Ethics in leadership - Contemporary leadership roles – Mentoring, Self-leadership, Effective Leadership Communication - Online leadership; Finding and creating effective leaders.

Unit 3

Leadership and Power

Leadership and Power - Power – definition - The distinction between power, authority and influence, The classifications of power, Contingency approaches to power, Political implications of power, Leadership vs Power - Bases of power - Tactics – Organizational Politics. Conflict Management - Sources of conflict in organization – Prevention of Conflicts

Unit 4

Leadership and Organization

Organizational Structure - Organizational designs – organizational development - Employees behaviour – Global implications - Organizational culture – Types – Ethics in organizational culture.

Unit 5

Case studies with top leaders like Rata Tata, Narayana Murthy, Laxmi Mittal etc.

TEXT BOOKS:

1. Understanding Organisational Behaviour, Udai Pareek, Oxford University Press.
2. Organisational Behaviour, Robbins and Judge, Prentice Hall, India.

HR503EA

MANAGEMENT CONSULTING

4

Course Description:

This course is designed to allow students the opportunity to apply the principles and techniques taught in the business school curriculum to real business problems faced by real organizations (client organizations).

The course is relevant to those

- 1) who are specifically interested in consulting careers and / or
- 2) whose current or future jobs involve staff consulting or line management using consultants.

In addition, this course utilizes the case study approach in management. The course uses a set of cases as a means of examining both the roles of the consultant and consulting firm. The cases will be used to explore the concepts presented in the course.

Course Objectives:

To accomplish the course objective, teams of students will spend the entire trimester working on a business challenge and/or opportunity presented by the instructor. Students will interact with their client company as part of a professional management consulting team. This process will allow each team to apply specific technical and/or functional expertise in a real business situation while concurrently developing competence in critical consultative skills including interpersonal communications, team dynamics, problem solving and giving & receiving advice.

This unique consulting course begins with a review of the various stages and processes involved in the completion of a management-consulting project. Throughout the semester we will discuss the different aspects of consulting in general terms and focus on required skills and expertise needed to produce high-quality project deliverables. The classroom sessions will serve as group problem-solving discussions where each team will review their progress, dilemmas, accomplishments and obstacles with the class.

Management consulting can be defined as the process of helping companies accomplish organizational transformation and improvement. This course deals with management

consulting and the management consulting industry. The course provides the opportunity for students to learn about the competencies of the major consulting firms and about influential management consultants.

The course is designed to develop influential and ethical business leaders. In this course, students will enhance their knowledge and understanding of consulting, as a future business leader, how to effectively be a consultant. Through class discussion, client interviews, informal study groups, and formal group projects (written and oral) the students will enhance their communication and collaboration skills. The students will learn how high quality, credible consulting enhances the ability of managers to lead their organizations effectively and with integrity.

Course Learning Outcomes:

Upon completion of this class, students will be able to:

1. identify and describe the major management consulting firms,
2. identify the top management consultants,
3. understand the most influential consulting frameworks, and
4. understand strategic and cultural organization change.
5. Students will also understand how to work within a consulting firm, and will learn how to offer insights on a multi-stage management consulting project.
6. Students will also gain insight into pursuing a consulting career.

Required Text and Additional Readings:

The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm, Edited by Ethan M. Rasiel and Paul N. Friga, McGraw-Hill, 2001. ISBN: 0071374299.

What's the Big Idea: Creating and Capitalizing on the Best Management Thinking by Thomas Davenport and Laurence Prusak. Harvard Business School Publishing, 2003.

The Advice Business: Essential Tools and Models for Management Consulting, By Fombrun and Nevins, Pearson Prentice-Hall, ISBN# 0-13-030373-9

Course Description:

Intellectual Property Rights (IPR) are essential for any company to protect its intellectual ideas from theft and imitation without consent. It is essential for employees, managers, and leaders at various levels in an organization to understanding IPR and ensure the employees

are informed and plan towards any situation which leads to IPR violation. More important the knowledge about IPR provides the employees to make the right decisions and choices for their organisation.

The IPR course provides thorough understanding of the competitive and strategic advantages that can be utilized by companies.

The IPR course also includes a variety of cases within India and Globally which helps the learners can gain complete knowledge about the various perspectives IPR from various facets and fields.

This course is a fundamental course in IPR. It can benefit executives, professionals, managers, researchers.

Course Learning Outcomes:

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

- Describe Intellectual Properties and their classification, and analyse their features
- Analyse the significance of Intellectual Property in strategic pursuits of an organisation
- Calculate the quantifiable value of Intellectual Properties, based on certain financial details of an organisation
- Examine the socio-economic and legal impact of the Intellectual Properties against the motive of the corporates
- Develop a perspective on the sustainability of providing protection to Intellectual Properties in the light of public policy and outlook of opposition.

Course Details:

Unit 1: Overview of IPR:

- Introduction
- Historical reference
- International Perspective
- World Intellectual Property Organization

Unit 2: Categories of IPR:

- Categorization, characteristic and differentiation of major Intellectual Properties: Patent
- Trademark
- Copyright
- Geographical Indications

Unit 3: Strategies of IPR:

- Intellectual Property as a strategic tool
- Intellectual Property as an asset

- Evaluation of Intellectual Property

Unit 4: Social Aspects of IPR:

- Social Dimensions of Intellectual Property: Civil Societies and Public Policy
- Objections, Limitations and Exceptions to Intellectual Property Rights

Unit 5: Case Studies of IPR:

Text Book:

1. Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited.
2. Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning Private Limited.
3. Ahuja, V K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis.