



ims noida

INSTITUTE OF MANAGEMENT STUDIES
(Approved by AICTE, Ministry of HRD, Govt of India)
GRADE 'A' INSTITUTE BY UGC-NAAC

PROPOSED CURRICULUM

For PGDM

At IMS NOIDA

Proposed Curriculum of PGDM

All the courses mentioned below has been taught in reputed business schools like: Four School of Management, XLRI, IIMs, University of London, Harvard Business School, Singapore management University, Kellogg School of Management, Northwestern University, California State University Fresno , Columbia Business School, Wheaton and many more

CORE COURSES

Trimester I

S.No.	Core Course	Teaching Plan			Hours
		L (20%)	T (40%)	P (40%)	
1.	Behavioural Science				30
2.	Managing Marketing in Business				30
3.	Financial Accounting & Decision Making				30
4.	Conducting Business Research				15
5.	Elements of Business Economics				30
6.	Entrepreneurship- From Idea to Action				30
7.	Global Business Environment Analysis				30
8.	Principles and Practices of Management				30
9	Foreign Language I				30
10.	Contemporary Issues in Management				

Note: L= Lecture T= Tutorial P=Practical

Student will choose one foreign language from Chinese, Japanese, Spanish, French, and German)

Trimester – II

S.No.	Core Course	Teaching Plan			Hours
		L (20%)	T (40%)	P (40%)	
1.	Top Management Process				30
2.	Dynamic Marketing Strategy				30
3.	Operation Research				30
4.	Strategic Management				30
5.	Statistical Methods for Management Decisions				30
6.	Corporate Finance				30
7.	Innovation Strategy for Business				30
8.	Business Legislation for				30

	Management				
9.	Foreign Language II				30
10.	Contemporary Issues in Management				

Term – III

S.No.	Core Course	Teaching Plan			Hours
		L (20%)	T (40%)	P (40%)	
1.	HR In Knowledge Management				30
2.	Consumer Behaviour				30
3.	Management Accounting & Control				30
4.	Managing Business Operations				30
5.	Globalization and Business				30
6.	Fundamentals Of Human Capital Management				30
7.	Advanced Business Research Methods				30
8.	Applied Business Taxation				30
9.	Contemporary Issues in Management				

Note: In addition to Core courses, Personality Development sessions shall be taken by eminent faculty members from the Personality Development Team throughout the year.

II YEAR (SPECIALIZATION COURSES)

Term IV

Student will have 2 core courses and will be required to choose 4 courses from major specialization and 2 courses from minor specialization

S.No.	Course	Teaching Plan			Hours
		L (20%)	T (40%)	P (40%)	
1.	Cross Cultural Management				30
2.	Multiple Workshops				30
3.	Major 1				30
4.	Major 2				30
5.	Major 3				30
6.	Major 4				30
7.	Minor 1				30
8.	Minor 2				30

Term V

Student will make a presentation on his summer internship project. In addition, the student will undertake a course on Go To Market Strategy wherein he will devise a Go To Market Strategy

for a product of his choice. He will be required to choose 4 courses from major specialization and 2 courses from minor specialization.

S.No.	Course (Core/Major/Minor)	Teaching Plan			Hours
		L (20%)	T (40%)	P (40%)	
1.	Summer Internship Project Presentation				30
2.	Go to Market Strategy				30
3.	Major 1				30
4.	Major 2				30
5.	Major 3				30
6.	Major 4				30
7.	Minor 1				30
8.	Minor 2				30

Term VI

Student will continue with the Go to Market Strategy for the product of his choice. The student will also undertake a Course of Independent Studies and will also choose an elective course.

S.No.	Course	Teaching Plan			Hours
		L (20%)	T (40%)	P (40%)	
1.	Go to Market Strategy				30
2.	Course of Independent Studies				30
3.	Elective Course				30

SPECIALIZATIONS (COURSE STRUCTURE)

MARKETING SPECIALIZATION

1.	Strategic Marketing Simulation
2.	Data & Analysis For Marketing Decision
3.	Creativity & Design Thinking
4.	Entrepreneurial Marketing
5.	Models And Tools For Marketing Strategy
6.	Strategic Brand Management
7.	Managing The Value Of Customer Relationship

FINANCE SPECIALIZATION

S.No.	Course
1.	Financial Intermediaries
2.	Project Planning in Emerging Economies
3.	Security Analysis & Portfolio Management

4.	Financial Derivatives & Risk Management
5.	Mergers, Acquisitions & Corporate Restructuring
6.	Foreign Exchange Management
7.	Financial Reporting & Analysis
8.	Strategic Cost Management
9.	Valuation of Securities
10.	Fixed Income Securities

OB & HR SPECIALIZATION

1.	Designing Organizations For Uncertain Environment
2.	Corporate Legal Responsibilities and Industrial Relations
3.	Advanced Human Capital Planning
4.	Managerial Negotiations
5.	Advanced Organizational Change
6.	Strategic Human Resource Management
7.	International Human Resource Management
8.	Managerial Competencies And Career Development

STRATEGY SPECIALIZATION

1.	Strategy in the era of “Platforms”
2.	Business Models for achieving Organizational Excellence
3.	Strategies for Managing Family Businesses
4.	Understanding Strategy through Humour
5.	Mastering Strategy Execution in Business
6.	Dragon and Tiger Strategy: Doing business in China and India

INTERNATIONAL BUSINESS SPECIALIZATION

1.	Emerging markets strategies
2.	Strategic trade policy
3.	International supply chain management
4.	Global Monetary markets
5.	Trade Analytics
6.	Strategic decisions in foreign markets
7.	International Law in Business
8.	International market research and entry strategies

INFORMATION TECHNOLOGY SPECIALIZATION

1.	Management Information System
2.	Data Mining Tools and Techniques
3.	Data Warehousing Tools and Techniques
4.	Business Intelligence Essentials
5.	Advanced Topics in Business Intelligence

6.	E-Business Security
7.	Peripheral Topics

**COURSE DETAILS- CORE AND SPECIALIZATIONS
(AREA WISE)**

I - MARKETING

COURSE	MODULE and SUBMODULES
<p>Managing Marketing in Business (Core)</p> <p>Learning Objectives: This course addresses how to design and implement the best combination of marketing efforts to carry out a firm's strategy in its target markets. Specifically, this course seeks to develop the student's.</p> <ul style="list-style-type: none"> • understanding of how the firm can benefit by creating and delivering value to its customers, and stakeholders, • Skills in applying the analytical concepts and tools of marketing to such decisions as segmentation and targeting, branding, pricing, distribution, and promotion. The course uses lectures and case discussions, case write-ups, student presentations, and a comprehensive final examination to achieve these objectives 	<ul style="list-style-type: none"> • Segmentation, targeting, and positioning. How to assess market potential, understand and analyse customer behaviour, and focus resources on specific customer segments and against specific competitors. • Branding. How to develop, measure, and capitalize on brand equity • Marketing communications. How to develop an effective mix of marketing Communication efforts. • Distribution channels. How to understand the role of distributors retailers, and other intermediaries in delivering products services and information to customers • Pricing. How to set prices that capitalize on value to the customer and capture value for the firm. <p><u>Course Materials:</u></p> <ol style="list-style-type: none"> 1. Canvas will be used as the source for additional readings, class handouts and other Materials including Marketing Math Essentials. Reading assignments for different days of class are highlighted 2. Class Handouts 3. Reports 4. Articles 5. On –Line Research <p><u>References:</u> Strategic Marketing Management Alexander Chernev, 8th Edition (http://www.amazon.com/exec/obidos)</p>

	<p>ASIN/1936572192/marketingbooksto)</p> <p><u>Case Studies:</u></p> <ol style="list-style-type: none"> 1. Unilever Brazil 2. Mountain Man Brewing 3. Cree, Inc.
<p>DYNAMIC MARKETING STRATEGY (Core)</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • The goal of this course is to develop skills in formulating and implementing marketing strategies for brands and businesses. • The course will focus on issues such as the selection of which businesses and segments to compete in, how to allocate resources across businesses, segments, and elements of the marketing mix, as well as other significant strategic issues facing today's managers in a dynamic competitive environment. • A central theme of the course is that the answer to these strategic problems varies over time depending on the stage of the product life cycle at which marketing decisions are being made. As such, the PLC serves as the central organizing vehicle of the course. • We will explore such issues as how to design optimal strategies for the launch of new products and services that arise during the introductory phase, how to maximize the acceleration of revenue during the growth phase, how to sustain and extend profitability during the mature phase, and how to manage a business during the inevitable decline phase. 	<ul style="list-style-type: none"> • Gain customer insights & Assess sales potential prior to launch • Launch & Grow products and services • Squeeze a higher ROI out of your marketing spend once growth stalls • Compete profitably in mature markets (not the same as beating up your competitors) • Use analytics to make better marketing decisions <p><u>Course Materials:</u></p> <ol style="list-style-type: none"> 1. Assignments 2. Take home exam, to be completed in 2 hours within a 24 hours window 3. Spread sheets 4. Contribution to class discussion 5. Simulation exercises <p><u>References:</u></p> <ol style="list-style-type: none"> 1. Marketing Strategy: Rebut W Palmatier & Srihari Sridhar 2. Marketing Strategy & Management : M J Baker 3. Marketing the competitive destination of the future : D. Buhalis <p><u>Case Studies:</u></p> <ol style="list-style-type: none"> 1. Pre-launch decisions : Gaining customer insights for new products/services Read: Analyzing Consumer Preferences 2. Growth decisions I: Clarifying branding, positioning and targeting Case: L'Oréal Plénitude 3. Marketing analytics I: Smarter pricing & spending decisions – Basics Case: Georgia Aquarium

<p>CONSUMER BEHAVIOR (Core)</p> <p>Learning Objectives:</p> <p>Marketing begins and ends with the customer, from determining customers' needs and wants to providing customer satisfaction and maintaining customer relationships.</p> <ul style="list-style-type: none"> • This course examines the basic concepts and principles in customer behaviour with the goal of understanding how these ideas can be used in marketing decision making. • The class will consist of a mix of lectures, discussions, cases, assignments, project work and exams. • Topics covered include customer psychological processes (e.g., motivation, perception, attitudes, decision-making) and their impact on marketing (e.g., segmentation, branding, and customer satisfaction). • The goal is to provide you with a set of approaches and concepts to consider when faced with a decision involving understanding customer responses to marketing actions. 	<ul style="list-style-type: none"> • Segmentation —Building a Customer Profile • Targeting —Gathering Information about your Chosen Segment • Positioning —Putting Product into Consumer Minds • Messaging —Talking to your Customers <p><u>Course Materials:</u></p> <ol style="list-style-type: none"> 1. Class Exercises – Slot questionnaires 2. On –line Exercises that bring concept alive 3. Guest speaker engagement 4. Group project 5. Live case day (students has to present a case) <p><u>References:</u></p> <ol style="list-style-type: none"> 1. The Mailing of the Consumer: Knowledge Park & Identity in the modern world By Frank Trentmann 2. Consumer Behavior Analysis by Foxall, Gordon R, Sigurdsson, Valdimar 3. Understanding Consumer Decision Making: The Means –end approach to Marketing & Advertising Strategy by Thomas J. Reynolds, Jerry C. Olson <p><u>Case Studies:</u></p>

	<ol style="list-style-type: none"> 1. Tesco,s Online sales strategy 2. GAP,s Turnaround strategies : Winning back it's Customers 3. KFC India: Relishing on Consumer learning 4. Customer Experience as Segmentation Basis : The 'Luxury' in Question
<p>STRATGIC MARKETING SIMULATION</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • This course is an intensive immersion course designed to develop skills in formulating and implementing marketing strategies for brands and businesses. The central activity will be participation in a realistic integrative product management simulation named SABRE. • In SABRE (Strategic Allocation of Business Resources in a market simulation Software) students will form management teams that oversee all critical aspects of modern product management: the design and marketing of new products, advertising budgeting and design, sales force sizing and allocation, and production planning. • As in the real world, teams will compete for profitability, and the success that each team has in achieving this goal will be a major driver of the class assessment. • The SABRE simulation is used to convey the two foci of learning in the course: the changing nature of strategic problems and their optimal solutions as industries progress through the product life cycle, and exposure to the latest analytic tools for solving these problems. • Specifically, SABRE management teams will receive training in both how to make optimal use of marketing research 	<p>Analytical frameworks for thinking through the problem. For the business problem being discussed, the class will explore a range of general analytic frameworks through which the problem might be approached, and evaluate their comparative strengths and weaknesses. The purpose of this is to provide a systematic basis for narrowing down the set of candidate options, and choosing a best option in light of available data.</p> <p>Informing the decision through data. Given a general analytic framework, most classes will go on to explore how greater precision can be brought to their application through the use of data---both in the form of customer insights (marketing research),and secondary data on sales, costs, and competition.</p> <p>Linking class ideas to the SABRE simulation. A critical objective of each class will be to help make transparent the links between the real-world problems and tools discussed in class and the problems you face managing your SABRE firm. In some cases, this will include demonstrations of how analytic tools introduced in class can be directly applied to aid decisions in SABRE.</p> <p><u>Course Materials:</u></p> <ol style="list-style-type: none"> 1. Class Handouts 2. Take home assignments

<p>information to reduce uncertainty in product design and positioning, as well as decision support models to guide resource allocation.</p>	<ol style="list-style-type: none"> 3. Team Assignments 4. Simulation Exercises <p><u>References:</u></p> <ol style="list-style-type: none"> 1. Strategic Marketing Simulation : Jean Claude Larreche, Huibent gaignon, Jean claude Markstrat Larreche 2. Essentials of Strategic Management: The Quest for Competitive Advantage : John E Gamble <p><u>Simulation Softwares:</u></p> <ol style="list-style-type: none"> 1. Strat X Simulations 2. Smartsims (Business Simulations) 3. SABRE (Strategic Allocation of Business Resources) – a market simulation Software
<p>DATA & ANALYSIS FOR MARKETING DECISION</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Firms have access to detailed data of customers and past marketing actions. Such data may include in-store and online customer transactions, customer surveys as well as prices and advertising. Using real-world applications from various industries, the goal of the course is to familiarize students with several types of managerial problems as well as data sources and techniques, commonly employed in making effective marketing decisions. • The course would involve formulating critical managerial problems, developing relevant hypotheses, analysing data and, most importantly, drawing inferences and telling convincing narratives, with a view of yielding actionable results 	<ol style="list-style-type: none"> 1. Pricing & Advertising 2. Using Real World Application from various industries 3. Formulating critical managerial problems developing relevant hypothesis, Analysing data, drawing inferences and telling convincing narratives, with a View of yielding actionable results. <p><u>Course Materials:</u></p> <ol style="list-style-type: none"> 1. Lecture Notes 2. Case Studies – Readings in class 3. Computer based exercises – for hands – on experience with effective marketing decision 4. Home assignments 5. Statistical Analysis using Excel <p><u>References:</u></p> <ol style="list-style-type: none"> 1. Business Analytics: Data Analysis and Decision making by Christian Albright, Wayne L. Winstan

	<ol style="list-style-type: none"> 2. Data Analysis using SQL and Excel : Gordou S. Linoff 3. Marketing Analytics : Data –Driven with Microsoft by Wayne L. <p><u>Case Studies:</u></p> <ol style="list-style-type: none"> 1. Exploratory data Analysis (EDA) – Retail Case study example –Roopam Upadhyay 2. A rose of any other colour Category: children’s toys Methods: package testing, advanced analytics, Quantitative Research 3. China: A new world of possibilities Category: Skin Care Methods: online focus group, research in China global research 4. A Fistful of (Electronics) Dollies Category: gift cards Methods: Marketing slier tracing, Consumer trends
<p>CREATIVITY & DESIGN THINKING</p> <p>Learning Objectives: The ability to solve problems creatively and generate change is a recognized standard of success and plays an important role in gaining a competitive advantage in many areas of business management.</p> <ul style="list-style-type: none"> • This course is designed to teach students several creative problem solving methodologies that complement other managerial tools acquired in undergraduate and graduate studies. • The course offers students the opportunity to learn how to solve problems, identify opportunities, and generate those elusive ideas that potentially generate enormous benefits to organizations. • The objectives of this course are to enhance the students' (a) creativity, (b) 	<ol style="list-style-type: none"> 1. Security issues in e-business, physical A review of the literature on creativity, creative people, innovation, and design as well as the leadership and management of creative people and innovation. 2. Hands on learning of approaches for generating creative ideas. Students will havethe opportunity of implementing the techniques studied in class. 3. Applications of creativity to selected management domains – Approaches to the generation of creative options are not limited to the development of products and services or businesses, but can be applied to all areas of management, business, and life. The purpose of these sessions is to explore the applications of creative approaches to marketing,

<p>ability to innovate and (c) ability to identify, recruit, develop, manage, retain, and collaborate with creative people.</p> <ul style="list-style-type: none"> • The course includes: 1. A review of the literature on creativity, creative people, innovation, and design as well as the leadership and management of creative people and innovation. 2. Hands on learning of approaches for generating creative ideas. Students will have the opportunity of implementing the techniques studied in class. 3. Applications of creativity to selected management domains - Approaches to the generation of creative options are not limited to the development of products and services or businesses, but can be applied to all areas of management, business, and life. The purpose of these sessions is to explore the applications of creative approaches to marketing, advertising, organizational design, negotiations, and other management challenges. 4. Integration - Both via individual assignments and a group project in which interdisciplinary teams of students generate a creative product/service/customer 	<p>advertising, organizational design, negotiations, and other management challenges</p> <p><u>Course Materials:</u></p> <ol style="list-style-type: none"> 1. Individual Assignment 2. Group Project – with interdisciplinary teams of students generate a creative product/service/customer experience/business/strategy 3. Class participation – in groups 4. Case studies discussion <p><u>References:</u></p> <ol style="list-style-type: none"> 1. Ackoff Russell, Idealized Design 2. Change by Design : How Design Thinking transforms organization and Inspires innovation 3. Serious Creativity: Using the power of Lateral thinking to create new Ideas by De Bono, Edward 4. The Mind’s Best Work by D.N. perkins 5. Jamming : The art & discipline of Business creativity, kao john <p><u>Case Studies:</u></p> <ol style="list-style-type: none"> 1. James Dyson, an inventor, entrepreneur and product designer, and his innovation Design of wheel barrow and vacuum cleaner 2. Maik sanders, a product designer and design consultants, and his novel design of folding bicycle. 3. Collaboration and Creativity: A case study of how design thinking created a cultural cluster in Dublin 4. Creative Collaboration at Apple Park (Jony Ive, the legendary designer of iPhone, is Now designing Apple ‘s new Cupertino headquarters – case study on creativity in Collaboration 5. A case study on Creativity, Innovation
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	and entrepreneurship education of the University in Taiwan
<p>ENTREPRENEURIAL MARKETING</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • This course focuses on the real life marketing challenges involved in launching an entrepreneurial venture. The primary goal of the course will to provide a roadmap for students seeking to actively engage as entrepreneurs, investors or managers in the start-up culture. Many of the entrepreneurial marketing principles studied in this course will be equally applicable to mid-size and larger companies seeking new approaches to drive top-line growth. • The course will address how start-ups, early growth stage and more mature companies have used entrepreneurial marketing as an essential competitive weapon to grow their businesses by gaining customers, driving revenue, acquiring funding and recruiting A-level employees, advisors and directors. • Students will form teams and select an idea/concept for an entrepreneurial venture, and by the conclusion of the course will have developed a fully fleshed out and testable marketing plan. Preferably, the selected venture will be one that one or more members of the team would consider implementing, should their plan prove feasible 	<ol style="list-style-type: none"> 1. Applying entrepreneurial concepts and methods for validating start-up and/or new product ideas 2. Creating a competitive advantage by building out your competencies 3. Accelerating your growth and traction for customer acquisition 4. Obtaining investor interest by pitching venture capitalists--all at warp speed and with a laser focus on the steps needed to enhance the likelihood of success. <p><u>Course Materials:</u></p> <ol style="list-style-type: none"> 1. Market Research : if students can pay then they can do a video Market research on www.mindswarms.com 2. a) Class session – In sights on reading Assignment – Drafts of Marketing plan b) In –class presentation c) Pitch Deck (teams submission) for presentation to venture capitals/funders d) Final Entrepreneur Marketing Plan (team submission) <p><u>References:</u></p> <ol style="list-style-type: none"> 1. The start up Entrepreneur (an emergency market experience) by sola solarin 2. Entrepreneurial Marketing (The growth of small firms in the new economic era) by Bjorn Bjerke & Claes M Hultman 3. The 80/20 principal by Richard Koch 4. ‘The Magic of thinking Big’ by Dr. David Schwartz 5. The Big leap by Gay Hendeichs <p><u>Case Studies:</u></p>

	<ol style="list-style-type: none"> 1. Developing entrepreneurial Marketing Mix: case study of entrepreneurial Good Enterprises in Iran by Amir Mohammad kolabi 2. Mike Erwin : An accidental Social enterprises 3. Carry trade ETF (by Yale School of Management)
<p>MODELS AND TOOLS FOR MARKETING STRATEGY</p> <p>Learning Objectives: In today's business environment, marketing executives are involved in complex decision-making and they become responsible for return on their marketing investments.</p> <ul style="list-style-type: none"> • The first objective of this course is to help participants become better executives. By exposing students to various analytical and computer-based tools, developed for solving marketing problems, it will help to prepare them for careers in industries such as consumer packaged goods, hi-tech, financial services, media and entertainment, pharmaceutical, consulting, and venture capital. The course's main focus is on various existing models, such as models that predict the consumer's dynamic adoption of an innovative product. However, at some point in their career, students may find themselves facing business problems for which a model can assist in making decisions, but no existing model is available. • Hence, the second objective of the course is to provide participants with critical skills necessary to evaluate new models to which they may be exposed by attending presentations or reading the literature. The models to be discussed in the class have been implemented and proven useful in a wide range of industries (e.g., business-to-consumers and business-to-business). The course is not only about models, however. It also covers modeling needs. Some industries such as the media and 	<ul style="list-style-type: none"> • To help course participants become better managers/consultants by gaining understanding into tools available for analysing marketing decision problems. • To acquaint participants with and help them to understand analytical and computer- based models and techniques which have been used to aid marketing decisions. • To give participants critical skills for evaluating new marketing models and quantitative tools about which they may read in the literature, and to enable them to read the literature. • To help participants understand marketing problems more clearly through useful frameworks and by analysing them quantitatively. • To produce managers who will not be taken advantage of by some quantitative consultants <p><u>Course Materials:</u></p> <ol style="list-style-type: none"> 1. Case studies discussion in classroom 2. Group Project (data collection, analysis) 3. Tell your story (a marketing idea) 4. Statical Analysis – JMP Statical Software <p><u>References:</u></p> <ol style="list-style-type: none"> 1. The Business Model, How to develop

<p>entertainment or the pharmaceutical industries present unique problems and modeling needs.</p> <ul style="list-style-type: none"> • The third objective of the course is to expose participants to the nature and essence of such idiosyncratic problems as well as modeling needs in such industries. Overall, the course will make participants understand better critical marketing problems by analysing them rigorously and will enhance their skills in either designing or evaluating models-based strategies. 	<p>New Products, create value and make the completion irrelevant – Alexander Chernew</p> <ol style="list-style-type: none"> 2. The Art of the Pitch by Peter Coughter 3. Web Analytics : Avinash Kaushik 4. Re –Imagine : Tom peters 5. The Innovator’s Dream: Clayton M. Christensen <p><u>Case Studies:</u></p> <ol style="list-style-type: none"> 1. King County : A Case study model for Strategic Marketing –Planning for Airport Managers – William Rankin (knew of central mission) 2. Wine and web marketing Strategic – The case study of Italian specialty wineries – Diego Begalli 3. Marketing Strategies for Higher Education Institutions – Technological Consideration & Practices – Punendu Tripathi/Simran Mukhey
<p>STRATEGIC BRAND MANAGEMENT</p> <p>Learning Objectives: Which brands make you happy? Apple? Amazon? Starbucks? Marks & Spencer? Rolex? Steve Madden? What draws you into these brands? How do companies create compelling brand experiences? How could you cultivate a well-loved brand?</p> <ul style="list-style-type: none"> • This course explores such questions with the goal of identifying the ingredients for building an inspired brand. The course is created for students interested in building a brand and/or immersing themselves in the enhancement of an existing brand, and it is comprised of lectures, cases, guest speakers, discussions, in and out of class 	<ol style="list-style-type: none"> 1. Provide an appreciation of the role of brands in customer decision making and in creating shareholder value.(Understanding Brands & Branding) 2. Increase fluency with the core principles underlying a consumer centric approach to brand strategy, and create familiarity with research tools that illuminate the meaning and strength of any particular brand (Measuring Brands) 3. Augment student ability to think creatively and critically about the

<p>exercises, and a final project.</p> <ul style="list-style-type: none"> • Broadly, the course will be divided into four parts: <ul style="list-style-type: none"> ○ Understanding Brand, 2) Crafting Brand, 3) Measuring Brand, and 4) Managing Brand. • The course will provide students with an appreciation of the role of branding and (taking a consumer-centric approach) will augment students' ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending, and sustaining inspired brands. 	<p>strategies and tactics involved in building, leveraging, defending and sustaining inspired brands. (Crafting Brands)</p> <p>4. Encourage the application of brand principles to oneself—so as to be aware when building and communicating one’s own personal and professional brand. (Managing Brands)</p>
<p>MANAGING THE VALUE OF CUSTOMER RELATIONSHIP</p> <p>Learning Objectives:</p> <p>As the concept of CRM becomes common parlance for every marketing executive, it is useful to take a step back to better understand the various different behaviours that underlie the development of successful CRM systems. These "behaviours" include customer-level decisions, firm actions, and the delicate but complex interplay between the two. Accordingly this course is comprised of four main modules.</p> <ul style="list-style-type: none"> • We start with the discussion of customer profitability - focusing on the concepts of "customer lifetime value" and "customer equity". We will examine how to measure long-run customer profitability in both business-to-customer and business-to-business environments, and the uses of these measures as major components assessing overall firm valuation. • Second, we move to the value that the firm provides to its customers - better understanding the true nature of customer satisfaction and its non-trivial relationship with firm profitability. Third, we examine each of the three main components of the firm's management of its customer base: customer acquisition, development, and retention - and the complex resource allocation task that must be balanced across them. • Finally, we conclude with a discussion of 	<ul style="list-style-type: none"> • Familiarity with the notion of customer centricity and its implications for marketing Managers • An appreciation of how customer centricity should fit in with other ongoing firm activities in order to maximize its impact on the organization • State-of-the-art methods for calculating customer lifetime value and customer equity • An understanding of ways that firms can create and enhance these sources of value to the customer • Tools to help them best allocate their firms’ efforts (and dollars) across the critical activities of customer acquisition, development, and retention; and • Ways to anticipate and avoid common mistakes made by firms as they implement CRM systems. <p><u>Course Materials:</u></p> <p>1. Group Presentation – leading to collaborative learning</p>

<p>various tactical and organizational aspects of customer relationship management.</p>	<ol style="list-style-type: none"> 2. Group study – relevant academic research, share real world examples, lead discussion 3. Presentation 4. Simulation Performance – on real world examples <p><u>References:</u></p> <ol style="list-style-type: none"> 1. Customer Centricity : Focus on right customer for Strategic Advantage by Fader 2. Managing customer as Investment : Gupta and Lehmann 3. Driving Customer equity : Roland T. Rust, Valarie zeithaml, Newell Lemaon 4. Customer Relationship Management : V Kumar, Wesner J Reinartz 5. Customer Relationship Management : Perspective from the marketplace – Stan Maklan, Simon Knox, Adriain Payne, Lynette Rayals, Joe Peppand <p><u>Case Studies:</u></p> <ol style="list-style-type: none"> 1. Customer Relationship Management – Case study (Mercedes Benz) 2. A Comparative case study investigating the adoption of Customer Relationship Management (CRM) : The case study of TESCO and SAINSBURY ‘S 3. Proposing a customer knowledge management model for customer value augmentation : A Home appliances case study
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II - FINANCE

COURSE	MODULES	SUB MODULES
<p>FINANCIAL ACCOUNTING AND DECISION MAKING (Core)</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. • To provide a general understanding of postulates, principles and techniques of accounting • Understand how Accounting information is utilized in decision-making process. • Introducing the student to the financial accounting framework, financial statements, and how inventories are valued, • The sources of finance, and statutory audit and final report. 	Introduction to Accounting System	<ul style="list-style-type: none"> ✓ Accounting Equation ✓ Golden Rules of Accounting ✓ Double-entry Book keeping System ✓ T-shape Accounts
	Internal Control	<ul style="list-style-type: none"> ✓ Preparation of BRS ✓ Depreciation
	Equity, Capital & Dividend	<ul style="list-style-type: none"> ✓ Types of shares ✓ Bonus Shares ✓ Right Shares ✓ Presentation of share capital in SOFP as per GAAP & IFRS
	Preparation of Financial Statements in accordance with IFRS (including yearend adjustments)	<ul style="list-style-type: none"> ✓ Preparation of Income Statement ✓ Preparation of Statement of Financial Position ✓ Preparation of Statement of Changes in Equity ✓ Year-end adjustments
	Cash Flow Analysis as per GAAP and IFRS	<ul style="list-style-type: none"> ✓ Direct method of preparation of Cash Flow Statements ✓ Indirect method of Preparation of Cash Flow Statement ✓ Treatment of adjustments
<p>STATISTICAL METHODS FOR MANAGEMENT DECISIONS (Core)</p> <p>Learning Objectives:</p>	Analysis of Financial Statements through Ratios	<ul style="list-style-type: none"> ✓ Short-term liquidity Ratios & Interpretation ✓ Long-term liquidity Ratios & Interpretation ✓ Activity Ratios & Interpretation ✓ Profitability Ratios & Interpretation ✓ Du-pont Analysis
	Explanatory Data Analysis	<ul style="list-style-type: none"> ✓ Data & Sampling & Sampling Distribution ✓ Statistical inference
	Central Limit	<ul style="list-style-type: none"> ✓ Mean, Median & Mode

<ul style="list-style-type: none"> Understand different types of numerical data and different data collection processes, and be able to present data effectively for users in business and management. Make and apply calculations relevant to business. Select appropriate information for computing and processing data into the model and then should be capable of testing and verifying the result and translate it into the business strategy. How various quantitative techniques can be modelled to facilitate business decision making and implement better management in the organization. How to apply the laws of probability to find solutions to business problems. Calculate and interpret measures of location, dispersion, relative dispersion for ungrouped and grouped data. Explain the conditions under which the binomial and Poisson distributions may be used and apply them to compute probabilities. 	Theorem & its application	<ul style="list-style-type: none"> ✓ Quartile, Decile & Percentile ✓ Geometric Mean ✓ Harmonic Mean
	Measurement of Variation	<ul style="list-style-type: none"> ✓ Mean Deviation ✓ Range & Inter Quartile Range ✓ Quartile Deviation ✓ Standard Deviation ✓ Covariance
	Concept of independence, Jointly distributed random Variables	<ul style="list-style-type: none"> ✓ Simple Correlation ✓ Simple Regression
	Index Numbers & Time Series Analysis	<ul style="list-style-type: none"> ✓ Index Numbers ✓ Time Series analysis
	Concept of Probability	<ul style="list-style-type: none"> ✓ Business application of probability ✓ Probability Distribution
<p>OPERATION RESEARCH (Core)</p> <p>Learning Objectives: The Course aims to</p> <ul style="list-style-type: none"> Gain experience in designing and analysing complex managerial problems. 	Linear Programming	<ul style="list-style-type: none"> ✓ Problem Formulation ✓ Graphical Presentation ✓ Simplex ✓ Primal & Dual ✓ Sensitivity Analysis
	Transportation Model	<ul style="list-style-type: none"> ✓ Basic Feasible Solution ✓ Optimization using MODI Method
	Assignment	<ul style="list-style-type: none"> ✓ Optimization

<ul style="list-style-type: none"> • Be able to build models for simple problems in managerial decision making; • Gain experience in doing performance evaluation and optimization on decision making. • Formulate a transportation Problem and ascertain minimum transportation cost schedule. • Be able to identify key strategic aspects in an unique situation and based on these be able to connect them to appropriate game theoretic concepts 	Model	✓ Transshipment Problems
	Queuing Theory	✓ Business application of Queuing Theory ✓ Single Server Single Queue
	Simulation	✓ Business Application
	Learning Curve & Effects	✓ Tabulation Method ✓ Formula Method
<p>CORPORATE FINANCE (Core)</p> <p>Learning Objectives: The course aims to:</p> <ul style="list-style-type: none"> • Describe modern principles of corporate finance and evaluate their validity. • Rationalize corporate finance decisions in the light of agency problems and conflict of interest among corporations' stakeholders. • Analyse firms' investment decisions. • Discuss firms' choice of capital structure and its implications for the value of the firm. • Examine and discuss the key issues related to dividend policy and their implications for the value of the firm. • Calculate working capital requirements of a business and how to manage them. 	Introduction to Corporate Finance	✓ Why Financial Management
	Time Value of Money	✓ PVF ✓ PVAF ✓ Interest Rates ✓ Bond Valuation
	Long Term Financial Planning	✓ Capital Budgeting ✓ Risk & Return
	Capital Structure	✓ Cost of Capital ✓ Theories of Capital Structure ✓ Leverage ✓ EBIT-EPS Analysis
	Short Term Financial Planning	✓ Working Capital Estimation ✓ Inventory Management ✓ Cash Management ✓ Receivable Management
	Dividend Controversy	✓ Relevance Theory of Dividend ✓ Irrelevance Theory of Dividend
MANAGEMENT ACCOUNTING & CONTROL	Know Costing Concepts	✓ Basic Concepts ✓ Cost Sheet

<p>(Core)</p> <p>Learning Objectives: The course aims to:</p> <ul style="list-style-type: none"> • Identify and describe different types of costs and their significance. • Appreciate different ways in which overheads may be allocated and absorbed, leading to the compilation of full product costs. • Calculate full costs using Activity-Based Costing (ABC) and appreciate the strengths and weaknesses of ABC and other innovative approaches to cost management. • Calculate cost-based prices using a variety of cost bases and fully appreciate the subjectivity inherent in cost information. • Use Cost-Volume-Profit (C-V-P) Analysis as an aid to short-term planning and decision-making. • Identify those costs relevant to making short-term decisions. • Identify and apply appropriate accounting information and techniques for planning and controlling organizations, while recognizing the likely pitfalls • Critically evaluate organizational performance at a variety of levels and do variance analysis. 	Elements of Cost	<ul style="list-style-type: none"> ✓ Material ✓ Labour ✓ Overhead
	Activity Based Costing	<ul style="list-style-type: none"> ✓ ABC Costing ✓ ABC Budgeting
	Variable Costing	<ul style="list-style-type: none"> ✓ CVP Analysis
	Decision Making	<ul style="list-style-type: none"> ✓ Limiting Factor ✓ Shutdown Or Continue ✓ Merge plant ✓ Make or Buy etc.
	Managerial Control	<ul style="list-style-type: none"> ✓ Budgetary Control ✓ Variance Analysis
<p>APPLIED BUSINESS TAXATION (Core)</p> <p>Learning Objectives: The course aims to:</p> <ul style="list-style-type: none"> • To know about the Income 	Introduction	<ul style="list-style-type: none"> ✓ Persons to whom act applies ✓ Residential Status ✓ Previous Year/Assessment Yr.
	Heads of Income	<ul style="list-style-type: none"> ✓ Income from salary ✓ Income from house property ✓ Income from PGBP

<p>Tax Act.</p> <ul style="list-style-type: none"> • To know about the history of income tax act. • To know about various basic concepts used in Income tax Act. • To know about various objectives of income. • Identify and explain under which head the income has been generated. • Understand the concept of TDS & TCS. How deducted and procedure to deposit tax. • Calculate income tax of sole proprietor, Partnership firms & Companies. • Analyse the assessment procedure and representation before appropriate authorities under the law. 		<ul style="list-style-type: none"> ✓ Capital gain Taxes ✓ Income from other sources
	Deductions	<ul style="list-style-type: none"> ✓ Exemptions ✓ Deductions ✓ Rebates
	Aggregation	<ul style="list-style-type: none"> ✓ Clubbing ✓ Set-off ✓ Carry forward of losses
	Assessment	<ul style="list-style-type: none"> ✓ Filing of Return ✓ Assessment Procedure
<p>BUSINESS LEGISLATION FOR MANAGEMENT (Core)</p> <p>Learning Objectives: The course aims to:</p> <ul style="list-style-type: none"> • Understand Indian Contract Act, 1872 and Special Contract like Bailment, Agency and Indemnity & Guarantee. • Understand Sales of goods Act, 1930. • Understand Partnership Act, 1932. • Understand Limited Liability Partnership Act, 2008 • Understand Companies Act, 1956. • Understand the concepts, rights and duties under different acts. 	Indian Contract Act, 1872	<ul style="list-style-type: none"> ✓ Know what is contract ✓ Nature & kinds of contract ✓ Elements of Contract ✓ Special Contract
	Negotiable Instrument Act, 1881	<ul style="list-style-type: none"> ✓ What of negotiable instrument ✓ Parties of negotiable instrument ✓ Negotiation of negotiable Instruments ✓ Dishonour & Discharge of negotiable instrument ✓ Banker & Customer
	Sales of Goods Act, 1930	<ul style="list-style-type: none"> ✓ Contract of Sale and agreement to sell ✓ Condition & Warranties ✓ Transfer of Property ✓ Performance of Contract of Sale ✓ Rights of unpaid seller
	Partnership Act, 1932	<ul style="list-style-type: none"> ✓ What is partnership ✓ Types of partners ✓ Rights & Duties of Partners ✓ Relationship between partners ✓ Incoming & Outgoing Partners ✓ Registration of firm ✓ Dissolution of firm

	Limited Liability Partnership Act, 2008	✓ Incorporation of limited liability partnership
	Companies Act, 2013	<ul style="list-style-type: none"> ✓ What is Company ✓ Difference between company and other forms of business ✓ MOA & AOA ✓ Prospectus ✓ Meetings ✓ Directors ✓ Winding-up
FINANCIAL INTERMEDIARIES Learning Objectives: The course aims to: <ul style="list-style-type: none"> • Understand and acquire basic knowledge about the structure, organization and Functioning of Financial System in India. • Have knowledge of domestic financial markets • Understand the Financial instruments and their implication in the existing regulatory framework. • Discuss the facts of Mutual Funds, Investment Banks, and Merchant Banks. 	Financial Systems in India	✓ Different Financial Intermediaries in India
	Financial Markets	<ul style="list-style-type: none"> ✓ Money Market Concepts ✓ Money Market Instruments ✓ Primary & Secondary Market ✓ Organization & Structure of SEBI
	Financial Services	<ul style="list-style-type: none"> ✓ Capital Financing ✓ Venture Capital ✓ Leasing ✓ Hire Purchase ✓ Merchant Banking ✓ Credit Rating Agencies ✓ Factoring & Forfeiting ✓ Housing Finance
	Financial Institutions	<ul style="list-style-type: none"> ✓ SEBI ✓ NBFC
	Mechanism of Security Trading	<ul style="list-style-type: none"> ✓ NSE, OTCI & BSE ✓ Scrip less Trading ✓ Depository System ✓ Custodial Services
PROJECT PLANNING IN EMERGING ECONOMIES Learning Objectives: The course aims to: <ul style="list-style-type: none"> • Understand and practice the process of project management and its application in delivering successful projects. • Evaluate a project to develop the scope of work, provide accurate cost estimates and to plan the various activities. • Understand and use risk 	Generation & Screening of Idea	<ul style="list-style-type: none"> ✓ Generation of Idea ✓ Preliminary Screening of Idea
	Market & Demand Analysis	<ul style="list-style-type: none"> ✓ Market Analysis ✓ Demand Analysis
	Financial Estimates & Projections	<ul style="list-style-type: none"> ✓ Financial Analysis ✓ Technical Analysis
	Project Risk Analysis	<ul style="list-style-type: none"> ✓ Project Appraisal ✓ Risk & Return Analysis
	Social Cost Benefit Analysis	<ul style="list-style-type: none"> ✓ UNIDO Approach ✓ Shadow Pricing ✓ Little Mirrlees Approach
	Network Analysis & Project Management	<ul style="list-style-type: none"> ✓ Critical Path Evaluation ✓ Path Evaluation Review Technique ✓ Project Crashing & Cost

<p>management analysis techniques that identify the factors that put a project at risk and to quantify the likely effect of risk on project timescales.</p> <ul style="list-style-type: none"> • Identify the resources required for a project and to produce a work plan and resource schedule. • Monitor the progress of a project and to assess the risk of slippage, revising targets or counteract drift. 		Analysis
<p>SECURITY ANALYSIS & PORTFOLIO MANAGEMENT</p> <p>Learning Objectives:</p> <p>The course aims to:</p> <ul style="list-style-type: none"> • Analyse and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behaviour. • Construct optimal portfolios and illustrate the theory and empirical applications of asset pricing models. • Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis. • Analyse bond prices and yields and fixed-income portfolios. • Explain what options and futures are and their use as hedging instruments. • Characterize the implications of the market efficiency evidence on active portfolio management. 	What is Investment, Security & Portfolio	<ul style="list-style-type: none"> ✓ Investment, speculation & Gambling ✓ Market for securities & taxes ✓ SEBI & its functions
	Concept & Analysis	<ul style="list-style-type: none"> ✓ Risk & Return relationship ✓ SML & CML ✓ Return on Investment
	Analysis	<ul style="list-style-type: none"> ✓ Fundamental Analysis ✓ Economic Analysis ✓ Company Analysis ✓ Technical Analysis
	Market	<ul style="list-style-type: none"> ✓ Efficient Market Theory ✓ Random Walk Theory
	Construction	<ul style="list-style-type: none"> ✓ Portfolio Construction ✓ Diversification of Risk ✓ Capital Asset pricing Model ✓ Construction of Beta ✓ Problems of diversification ✓ Markowitz Efficient Frontier
Evaluation	<ul style="list-style-type: none"> ✓ Performance evaluation ✓ Sharpe's Index ✓ Treynor's Index ✓ Jensen's Index ✓ Constant Rupee Plan ✓ Constant Ratio Plan ✓ Dollar Cost Averaging 	
<p>FINANCIAL DERIVATIVES & RISK MANAGEMENT</p> <p>Learning Objectives:</p>	Application	<ul style="list-style-type: none"> ✓ What are derivatives ✓ What do they do ✓ Types of derivatives ✓ Uses of derivatives

<p>The course aims to:</p> <ul style="list-style-type: none"> • Understand the meaning of forwards, futures, and swap contracts and determine their prices. • Describe and analyse the price on options using the binomial framework, the Black-Scholes framework, and various extensions hereof. This includes so basic knowledge of stochastic processes and various methods for pricing financial products. • Apply option pricing on known and partly unknown cases, and reflect on the appropriateness of the considered option pricing model in various settings. • Describe and apply tools for hedging risk, measuring risk, and controlling risk. • Obtain some knowledge of numerical methods in finance, for instance to approximate option prices. • Apply methods to estimate the yield curve and derive the evolution of the yield curve from various dynamic term structure models 		<ul style="list-style-type: none"> ✓ Derivative Disasters
	Forward & Future	<ul style="list-style-type: none"> ✓ Pricing and valuation of forwards ✓ Pricing and valuation of futures ✓ Commodity futures & Forward ✓ Currency future ✓ Stock Index Future ✓ Cost of carry Model
	Hedge	<ul style="list-style-type: none"> ✓ Cost & Benefits of hedging ✓ Hedging instruments ✓ Non-financial Hedge ✓ Risk Management structure & Policies
	Options	<ul style="list-style-type: none"> ✓ Types of options ✓ Payoff & Profit Diagrams ✓ Options as Insurance ✓ Determinants of Option Price ✓ Bounds & Option Price ✓ Put Call Parity
	Pricing	<ul style="list-style-type: none"> ✓ Binomial Option Pricing Model ✓ Black-Scholes Option Pricing Model ✓ Complex Option Strategies <ul style="list-style-type: none"> - Straddles - Strangles - Butterfly Spreads
	Interest rate & Currency Swaps	<ul style="list-style-type: none"> ✓ Swap Markets ✓ Interest Rate Swaps ✓ Currency Swaps ✓ Caps, Floors & Swaption
<p>MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING</p> <p>Learning Objectives:</p> <p>The course aims to:</p> <ul style="list-style-type: none"> • Understand the process and economic rationale for M&As. • Understand typical valuation techniques in M&As. • Apply the valuation techniques to M&A 	Introduction	<ul style="list-style-type: none"> ✓ What is M & A ✓ Major players ✓ Rules ✓ Generation of Idea ✓ Merger Consequences Analysis
	Valuation	<ul style="list-style-type: none"> ✓ Asset bases valuation ✓ Dividend or Earning Based valuation ✓ CAPM Valuation ✓ Valuation based on NPV of Free cash flow ✓ Synergies ✓ Effects on EPS & PE Ratio
	Decisions	<ul style="list-style-type: none"> ✓ Due Diligence ✓ Financing Decisions

<p>assessment and decision making.</p> <ul style="list-style-type: none"> Acquire analytical skills in analysing real-world cases in M&As. Develop skills in group work, including communication, collaboration, and presentation. 	Transaction Structure	<ul style="list-style-type: none"> ✓ Tender Offer ✓ One-step deal/two-step deal ✓ Influence of tax factors ✓ Anatomy of Merger Agreement
	Restructuring	<ul style="list-style-type: none"> ✓ Other alternatives to unlock shareholders value ✓ Leveraged Joint Venture ✓ Spin-offs ✓ Split-offs ✓ When firm considering 'going private' ✓ LBO ✓
	Takeover Defense	<ul style="list-style-type: none"> ✓ What makes company vulnerable ✓ Defense Mechanisms ✓ Hostile Bid
<p>FOREIGN EXCHANGE MANAGEMENT</p> <p>Learning Objectives: The course aims to:</p> <ul style="list-style-type: none"> Understand why firms and nations seek out and benefit from international business. Analyze and identify factors that cause exchange rates to change. Identify the linkages between international financial prices. Understand the costs and benefits of different monetary systems. Identify and measure political risk associated with a sovereign nation. Understand the basic mechanics of currency forwards, futures and options. Identify and implement a variety of different strategies to manage exchange rate risk. Implement strategies to manage a multinational corporation's ongoing 	Introduction	<ul style="list-style-type: none"> ✓ Sources and Uses ✓ International Exchange System ✓ Balance of Payment ✓ International Financial Institutions ✓ Fiscal and Monetary policy
	Markets & Dealings	<ul style="list-style-type: none"> ✓ Regulatory framework ✓ Market Organization ✓ Quotations & Conventions ✓ Forex swaps ✓ Settlement of transactions ✓ Cross rates Mechanisms
	Theoretical Relationship	<ul style="list-style-type: none"> ✓ Factors effecting exchange rate ✓ Interest rate parity Theory ✓ Purchasing Power Parity Theory ✓ Arbitrage ✓ Pure Expectancy Theory ✓ International Fisher Effect
	Risk	<ul style="list-style-type: none"> ✓ Approaches of Risk Management ✓ Leading & legging ✓ Hedging Tools ✓ Honour, Rollover or Cancel ✓ Money Market Hedge ✓ Exercise Price
	Risk Management	<ul style="list-style-type: none"> ✓ Types of Risk ✓ Need of Risk management ✓ Instrument to Manage Risk
	Corporate Hedging Product	<ul style="list-style-type: none"> ✓ Participating & range Forwards ✓ Barriers structures ✓ Cylinders ✓ Knock-out Forwards

global operations		<ul style="list-style-type: none"> ✓ Exotic & Vanilla Products ✓ FEMA
FINANCIAL REPORTING & ANALYSIS Learning Objectives: The course aims to: <ul style="list-style-type: none"> • Explain and apply a number of theoretical approaches to financial accounting. • Record and analyse data. • Prepare financial statements under alternative accounting conventions. • Describe a number of regulatory issues relating to financial accounting. • Critically evaluate theories and practices of, and other matters relating to, financial accounting. 	Rational of FR	<ul style="list-style-type: none"> ✓ Financial Accounting Regulations ✓ Accounting standards ✓ Conceptual Framework ✓ IFRS ✓ Ethics for Accountant
	Changing Prices	<ul style="list-style-type: none"> ✓ HCA vs CPP ✓ HCA vs CVA
	Valuation	<ul style="list-style-type: none"> ✓ Valuation of Goodwill ✓ Valuation of Shares ✓ Valuation of Brand ✓ Valuation of Liabilities & Provisions ✓ Valuation of Business
	Accounting for Groups	<ul style="list-style-type: none"> ✓ Basic concept of Holding & Subsidiary ✓ Preparation of Consolidated Financial Statement
	Developments in Financial Reporting	<ul style="list-style-type: none"> ✓ Value Added Statements ✓ Economic Value Added & Market Value Added ✓ Human Resource Accounting
STRATEGIC COST MANAGEMENT Learning Objectives: The course aims to: <ul style="list-style-type: none"> • Apply advanced knowledge of strategic cost management to organisational context which differ in terms of strategy, industry, stage of development and focus. • Apply problem solving to provide innovative solutions into integrated and multi-dimensional and predictive models of business performance. • Critically analyse an organisation's performance in creating economic financial returns as well as in terms of a broader notion of value, comprising 	Development in Business Environment - I	<ul style="list-style-type: none"> ✓ Target Costing ✓ Just-In-Time ✓ Life Cycle Costing
	Development in Business Environment - I	<ul style="list-style-type: none"> ✓ Throughput Accounting ✓ Value chain Analysis
	Decision Making in respect of Relevant Costing	<ul style="list-style-type: none"> ✓ Application of Relevant costing ✓ Application of Irrelevant cost ✓ Application of Sunk Cost
	Pricing Decision	<ul style="list-style-type: none"> ✓ Theory of Price ✓ Pricing Policy ✓ Pareto Analysis
	Transfer Pricing	<ul style="list-style-type: none"> ✓ Objectives ✓ Methods

<p>environmental and social value.</p> <ul style="list-style-type: none"> • Apply problem solving methodology to generate innovative solutions to organisational effectiveness, efficiency and key short-term and long-term drivers of these performance dimensions. • Communicate proficiency to a wide variety of audiences and operate as an effective leader and member of a diverse team. 		
<p>VALUATION OF SECURITIES</p> <p>Learning Objectives: The course aims to:</p> <ul style="list-style-type: none"> • Learn to analyse the financial performance of given securities and critically review equity research published by financial analysts. • Learn to apply valuation technologies required in corporate finance with minimum guidance. • Learn to critically assess third party valuation reports. • Recall main insights and key facts of the fund management industry. • Clearly recognise the difficulties associated with measuring abnormal returns in fundamental and technical analysis. 	<p>Frame work for Analysis</p>	<ul style="list-style-type: none"> ✓ Preparation of Stylized Financial Statement ✓ Free Cash Flow (Drivers)
	<p>Financial Analysis: Performance Analysis</p>	<ul style="list-style-type: none"> ✓ Performance Evaluation <ul style="list-style-type: none"> - Accounting based - Market Based ✓ Present Value of Abnormal Earning ✓
	<p>Financial Analysis: Determinants of Performance</p>	<ul style="list-style-type: none"> ✓ Time Series & Cross Sectional Analysis ✓ Business Profitability (RNOA) ✓ Abnormal Operating Income (AOI) ✓ Link Between Business Line & Bottom Line Profitability ✓ Business Profitability & Free Cash Flow
	<p>Prospective Performance Evaluation & Valuation</p>	<ul style="list-style-type: none"> ✓ Simple Forecasting & Full Information forecasting ✓ Simple Forecasting Techniques ✓ Applicability of Simple Forecasting and Full Information Forecasting
	<p>Securities Valuation</p>	<ul style="list-style-type: none"> ✓ Discounted Cash Flow Method ✓ Dividend Discount Method ✓ Abnormal Earning Method ✓ Abnormal Operating Method ✓ Comparison of Methods ✓ Empirical Evidences
	<p>Price-to-earning & Price-to-book Ratio</p>	<ul style="list-style-type: none"> ✓ Drivers to PB ratio ✓ Drivers of PE ratio ✓ Implication of PE and PB ration

		<p>in Efficient Markets</p> <ul style="list-style-type: none"> ✓ Valuation using methods of comparables ✓ Implication of strategic taxonomy
<p>MULTINATIONAL BUSINESS FINANCE</p> <p>Learning Objectives:</p> <p>The course aims to:</p> <ul style="list-style-type: none"> • Classify the risks of multinational corporation • Evaluate the currency risk exposure • Apply key asset pricing models to multinational companies • Describe the process of raising the capital by multinational companies and analyse different instruments of capital markets available for multinational companies • Take into account the international character of the business while making equity valuation 	Introduction	<ul style="list-style-type: none"> ✓ International Business & its Modes ✓ Multinational Corporations ✓ Foreign Direct Investment
	International Capital Budgeting	<ul style="list-style-type: none"> ✓ Cost of Capital ✓ Computation of Cash Flow ✓ Adjusted Present Value Approach ✓ Sensitivity Analysis ✓ Real Option and Project Appraisal
	International Working Capital Management	<ul style="list-style-type: none"> ✓ Working Capital Policy ✓ Managing Cash & Near cash Assets ✓ Management of Receivables ✓ Management of Inventory ✓ Financing Current Assets
	International Portfolio Investment	<ul style="list-style-type: none"> ✓ Concept of Optimal Portfolio ✓ Benefits of International Portfolio Investment ✓ Problems of International Investment ✓ Modes of International Portfolio Investment ✓ Identifying optimal International Investment Portfolio
	International Financial Market Instrument	<ul style="list-style-type: none"> ✓ International Banking ✓ International Equities ✓ International Bonds ✓ Secondary Market Operations of International securities ✓ Gains from International Issues ✓ Short term & Medium Term Instruments
	International taxation	<ul style="list-style-type: none"> ✓ Types of taxes ✓ Tax Havens ✓ Modes of Double Taxation Relief ✓ International Tax Management Strategy ✓ Indian Taxation Scenario
FIXED INCOME SECURITIES	Introduction	<ul style="list-style-type: none"> ✓ Fixed Income Markets ✓ Government Debt Market ✓ Repo Market

Learning Objectives: The course aims to: <ul style="list-style-type: none"> Identify the different types of fixed income securities and their characteristics. Value fixed income securities. Derive spot yield curve. Measure and manage interest rate and credit risk. Know passive and active fixed income portfolio management techniques. Know the principles of securitisation. 		✓ Interest Rate Risk Management
	Refinements in Interest Rate Risk Management	✓ Convexity of Zero Coupon Bonds ✓ Convexity of Portfolio of Securities ✓ Positive Convexity ✓ Slope & Curvature
	Inflation, Monetary Policy & Federal Funds Rate	✓ Federal Reserve ✓ Predicting future fed funds rate ✓ Coping with Inflation Risk ✓
	Residential Mortgage Backed Securities	✓ Securitization ✓ Mortgages & the Prepayment Options ✓ Mortgage Backed Securities ✓ Collateralized Mortgage
	Interest rate Models	✓ Differential equation ✓ Continuous Time Stochastic Process ✓ Ito's Lemma ✓ Bond pricing with Deterministic Interest Rate ✓ Derivative Security Pricing ✓ No arbitrage pricing in a General Interest Rate Model
Forward Risk neutral Pricing & The LIBOR Market Model	✓ Difficulties with Risk Neutral Pricing ✓ Change of Numeraire & the Forward Risk Neutral Dynamics ✓ LIBOR Market Model ✓ Forward Risk Neutral Pricing ✓ Black Formula for Swaption ✓ Heath, Jarrow & Morton Framework	

III - OB and HRM

COURSE	MODULES	SUB MODULES
BEHAVIORAL SCIENCE (Core) Learning Objectives: <ul style="list-style-type: none"> This course of study represents an opportunity to enter into, contribute to, and learn about how Human resources can be managed 	1. Introduction to Organizational Behaviour	✓ Definition, Importance, Scope, ✓ Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.
	2. Personality & Attitudes	✓ Meaning of personality, attitude - Development of ✓ personality – Attributes of personality- Transactional Analysis – Ego states –

<p>globally. It provides an opportunity to learn new ways of thinking about the management of people and processes in organizations; about working with and through people across a range of national and international business and management contexts.</p> <ul style="list-style-type: none"> • Why do people behave the way they do when they are in organizations? • Under what circumstances will peoples' behaviour in organizations change? • How do organizations impact the behaviour of individuals, formal groups (such as departments), and informal groups (such as people from different departments who meet regularly for lunch)? • Why do different groups in the same organization develop different behavioural norms? • Individual ethical behaviour and community responsibilities in organizations and society. • Management responsiveness to ethnic, cultural, and diversity issues. • Group and individual dynamics in organizations. • Individual and group decision making processes • Domestic and global perspectives on managing people to achieve organizational goals and objectives • And finally, to develop techniques that allow you to understand situations that 		<ul style="list-style-type: none"> ✓ Johari window - Nature and dimensions of attitude – Developing the right attitude
	3. Motivation	<ul style="list-style-type: none"> ✓ Definition, Importance, Motives – Characteristics, Classification of Motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators.
	4. Group Dynamics and Team building	<ul style="list-style-type: none"> ✓ Concept of Group & Team. Theories of ✓ Group Formation - Formal and Informal Groups. Importance of Team building.
	5. Conflict Management	<ul style="list-style-type: none"> ✓ Definition. Traditional vis-à-vis Modern view of conflict ✓ Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and Destructive conflict. Conflict management
	6. Stress management	<ul style="list-style-type: none"> ✓ Definition, Causes, Managing stress, Stress as a motivator. ✓ Work life balance
	7. Change management	<ul style="list-style-type: none"> ✓ Concept of change, change as a natural process, ✓ Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations

require constructive confrontation skills with the goal of resolving organizational conflicts		
PRINCIPLES AND PRACTICE OF MANAGEMENT (Core) Learning Objectives: <ul style="list-style-type: none"> To acquaint students with the terms, concepts, and points of view used in management and its historical evolution, ethics, social responsibility and environmental issues. Some other objectives of the course are: Provide students with a working knowledge of the skills and functions necessary to be an effective, efficient manager. Provide an introduction to the theory and practice of managing organizations. Examine the management functions (planning, organizing, leading or influencing, and controlling) and the impact of those functions on the business organization. 	1. Basic concepts of management	<ul style="list-style-type: none"> ✓ Definition – Need and Scope – Different schools of ✓ management thought – Behavioural, Scientific, Systems, and ✓ Contingency
	2. Contribution of Management Thinkers	<ul style="list-style-type: none"> ✓ Taylor, Fayol, Elton Mayo
	3. Functions of Management	<ul style="list-style-type: none"> ✓ Planning – Concept, Nature, Importance, Steps, Limitations, Management by ✓ objectives (2) ✓ Organizing - Concept, Nature, Importance, Principles, Centralization, ✓ Decentralization, Organization Structures- Line and Staff Authority, Functional, ✓ Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, ✓ Organizations as Networks - Types of Network Organizations/Clusters - Self- ✓ Organizing Systems. Organizational Designs for Change and Innovation - ✓ Designing Principles for New Forms of Organizations ✓ Staffing - Concept, Nature, Importance, Steps. Concept of knowledge worker. ✓ Directing – Concept, Nature, Importance. ✓ Controlling - Concept, Nature, Importance, Process of controlling, Control ✓ Techniques
	4. Leadership	<ul style="list-style-type: none"> ✓ Concept, Nature, Importance, Attributes of a leader, developing
TOP MANAGEMENT PROCESS (Core)	1. Making the Transition to	<ul style="list-style-type: none"> ✓ Leadership Success: Responsibility, Authority, and

Learning Objectives:	General Management	Accountability
<ul style="list-style-type: none"> • The objective of TMP is to help you develop your approach to leadership as you evolve in your career – from a manager of programmatic matters or as a functional manager of, say, finance, marketing or operations – to the more complex role as a general manager (GM) or chief executive officer (CEO) – the person who has, in the private sector, P&L responsibility for an organizational unit and has at least - nominally - 3 different functions directly reporting to her or him and dotted lines to other functions (often staff activities such as HR, Finance, IT etc.). • The TMP course is all about the job of the GM or the CEO – the leader of an organization who is ultimately responsible for all aspects of the organization: strategy, operations and results. To achieve the course’s objectives, each lesson adheres to one (or more) orientations – focused on helping you to: (1) Experience the considerations and conditions relevant to the responsibilities of a GM or CEO (vicariously through cases, simulations and interactive discussion); (2) Retain those experiences (largely through reflection) until you can put them into action; both of which will, 	2. Introduction to Systemic Thinking and the Process Mindset	✓ systems thinking, inter-group conflict and relationships
	3. Creating the Team	✓ leading groups, group process- two groups compared, decision making in ambiguity, choosing your role in leading groups, and micro-behaviours of leaders
	4. Structure and Strategy	✓ experience group processes and group leadership challenges
	5. The Leader in Focus	✓ the experiences of general managers

<p>in turn, help you to (3) Navigate a career progression to get from where you are now to a GM or CEO position.</p>		
<p>FUNDAMENTALS OF HUMAN CAPITAL MANAGEMENT (Core)</p> <p>Learning Objectives: By the end of the course the student will be able to:</p> <ul style="list-style-type: none"> • Appreciate the importance of human resource management as a field of study and as a central management function; • Understand the implications for human resource management of the behavioural sciences, government regulations, and court decisions; • Know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element’s key concepts & terminology; and • Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical case problems. 	<p>1. Human Resource Management</p> <p>2. Performance Management System</p> <p>3. Compensation Management</p> <p>4. Productivity Management</p> <p>5. Retirement/Separation</p>	<p>✓ Introduction ✓ Challenges of HRM ✓ HR Roles HR Competencies ✓ HR Philosophy and Policy ✓ Evolution of HRM in India ✓ Human Resource Management and Organizational Performance Accountability in HRM</p> <p>✓ Definition, Concepts and Ethics-Different ✓ methods of Performance Appraisal- Rating Errors- Competency management</p> <p>✓ Concepts and Components-Job Evaluation- ✓ Incentives and Benefits.</p> <p>✓ Concepts-TQM-Kaizen-Quality Circles</p> <p>✓ Superannuation-Voluntary Retirement Schemes- ✓ Resignation-Discharge-Dismissal-Suspension-Layoff</p>
<p>HR IN KNOWLEDGE MANAGEMENT (Core)</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • The objective of the course is to prepare HR managers to participate in the organizational knowledge management efforts and 	<p>1. Introduction to knowledge management</p>	<p>✓ Understanding the significance of KM through a discussion on theories of the firm ✓ Understanding the history, and the close relationship of KM with other concepts ✓ Understanding the three major inputs viz. strategy, people and IT for a successful KM system</p>

<p>facilitate management of knowledge.</p> <ul style="list-style-type: none"> The course using case studies of many organizations shows the various aspects of KM and how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management. 	2. Understanding knowledge	<ul style="list-style-type: none"> ✓ Understanding the difference between data, information and knowledge <ul style="list-style-type: none"> – Understanding the various types of knowledge viz. tacit and explicit ✓ <input type="checkbox"/> The consequences of knowledge types on managing knowledge
	3. Knowledge management and organization design	<ul style="list-style-type: none"> ✓ Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design ✓ <input type="checkbox"/> Understanding how organization structure can affect knowledge management
	4. Knowledge management and culture	<ul style="list-style-type: none"> ✓ Why and how culture affects knowledge? ✓ <input type="checkbox"/> Why should an individual —share knowledge and how organizational culture can help mitigate individual’s fears
	5. Knowledge management, strategy and HRM	<ul style="list-style-type: none"> ✓ Understanding the need to align individual needs with organization <ul style="list-style-type: none"> – How HRM can design reward systems to facilitate KM ✓ <input type="checkbox"/> Using —organizational routines for managing knowledge
	6. Communities of Practice and KM	<ul style="list-style-type: none"> ✓ Why CoP is important (and more significantly, what is it)? <ul style="list-style-type: none"> – Designing CoP with people in mind and not technology – Making CoP work Need for customizing KM within organization ✓ Pitfalls of a global KM system and problems of cross-border issues in Knowledge management
	7. KM: the Indian experience	<ul style="list-style-type: none"> ✓ The problems Indian organization face with respect to KM
	CROSS CULTURAL MANAGEMENT (Core)	Introduction to the Course

Learning Objectives: This course will help the participants to: <ul style="list-style-type: none"> • Develop a cognitive framework to appreciate the impact of culture on managerial behaviour and business processes • Develop behavioural and cognitive skills to operate in the cultures of key countries • Apply his/her understanding of cultural nuances to managerial/ leadership effectiveness, interpersonal communication/ negotiations, designing systems and structures, HR practices, etc. 		✓ Underlying Structure of Culture
	2. Frameworks for Mapping the Culture	✓ Analyse and compare different cultures and derive their implications for management practices.
	3.Dimension of Cultural Differentiation	✓ Geert Hofstede ✓ Cluckhohn ✓
	4. Studies of National Culture	✓ Japan ✓ USA ✓ France ✓ United Kingdom ✓ India ✓ An Islamic Country ✓ Germany ✓ China
	5. Implications for Management Theory & Practice	✓ Adjusting to the New Culture ✓ Cultural Differences in Management/Business Practices

IV - STRATEGY

COURSE	MODULES	SUB MODULES
STRATEGIC MANAGEMENT (Core) Learning Objectives <ul style="list-style-type: none"> • To understand what constitutes strategy and what is not strategy. • To understand the process of strategy- Strategic intent, Formulation, Analysis and Choice, Implementation, Evaluation and Control. 	Introduction	What is Strategy? What is not Strategy 5P of Strategy Strategic Fit and Positioning
	Strategic Intent	Vision, Mission, Goals, Objectives How to develop a good Strategic Intent
	Environment Appraisal	PESTLE Industry Structure vs Resource Based View SWOT, EFE, IFE, CPM
	Devising Strategies	Corporate level Strategies Business level Strategies

	Strategic Analysis and Choice	Input, Matching and Decision Stage
	Implementing and Evaluating Strategy	Strategy formulation vs Strategy implementation Resource Allocation, Managing conflict and resistance to change Role of culture, structure, and leadership in implementing strategy Functional level strategic implementation Evaluating Strategy- Balanced Scorecard
INNOVATION STRATEGY FOR BUSINESS (Core) Learning Objectives <ul style="list-style-type: none"> • To familiarize students with the concept and process of innovation. • To suggest ways in which an individual and organization can be more innovative. • To discuss different typologies associated with innovation. • To familiarize students with seminal work in the area of innovation and how to apply them as managers. 	Introduction and fundamentals	Introduction and Innovation Fundamentals Ideas, Creativity, Invention and Innovation Intersection of ideas
	Design Thinking and Innovation	Applying Design Thinking in Innovation
	Innovation Typologies	Continuous vs. Discontinuous Incremental vs. Breakthrough Schumpeterian view on Innovation Product, Process, Service, Technological and further subtypes (Architectural, modular etc.) Systematic vs Eureka Innovation
	Process of Innovation	Innovator's Dilemma and Process Developing an Innovation Strategy
	Seminal Strategies of Innovation	Blue Ocean Strategy Disruptive Innovation Business Model Innovation Reverse Innovation Open Innovation
	Innovation: Execution Considerations	Capturing the Value of Innovation Building a culture of Innovation Preserving your innovation

ENTREPRENEURSHIP: FROM IDEA TO ACTION (Core) Learning Objectives <ul style="list-style-type: none"> To develop an entrepreneurial mind-set and look for entrepreneurial opportunities. To understand the process of converting an idea into a new venture and the risks involved. To develop a business plan and raise funds to start and run an entrepreneurial venture. To implement and scale up a new venture. 	Entrepreneurship- Introduction and Opportunity Generation	What is entrepreneurship? Entrepreneurship in India. New Entry generation and exploitation.
	From Idea to Opportunity	Identifying and Analysing Opportunities Legal aspects of protecting ideas
	From Opportunity to Business Plan	Creating a business plan Creating functional plans (finance, marketing etc.)
	Funding the Venture	Raising Capital- Sources and Risks involved
	Launch and Growth	Managing growth- resource allocation, strategies for growth, succession planning.
	ELEMENTS OF BUSINESS ECONOMICS (Core) Learning Objectives <ul style="list-style-type: none"> To familiarise students with the application of economics in business. To understand micro economics of business- demand, supply, production, cost, revenue, market structure concepts. To understand the effect of macroeconomic indicators on business- inflation, investment, consumption, saving, monetary and fiscal policy. 	
Introduction to Business Economics	Need and importance of economics for managers Managerial Economics, Micro Economics, and Macro Economics Economics objectives of a firm	
Demand and Supply	Demand, Supply and their determinants Elasticity and its implications for business Demand Forecasting	
Production	Production Function Stages of Production	
Cost and Revenue functions	Concept of cost and revenue Marginal cost and revenue Profit Maximisation	
Market Structures	Perfect Competition, Monopolistic Competition, Oligopoly, Monopoly. Implications of market structure on managerial decision making	

	Business and Macro-economics	Effects of policy, inflation, income, consumption, savings, investment on managerial decision making
STRATEGY IN THE ERA OF “PLATFORMS” Learning Objectives <ul style="list-style-type: none"> • To understand platform business and appraise its importance in today’s businesses. • To understand the difference between products and platforms business and how to develop a platform mind-set. • To understand the basics of platform architecture, ecosystem and design • To implement and scale up a platform business. 	Introduction and importance Platforms	What is a platform business? How is it different from products or service business? Why it is important in today’s context?
	Formulating a Platform Strategy	Moving away from a product mind-set to a platform mind-set Platform architecture, ecosystem, and design
	Implementing a Platform Strategy	Developing a Platform business model Utilizing network effects
	Scaling up a platform business	Process of Platform Scale Managing risk in platform scale
	Live Project	Capstone Project on setting up your platform business
BUSINESS MODELS FOR ACHIEVING ORGANIZATIONAL EXCELLENCE Learning Objectives <ul style="list-style-type: none"> • To understand what a business model is and appraise its importance in today’s businesses. • To understand the key elements of business model and their interactions for successful commercialization of products. • To understand how to design a business model. • To implement and scale up a platform business. 	Introduction and importance	What is a business model? Differences among Business model, Strategy and Business Plan. Why it is important in today’s context?
	Competing Through Business Models	Using business model to Create Competitive Advantage Business model as tool to innovation as well as to commercialize other innovations
	Business Model Generation	Components of a business model Business model Canvas
	Types of Business Model	Business Model Navigator (55 models)
	Analysing Business Models	Tools and framework to analyse business models
Disruptive Business Models	Cases of disruptive business models from various industries	
STRATEGIES FOR MANAGING FAMILY BUSINESSES Learning Objectives <ul style="list-style-type: none"> • To understand what a family 	Understanding Family Business	What is a family business? How is it different from non-family business? Family business in India.
	“Family” and “Business”	“Familianness”- Importance of family values, tradition and heritage.

<p>business is and how is it different from non-family businesses.</p> <ul style="list-style-type: none"> To understand the dynamics of family business. To understand family business governance and succession planning in such businesses. 	Governance in family business	Family and board of directors Corporate and Family Governance and Family business
	Succession Planning	How successors are selected in a family business Strategic planning of succession
	Live Project	Capstone Project on running your family business
UNDERSTANDING STRATEGY THROUGH HUMOUR		
<p>Learning Objectives</p> <ul style="list-style-type: none"> To bring down strategy from ivory towers to a young management student. To learn strategy concepts in a “fun” way. To bring fresh perspective to strategy using humour. 	Need of Humour in Strategy	What is humour and why is it required in Strategy? Tools of humour?
	Understanding Strategy through Humour from movies, music, celebrities, sports, jokes, anecdotes, ancient Indian texts etc.	Using humour tools to learn: Competitive Advantage Judo Strategy Alliances Competitive Strategy Industry Analysis
MASTERING STRATEGY EXECUTION IN BUSINESS		
<p>Learning Objectives</p> <ul style="list-style-type: none"> To understand the foundations of strategy execution. To understand the interconnection of structure, culture and leadership in strategy execution. To measure and evaluate execution performance in incumbents and new entrants. To adapt to change to achieve firm objectives. 	Foundations for Strategy Execution	Nature of Strategy Execution Theoretical foundations for managing organizational conflicts Stakeholders in Strategy execution
	Culture, Structure and Leadership	Importance and Types of culture in strategy execution Strategy and Structure Role of Leadership in Strategy Execution
	Performance Measurement Tools for Incumbents and New Ventures	Measuring and evaluating performance- building a profit plan, evaluate strategic profit performance, comparing performance to markets, balanced scorecard, optimization tools to build effective organizations
	Achieving firm’s objective	Keys to achieving firm’s profit objectives- resource allocation, risk management, innovation, change management
DRAGON AND TIGER STRATEGY: DOING BUSINESS IN CHINA AND INDIA		
<p>Learning Objectives</p> <ul style="list-style-type: none"> To understand the business 	Understanding China and India	Economic and Business Environment in China and India- Comparison and Contrast Role of governments in business in China and India
	Modes of Entry	Understanding Chinese and Indian firms

<p>environment of China and India.</p> <ul style="list-style-type: none"> To understand and manage different stakeholders while doing business in China and India. To learn negotiations while doing business with China and India. 		Regulations for MNCs in China and India for various industries Modes of Entry- Export, Alliance, Subsidiary, Franchising, Licensing etc.
	Understanding stakeholders	Understanding consumers, producers, suppliers, government, investors and other stakeholders in China and India
	Made in China and Made in India	Challenges and Opportunities in managing China and India Management and Leadership in China and India
	Negotiations	Negotiating with Chinese and Indian
	Strategic Trade between China and India	Exporting to and Importing from China for Indian businesses
<p>STRATEGIC MANAGEMENT</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> To understand what constitutes strategy and what is not strategy. To understand the process of strategy- Strategic intent, Formulation, Analysis and Choice, Implementation, Evaluation and Control. 	Introduction	What is Strategy? What is not Strategy 5P of Strategy Strategic Fit and Positioning
	Strategic Intent	Vision, Mission, Goals, Objectives How to develop a good Strategic Intent
	Environment Appraisal	PESTLE Industry Structure vs Resource Based View SWOT, EFE, IFE, CPM
	Devising Strategies	Corporate level Strategies Business level Strategies
	Strategic Analysis and Choice	Input, Matching and Decision Stage
	Implementing and Evaluating Strategy	Strategy formulation vs Strategy implementation Resource Allocation, Managing conflict and resistance to change Role of culture, structure, and leadership in implementing strategy Functional level strategic implementation Evaluating Strategy- Balanced Scorecard
<p>INNOVATION STRATEGY FOR BUSINESS</p> <p>Learning Objectives</p> <ul style="list-style-type: none"> To familiarize students with the concept and process of innovation. 	Introduction and fundamentals	Introduction and Innovation Fundamentals Ideas, Creativity, Invention and Innovation Intersection of ideas
	Design Thinking and Innovation	Applying Design Thinking in Innovation
	Innovation Typologies	Continuous vs. Discontinuous

<ul style="list-style-type: none"> To suggest ways in which an individual and organization can be more innovative. To discuss different typologies associated with innovation. To familiarize students with seminal work in the area of innovation and how to apply them as managers. 		Incremental vs. Breakthrough Schumpeterian view on Innovation Product, Process, Service, Technological and further subtypes (Architectural, modular etc.) Systematic vs Eureka Innovation
	Process of Innovation	Innovator's Dilemma and Process Developing an Innovation Strategy
	Seminal Strategies of Innovation	Blue Ocean Strategy Disruptive Innovation Business Model Innovation Reverse Innovation Open Innovation
	Innovation: Execution Considerations	Capturing the Value of Innovation Building a culture of Innovation Preserving your innovation
ENTREPRENEURSHIP: FROM IDEA TO ACTION Learning Objectives <ul style="list-style-type: none"> To develop an entrepreneurial mind-set and look for entrepreneurial opportunities. To understand the process of converting an idea into a new venture and the risks involved. To develop a business plan and raise funds to start and run an entrepreneurial venture. To implement and scale up a new venture. 	Entrepreneurship- Introduction and Opportunity Generation	What is entrepreneurship? Entrepreneurship in India. New Entry generation and exploitation.
	From Idea to Opportunity	Identifying and Analysing Opportunities Legal aspects of protecting ideas
	From Opportunity to Business Plan	Creating a business plan Creating functional plans (finance, marketing etc.)
	Funding the Venture	Raising Capital- Sources and Risks involved
	Launch and Growth	Managing growth- resource allocation, strategies for growth, succession planning.
ELEMENTS OF BUSINESS ECONOMICS Learning Objectives <ul style="list-style-type: none"> To familiarise students with the application of economics 	Introduction to Business Economics	Need and importance of economics for managers Managerial Economics, Micro Economics, and Macro Economics Economics objectives of a firm
	Demand and Supply	Demand, Supply and their determinants

<p>in business.</p> <ul style="list-style-type: none"> To understand micro economics of business- demand, supply, production, cost, revenue, market structure concepts. To understand the effect of macroeconomic indicators on business- inflation, investment, consumption, saving, monetary and fiscal policy. 		Elasticity and its implications for business Demand Forecasting
	Production	Production Function Stages of Production
	Cost and Revenue functions	Concept of cost and revenue Marginal cost and revenue Profit Maximisation
	Market Structures	Perfect Competition, Monopolistic Competition, Oligopoly, Monopoly. Implications of market structure on managerial decision making
	Business and Macro-economics	Effects of policy, inflation, income, consumption, savings, investment on managerial decision making

V - INTERNATIONAL BUSINESS

<p>GLOBAL BUSINESS ENVIRONMENT ANALYSIS (Core)</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> The course aims at equipping a student to appraise the macro environment affecting global business Focus on making students understand how organizations achieve global competitiveness To make student understand export and import strategies and accounting and tax implication for global business. 	Introduction	The Global Domain World Trade Organization Managing with Information Technology Managing Operations: Global Manufacturing
	The Global Environment	Political Environment Legal Environment Economic Environment Technological Environment Socio cultural Environment
	Global Competitiveness	Learning Organizations World-Class Organizations Entry Strategies & Organizational Structures Management Decision and Control
	Doing Business Abroad	Export & Import Strategies Foreign Exchange Management Multinational Accounting and Tax Functions
<p>CONDUCTING BUSINESS RESEARCH (Core)</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> The course aims at equipping a student to 	Introduction to Business Research	Nature scope and types of research
	Research Design	The research process Observational studies Surveys

<p>understand the process of conducting business research</p> <ul style="list-style-type: none"> To make students understand how to choose sample, collect data, analyses and report the findings for better managerial decision making. 		Experiments and test markets
	The Sources and Collection of Data	Measurement scales, questionnaires and other instruments, sampling
	Analysis and Presentation of Data	Hypothesis testing Report writing
<p>ADVANCED BUSINESS RESEARCH METHODS (Core)</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> To equip the students to analyze quantitative data using SPSS To interpret the findings from SPSS 	Introduction to Data Collection and Analysis	Data, Sample and their types Tools to collect data
	Data Analysis using SPSS	Input and sorting data in SPSS Data analysis and hypothesis testing in SPSS- descriptive statistics, t-test, ANOVA, Regression, Discriminant analysis
<p>GLOBALISATION AND BUSINESS (Core)</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> To equip a students to understand globalization and how global businesses function To understand how macroeconomic indicators affect global businesses and how businesses function in boom and bust periods. 	Understanding globalization	Concept and definitions, historical background
	Global corporations	Multinational and Transnational corporations and business scenario
	Globalization and economic growth	Global Determinants of the level of national income, employment, investment, interest rates, the supply of money, inflation, exchange rates, and the formulation and operation of stabilization policies
<p>EMERGING MARKETS STRATEGIES</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> This course highlights upon the contemporary business practices in emerging markets and the macro variables affecting trade practices in these markets. It focuses upon making the students understand the factors behind success stories of specific emerging markets and the regulatory norms associated with trade 	Emerging markets past and current scenario	Business Climate in India : Comparative analysis before and after 1990, SAARC and ASEAN economies
	REGULATORY ENVIRONMENT IN WORLD MARKETS	UNDERSTANDING THE REGULATORY CHALLENGES FACED BY EMERGING ECONOMIES IN EXPORTING AND MARKETING GOODS IN WORLD MARKETS
	Success factors behind specific markets	Energy and infrastructure in Brazil, global supply chain management in China, and marketing in emerging economies

<p>in global markets.</p>	<p>Emerging markets and Pricing of goods</p> <p>FDI IN EMERGING MARKETS</p> <p>New avenues of development finance</p>	<p>such as India and China.</p> <p>Pricing strategies and factors affecting the same, pricing theories</p> <p>THE WAVE OF FDI IN EMERGING ECONOMIES : INDIA VS CHINA, ASEAN, SAARC</p> <p>Mergers and Acquisitions, Joint Ventures, Turnkey Projects, Green Field Investments</p>
<p>STRATEGIC TRADE POLICY</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> Trade Policy is a complex nexus of economic theory, economic conditions and trends, domestic and international politics and institutions, domestic business interests and civil society. The objective of this course is to provide an understanding of contemporary Indian trade policies and the relationships between public policy and economic theory in the context of a globalized world economy. 	<p>Theories of trade</p> <p>FTP 2015-20</p> <p>Theory of tariffs</p>	<p>The Theoretical foundations of international trade. Role of international trade in factor mobility</p> <p>The policy framework governing trade in India</p> <p>Impact of tariff and non-tariff barriers on trade of large and small countries</p>
<p>INTERNATIONAL SUPPLY CHAIN MANAGEMENT</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> After completion of this course, the student will be able to understand the following : The components of international logistics infrastructure The nuances of inventory control and management The basic concepts related to warehousing and 	<p>Logistics network</p> <p>Trade procedures</p> <p>Regional practices affecting trade</p>	<p>Shipping practices and types of international logistics practices</p> <p>Procedures and Documentation involved in trading</p> <p>Regulatory environment (region wise)</p>

<p>transportation of goods and</p> <ul style="list-style-type: none"> • Important facets of global regulatory environment. 		
<p>GLOBAL MONETARY MARKETS</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • The objective of this course is to make students understand how financial markets operate and the regulatory environment affecting these markets. • The course aims at teaching the students the types of pricing strategies adopted by traders. • The course also focuses on important models like IS-LM Model and Mundell Flemming Model affecting economic variables in the foreign markets and making them understand the inter relation between various macro variables. 	<p>Financial markets</p> <p>International pricing of goods</p> <p>Forex and its impact on economic growth</p>	<p>Regulatory environment in financial markets</p> <p>Types of pricing strategies, factors affecting pricing of goods, IS-LM Model</p> <p>Inflation, foreign exchange and terms of trade, BOP, Mundell Flemming Model</p>
<p>TRADE ANALYTICS</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • This course aims at teaching the students applications of theories of trade in the context of real business environment. • The course uses advanced business research methods as a foundation to applicate the theories with respect to the real dynamic environment. 	<p>Theories of international business</p>	<p>Heckscher Ohlin Theorem</p> <p>Gravity Model of Trade</p> <p>Dunnings Eclectic Theorem</p> <p>Economic growth and trade</p>
<p>STRATEGIC DECISIONS IN FOREIGN MARKETS</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • The course focuses upon strategy and the decision to invest abroad, forecasting exchange rates, international portfolio 	<p>Factors governing investment decisions in foreign markets</p>	<p>Investment decisions in foreign markets ,</p> <p>Method of future forecasting,</p> <p>Risk Analysis in foreign markets,</p> <p>Cost benefit analysis,</p> <p>Taxation policies in international markets</p>

<p>diversification, managing exchange risk, taxation issues, cost of capital and financial structure in the multinational firm, and sources of financing.</p>		
<p>INTERNATIONAL LAW IN BUSINESS</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • This course focuses on principles, customs, and rules that govern the behaviors, relationships, and interdependence between nations, international organizations, and corporations. • An emphasis will be placed on the areas of contracts, dispute resolution, product liability, intellectual property, the legal structure of businesses and joint venture agreements. 	<p>Customs and rules that govern the behaviors, relationships, and interdependence between global economies</p>	<p>International contracts, dispute resolution, product liability, intellectual property, legal structure of businesses and joint venture agreements.</p>
<p>INTERNATIONAL MARKET RESEARCH AND ENTRY STRATEGIES</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • This course focuses on the research, decision and planning stages, while International Marketing focuses on the process of executing the tactical components of the international marketing plan. • In this course the student will learn how to find information regarding foreign markets, create country and market profiles, plan market entry, find financing, and understand how to ready a product for exporting. 	<p>Direct and indirect entry modes in the foreign markets</p>	<p>Licensing Franchising Management contracts Business process outsourcing Knowledge process outsourcing Turnkey projects Mergers and acquisitions Joint ventures Selling through export houses, commission agents / brokers</p>

VI - PRODUCTION AND OPERATIONS MANAGEMENT

COURSE	MODULE	SUB MODULES
<p>MANAGING BUSINESS OPERATIONS (Core)</p> <p>Learning Objectives: The <i>learning goals and objectives</i> of this course for students to pursue management education are:</p> <ul style="list-style-type: none"> • To develop student understanding of the underlying concepts, strategies and issues involved in the Service Operations Management and analytics of a firm. • To identify, formulate and analyse complex business problems using principles of quality management among the students which helps them to manage service operations management. • To empower student understanding of designing solutions for business problems and develop systems & processes that meet the specified needs of service operations management. • To empower student with research based knowledge and methods including service design experiments, analysis and interpretation of data synthesized with information to provide valid conclusions. 	<p>Module I: Introduction to Production & Operations Management: Concepts</p> <p>The purpose of this module is to acquaint students with basic concepts of the Production and Operations Management and its uses in real life situation, and the formulation of the problems.</p>	<p>Introduction of Basic Concepts of Production & Operations Management, Evolution from manufacturing to operations management, Transformation processes, Production Cycle, Product Design, Service Design, Plant Location Methods, Facility Layout, Manufacturing Process Analysis, Capacity Planning, Business Process Reengineering, Demand Forecasting.</p>
	<p>Module II: Quality Management and Statistical Quality Control</p> <p>The objective of this module is to understand the basic insight of Quality control mechanism in production and operations management.</p>	<p>Concept of Quality and Dimensions, Evolution of Quality concept, Quality Guru's contribution, Quality Standards and awards, Total Quality Management, Zero Defects: Concept of Six Sigma, Cost of Quality, Continuous Improvement, Lean Production, Control Charts, Statistical Quality Control</p>
	<p>Module III: Materials and Inventory Management</p> <p>The objective of this</p>	<p>Introduction to materials management, Purchasing Function and management :sourcing and outsourcing, Aggregate Planning & Material requirement planning, Master Production Schedule,</p>

<ul style="list-style-type: none"> To enable student apply reasoning informed by contextual knowledge to assess the issues related to society, health, safety, and the consequent responsibilities relevant to the service operations management practices. To impart knowledge, to understand & apply business project management principles to one's own work, as a member and team leader, to manage projects in multidisciplinary environments. 	<p>module is to study materials management process, inventory management, purchasing function and stores layout.</p>	<p>Concept and types of Inventory: ABC, VED, FSN analysis, Economic order quantity (EOQ): Concept and application</p>
	<p>Module IV: Project Management & Network Analysis</p> <p>The objective of this module is to plan, organize and control the resources to achieve specific goals.</p>	<p>Introduction to Project Management. Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control. Illustration by taking numerical examples,</p>
	<p>Module V: Managing IT and Cross Functional drivers in a E-business & Supply Chain</p> <p>The objective of this module is to manage and control the IT and cross functional drivers to achieve specific goals.</p>	<p>Role of sourcing in E-business & supply chain, IT enabled purchasing, Supplier selection and procurement process, Relationship between E-Commerce, ERP and SCM, Integrating e-Commerce & Supply Chain with Information Technology, Decision Support Systems for E-Business & Supply Chain decision making.</p>

VII - IT

COURSE	MODULE and SUBMODULES
<p>MANAGEMENT INFORMATION SYSTEM (Core)</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision-making. 	<p>Organisations and Computing, , Data and Information, Decision making and communication, Different Kinds of MIS, Security Risks in MIS, Competing with IT</p>

<ul style="list-style-type: none"> • Understand the nature and diversity of MIS systems. • Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems. 	
<p>DATA MINING TOOLS AND TECHNIQUES</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Display a comprehensive understanding of different data mining tasks and the algorithms most appropriate for addressing them. • Demonstrate capacity to perform a self-directed piece of practical work that requires the application of data mining techniques. • Conceptualise a data mining solution to a practical problem. 	<p>Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining</p>
<p>DATA WAREHOUSING TOOLS AND TECHNIQUES</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Define the concept, structure and major issues of data warehousing. • Apply multi-dimensional modeling techniques in designing data warehouses. • Apply the online analytical processing (OLAP) technology for decision support 	<p>Introduction, Data Warehousing, Advantages and Disadvantages of Data Warehousing, Data Warehouse, Data Mart, Aspects of Data Mart, Online Analytical Processing , Characteristics of OLAP, OLAP Tools, OLAP Data Modeling, OLAP Tools and the Internet, Difference between OLAP and OLTP, Multidimensional Data Model, Data Modeling using Star Schema and Snowflake Schema</p>

<p>BUSINESS INTELLIGENCE ESSENTIALS</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Identify the major frameworks of computerized decision support: data analytics and business intelligence (BI). • Understand the capabilities and applications of BI tools. • Understand the context and application of different BI frameworks in modern organizations. 	<p>Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence</p>
<p>ADVANCED TOPICS IN BUSINESS INTELLIGENCE</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Have a profound understanding of the cost and risks of BI. • Develop an overall BI solution to an organization problem. • Know about the different BI vendors globally. 	<p>Planning to implement a Business Intelligence Solution, Understand Limitations of Business Intelligence, Business Intelligence Usage, How to make the best use of Business Intelligence?, The Advantages of BI with Sales, How can BI be used for the rescue?, Organization Culture, Managing Total Cost of Ownership for Business Intelligence, Total Cost of Ownership and Business Intelligence, Managing the TCO of the Business Intelligence, Factors that Affect Total Cost of Ownership, Business Intelligence Platform, Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors</p>
<p>E-BUSINESS SECURITY</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Understand of basics of security technology that is applicable in E-business. 	<p>Security issues in e-business, physical security solutions, software solutions, encryption, digital signatures, certification authorities, information security management systems</p>
<p>PERIPHERAL TOPICS</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Have peripheral knowledge of technology topics that are essential in today's business environment. 	<ol style="list-style-type: none"> 1) Cloud Computing 2) Blockchain Technologies 3) Internet of Things 4) Android and Mobile App Development 5) Mobile Communications Technology

ELECTIVE COURSES

S. No.	Elective Courses
1.	Marketing Healthcare into the 21 st Century
2.	Luxury Marketing Strategies
3.	Visual Merchandising Design
4.	Hands on Digital Marketing Program
5.	High end Data Analytics
6.	Surveillance in Stock Exchanges
7.	Transnational Business Finance
8.	International Trade Practices- APAC, Europe & Gulf
9.	Human Analytics
10.	E-Commerce Strategy