



Department of Professional Studies

CURRICULUM DOCUMENT

**Master of Science
(Strategic Management)
2024-25 | June 2024 Trimester Onwards**

CHRIST (Deemed to be University)
Bangalore Central Campus
Karnataka, India
www.christuniversity.in

Curriculum Document: **Master of Science (Strategic Management)** 2024-25 prepared by the Department of Professional Studies and approved by the Academic Council, CHRIST (Deemed to be University), Bangalore, India.

Published by the Centre for Publications, CHRIST (Deemed to be University), Hosur Road, Bangalore - 560 029, India.

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Department of Professional Studies

Department of Professional Studies (DPS) offers some of the most unique and inter-disciplinary courses in the field of commerce and management. It was established in the year 2002 as Centre for Career Advancement (CCA), and later upgraded to Department of Professional Studies in 2007. The Department aims at offering professional training to aspiring and achievement oriented young individuals for wider career opportunities. This is achieved through uniquely designed value enhancement programmes (Add-on courses and programmes) along with academic degrees to equip the students with the required skill sets. The Department has a blend of top-quality academicians and highly qualified practicing professionals.

Soft Skills and Activity Sessions (SSA) are a compulsory component of every program of the Department and these sessions are intended to help students excel in soft skills, team work, communication, public speaking, debates, general knowledge etc. By the end of third year of UG and second year of PG, each student is expected to conduct at least two training sessions as a professional trainer in other departments of the university or in other institutions.

Vision - To become a centre of excellence in education, training and research in the field of commerce and management

Mission - To impart holistic education through state-of-the-art technology with the aim of producing professionals in the field of commerce and management, and also to launch new programs to bridge the gap between academia and the corporate sector by meeting stakeholder requirements

Aim and Purpose - To develop professionals with a global perspective and innovative mind-set and social concern

About the Program

The Department introduced the two-year MSc Strategic Management program in 2015-16 with the objective of offering a program designed to develop higher level managerial competencies, with special focus on Strategic thinking, management and leadership. The program covers a detailed overview of What, Why and How of business strategy, including Corporate, Business unit and functional level strategies. The program follows interdisciplinary approach and a practical orientation.

Program Overview

Moving up the management scale in any organization requires candidates to become more strategic in outlook, and to have an awareness of the wider issues at play. The MSc Strategic Management degree is an excellent alternative to an MBA to help you develop your strategic, analytical and management skills.

The program is designed to develop business leadership and managerial skills, ensuring a critical appreciation of various theories, tools and techniques of contemporary business and management practices. The program would enable one to lead more effectively and initiate dynamic changes in organizations, utilizing effectively the resources through strategic decision making.

The students will also be trained in key transferable skills, such as design-thinking, strategic decision-making, Negotiation and Persuasion capabilities, Numeracy and Quantitative skills, Teamwork, Leadership, personal efficacy and effective use of ICT.

Eligibility

Any undergraduate degree with 50% aggregate marks and, preferably, a work experience of 1 year.

Selection Process

Selection of the candidates would be based on a personal interview and statement of purpose.

Course Duration and Structure

This is a six trimester inter-disciplinary post-graduate degree program, with flexibility of completing the program in 2 – 4 years.

Program Outcomes

PO1: Lead more effectively and initiate dynamic changes in organizations, utilizing effectively the resources through strategic decision making.

PO2: Develop an understanding of the diverse and rapidly changing global business environment.

PO3: Exhibit key transferable skills, such as design-thinking, strategic decision-making,

Negotiation, Persuasion capabilities and Quantitative skills.

PO4: Work effectively and professionally in teams.

PO5: Analyze and evaluate ethical problems that occur at all levels of business decision making.

PO6: Demonstrate advanced knowledge and skillful application in the core and functional areas of 'Management' like Marketing, Accounting, Finance, HR and Operations.

PO7: Evaluate and resolve real time business problems with specialized knowledge developed through experiential learning.

PO8: Demonstrate leadership traits, communication skills and innovative thinking for optimal performance in personal, professional, societal and environmental domains.

PO9: Evaluate personal and professional choices in terms of ethical values and governance and their application to society, business and professions.

PO10: Exhibit social sensitivity and sense of equality to embrace diversity and inclusion and promote peaceful co-existence.

Programme Structure
MSc (Strategic Management): 2024-25 | June 2024 Trimester Onwards

| Course Code | Title of the Course | Type of the Course | Core/ Elective | No. of Hrs | Credits | Marks |
|----------------------|---|--------------------|----------------|------------|---------|-------|
| Trimester I | | | | | | |
| MSM131 | Core 1 Management and Organizational Behavior | Theory | Core | 60 | 4 | 100 |
| MSM132 | Core 2 Managerial Economics | Theory | Core | 60 | 4 | 100 |
| MSM133 | Core 3 Accounting for Business Decisions | Theory | Core | 60 | 4 | 100 |
| Trimester II | | | | | | |
| MSM231 | Core 4 Financial Management | Theory | Core | 60 | 4 | 100 |
| MSM232 | Core 5 Marketing Management | Theory | Core | 60 | 4 | 100 |
| MSM233 | Elective 1 Human Resource Management | Theory | Elective | 60 | 4 | 100 |
| Trimester III | | | | | | |
| MSM331 | Core 6 Strategic Management | Theory | Core | 60 | 4 | 100 |
| MSM332 | Core 7 Quantitative Techniques for Managers | Theory | Core | 60 | 4 | 100 |
| MSM333 | Elective 2 Legal Aspects of Business | Theory | Elective | 60 | 4 | 100 |
| Trimester IV | | | | | | |
| MSM431 | Core 8 Mergers, Acquisition and Corporate Restructuring | Theory | Core | 60 | 4 | 100 |
| MSM432 | Core 9 International Business and Global Strategy | Theory | Core | 60 | 4 | 100 |
| MSM433 | Elective 3 Corporate Ethics, Governance and Social Responsibility | Theory | Elective | 60 | 4 | 100 |
| Trimester V | | | | | | |
| MSM531 | Core 10 Managing Technology and Innovation for Competitive Advantage | Theory | Core | 60 | 4 | 100 |

| Course Code | Title of the Course | Type of the Course | Core/ Elective | No. of Hrs | Credits | Marks |
|---------------------|--|---------------------------|-----------------------|-------------------|----------------|--------------|
| MSM532 | Core 11 Strategic Leadership and Communication | Theory | Core | 60 | 4 | 100 |
| MSM533 | Elective 4 Business Analytics and Data Governance | Theory | Elective | 60 | 4 | 100 |
| Trimester VI | | | | | | |
| MSM681 | Core 12 Dissertation | Project | Core | 60 | 4 | 100 |
| MSM632 | Elective 5 Organizational Development and Change Management | Theory | Elective | 60 | 4 | 100 |
| MSM633 | Elective 6 Entrepreneurship and Venture Creation | Theory | Elective | 60 | 4 | 100 |

TRIMESTER I

| Course Name: Management and Organizational Behavior Core | Course Code: MSM131 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: This course serves as an introduction to the fundamental concepts, principles and practices of management within various organizational contexts. Through a combination of theoretical frameworks, case studies students will develop a foundational understanding of the role of management in achieving organizational goals and objectives. Although skills in finance, accounting, marketing, operations, and strategy are crucial for organizational success, the ability to manage an organization, its groups, and its individuals is equally important. In any professional career, one needs to depend on people to accomplish tasks, goals, and projects; you will need to work for other people, work with other people, and supervise other people. An understanding of the human side of management is an essential complement to the technical skills. Hence, the later part of this course focusses on it.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Understand and apply key Management concepts, functions and framework and analyze organizational dynamics. 2. Analyze individual behavior in organizations, including factors such as personality, perception, motivation, attitudes, and learning, and how these factors influence employee behavior and performance. 3. Apply the tenets of Motivation and its theories. 4. Identify the factors that create and sustain an organisation's culture and climate. 5. Evaluate Organizational Development Interventions. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CO1 | 2 | | | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CO2 | | | | | | 2 | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CO3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CO4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CO5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Unit 1: Introduction to Management | Hours:12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Introduction to Management – Management Vs Administration - Importance, Functions, Levels and Process of Management - Fundamentals of Planning, Organising Staffing, Leading, and Controlling – Types of Managers, Managerial Roles and Skills, Social and Ethical issues | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

in Management, Bureaucracy and its characteristics.

Unit 2: Introduction to Organisational Behaviour (OB)

Hours: 12

Meaning: Organisation and OB – Classification of Organisations - Challenges and Opportunities of OB - Foundations of Individual Behaviour - Personality Theories and Personal Effectiveness – Big Five Personality Factors - Myers–Briggs Type Indicator - Perceptual Process – Learning Process and Theories – Learning Styles - Values and Attitudes – Function of Attitudes.

Unit 3: Motivation Process and Theories

Hours: 12

Significance of Managing Motivation at Work – Meaning of Motivation - Effective Groups and Teams – Leadership Theories and Styles – Conflict Management – Sources, Types and Management Styles of Conflict – Resolving Conflict through Negotiation, Organizational Stress Management & Techniques, Role of Emotional Intelligence in managing stress at workplace.

Unit 4: Organisational Culture and Climate

Hours: 12

Organisational Culture and Climate – **Levels and Types of Organisational Culture** - Organisational Ethos – Functionality and Dysfunctionality of Culture – Power and Politics – Characteristics of a healthy Organisational Climate – Dimensions of Organisational Climate - Organisational Change and its Forces – Process and Implementation of Change – Managing Change.

Unit 5: Organisational Development (OD)

Hours: 12

Organisational Development – Efficiency Vs Effectiveness - Phases and Interventions of OD – Techniques of OD, Coping with Frustration and Burnout – Transactional Analysis and Managerial Interpersonal Styles – Communication in Organisations.

Essential References:

1. L M Prasad, Principles and Practice of Management (2020), Sultan Chand & Sons.
2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra (2018), Organizational Behavior, Pearson Education.

Recommended References:

1. Harold Koontz, Heinz Weihrich, Mark V. Cannice Essentials of Management (2020), McGraw Hill.
2. Fred Luthans, Brett C. Luthans, Kyle W. Luthans, Organizational Behavior (2021), Information Age Publishing.
3. Mc Shane & Von Glinov, Organizational Behaviour, Tata Mc Graw Hill.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage Learning.
5. Udai Pareek, Understanding Organisational Behaviour, Oxford Higher Education.

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|---|------------|------------|------------|------------|------------|------------|----------------------------|------------|------------|-------------|
| Course Name: Managerial Economics Core | | | | | | | Course Code: MSM132 | | | |
| Total Number of Hours: 60 | | | | | | | Credits: 4 | | | |
| Course Description: This course is designed to impart knowledge of the concepts and principles of Managerial Economics, which govern the functioning of a firm/organization under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government. | | | | | | | | | | |
| Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Recognize the knowledge on concepts and principles of Economics. 2. Describe, relate and appreciate the functioning of market forces. 3. Dissect the conceptual relationship between production and cost aspects in both short and long run. 4. Analyze the efficiency and implications of various market structures and the intervention of government in markets. 5. Appraise macro-economic variables and policies relevant to the functioning of the real economy. | | | | | | | | | | |
| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 |
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| CO5 | 1 | 2 | | | | | 2 | | | |
| Unit 1: Nature and Scope of Economics | | | | | | | Hours: 8 | | | |
| Introduction - Definition, Nature and Scope, Three Problems of Economic Organizations – Solving of three problems, Ten Principles of Economics - Fundamental concepts of Managerial Economics – Utility, Scarcity, Opportunity cost, Efficiency, Marginal/incremental principle, Equilibrium, Money, Capital, Externalities, Features of a Modern Economy – Role of Government in Markets. | | | | | | | | | | |
| Unit 2: The Market Forces of Demand and Supply | | | | | | | Hours: 10 | | | |
| Demand – Demand Schedule and Curve, Demand Determinants, Demand function - Law of Demand - Determinants of Supply, Supply function - Law of Supply. Market Equilibrium - Elasticity of Demand - Price, Income, Cross, Promotional Elasticity – Measurement and Application of Elasticity in business decisions, Elasticity of Supply, Demand Estimation and Forecasting – Government Policies – Control of Prices. | | | | | | | | | | |

Unit 3: Production Analysis

Hours: 10

Firm and Industry – Production Function – Law of Diminishing Returns - Law of Variable Proportions – Returns to Scale - Production in Short and Long run – Isoquant Analysis – Productivity Measurement.

Unit 4: Cost and Revenue Analysis

Hours: 10

Cost concepts - Absolute cost and opportunity cost, Accounting and Economic cost – Fixed and Variable cost – TC, AC & MC, Cost Curves, Cost-output relationship in the short and Long run - Economies and Diseconomies of Scale - Revenue – TR, AR and MR – Economic Profit Vs Accounting Profit.

Unit 5: Market Structure Analysis

Hours: 12

Introduction, Markets Types– Perfect and Imperfect Competition, Monopoly and Oligopoly – Monopoly and Public Policy – Price Discrimination - Collusive and Non-Collusive Oligopoly Models - Monopolistic Competition and Product Differentiation.

Unit 6: Macro Economics: The Big Picture

Hours: 10

Nature of Macroeconomics – Open Economy Vs Closed Economy - Aggregate Demand & Aggregate Supply - Concepts of National Income, Measurement of National Income - Methods and Problems - Macroeconomic Aspects: Business Cycle, Unemployment and its Types, Okun’s Law, Inflation, Deflation - Macroeconomic Policies: Fiscal and Monetary Policy.

Essential References:

1. Dwivedi, D.N, Managerial Economics, Vikas Publication
2. Gregory Mankiw, Principles of Economics, South Western Publishers.

Recommended References:

1. Paul A Samuelson and William D Nordhaus, Managerial Economics, Mc Graw Hill.
2. Eric Bentzen, Mark Hirschey, Managerial Economics, Cengage Learning.
3. Damodaran Suma, Managerial Economics, Oxford University Press.
4. Atmanand, Managerial Economics, Excel Books.
5. Craig Petersen & W. Cris Lewis, Managerial Economics, Pearson Education.
6. Paul Krugman, Economics, Worth Publishers Inc.

| Course Name: Accounting for Business Decisions Core | Course Code: MSM133 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: This course captures the fundamental aspects of Financial Accounting, Cost Accounting and Management Accounting. "Accounting for Business Decisions" is designed to provide students with a fundamental understanding of accounting principles and practices as they apply to various business contexts. The course explores how accounting information is generated, analyzed, and utilized to support decision making within organizations. Emphasis is placed on both financial and managerial accounting concepts, with a focus on their practical application in real-world business scenarios.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Understand the accounting concepts, difference between different types of accounting 2. Prepare trial balance, profit and loss account and balance sheet. 3. Compare and interpret the financial statements. 4. Demonstrate an understanding of fundamental cost concepts, including direct costs, indirect costs, fixed costs, variable costs, and mixed costs. 5. Apply the appropriate decision-making tools of accounting in business context. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO2 | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CO3 | | | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO5 | | | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Unit 1: Basic Concepts Hours:9</p> <p>Meaning and Importance of Business Decisions - Meaning of Accounting, Basic Concepts, Terms used in Business Accounting - Types of Accounts, Accounting Equations and Users of Accounting Information. Accounting Principles, Concepts and Conventions – Role of the Accountant - Ethical Standards for Accountants - Difference between Financial, Cost and Management Accounting.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Unit 2: Accounting Process Hours: 14</p> <p>Documents and Books of Accounts - Journal, Ledger and Trial Balance, Preparation of Profit and Loss Account and Balance sheet – Preparation of Cash Flow Statement - Accounting in Computerized Environment.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Unit 3: Analysis and Interpretation of Financial Statements

Hours: 12

Financial Statement Analysis – Meaning, Objectives and Types of Financial Statements, Techniques of Financial Statement Analysis - Financial Statement Ratios: Liquidity, Profitability, Solvency and Efficiency (Problems).

Unit 4: Cost Accounting and Cost Control

Hours: 12

Basic Concepts and Objectives of Cost Accounting, Classification of Costs, Relevant and Irrelevant costs, Differential costs, Sunk cost - Preparation of Simple Cost sheet – Material Cost - Inventory Control Techniques, Economic Order Quantity, Labour Cost Control, Time keeping and Time booking, Overheads Classifications, Allocation and Apportionment of Overheads (Non-reciprocal method only).

Unit 5: Decision Making Tools

Hours: 13

Marginal Costing – Meaning, Break-even Point, Cost Volume Profit Analysis, Optimizing Product Mix, Pricing Decisions: Make or Buy; Budgetary Control - Cash and Flexible Budgets.

Essential References:

1. S N Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari, “A Text book of Accounting for Management”, Third Edition, Vikas Publishing House; Third edition, ISBN-10: 9325956195, ISBN-13: 978-9325956193, 2012.
2. Dr. Mahesh Kulkarni and Dr. Suhas Mahajan, “Accounting for Business Decisions”, 2nd Edition, Nirali Prakashan, ISBN-10: 9383525657, 2016.
3. H.V. Shankaranarayana and H.R. Ramanath, “Financial Accounting for Management”, Cengage Learning India Private Limited, ISBN-10: 9788131524817, 2014.
4. M.N. Arora, “Accounting for Management”, 4th Revised Edition, Himalaya publishing house, ISBN-10: 9353676770, 2019.
5. M.Y.Khan and P.K.Jain, “Management Accounting and Financial Analysis”, Tata McGraw Hill.

Recommended References:

1. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, and S. Mark Young, “Management Accounting: Information for Decision Making and Strategy Execution”, 6th Edition, Pearson Education India, ISBN-13: 978-0-13-702497-1, 2014.
2. P Periasamy, “A Textbook of Financial Cost and Management Accounting”, Himalaya Publishing House, ISBN-10: 8183182151.
3. H.V.Jhamb, “Fundamentals of Management Accounting”, ANE Books.
4. Shukla M.C., Grewal T.S., M.P. Gupta, “Cost Accounting: Texts and Problems”, Revised Edition, S Chand & Company, ISBN-10: 8121919630.
5. Peter Atrill, Eddie McLaney, “Financial Accounting for Decision Makers”, 8th Edition, Pearson.

TRIMESTER II

| Course Name: Financial Management Core | Course Code: MSM231 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: This course deals with theoretical and practical aspects of Financial Management. Students are trained to understand, assess and implement the optimality the firm's investment, financing and dividend decisions to maximize shareholder's wealth. It acquaint students with the techniques of financial management and their applications for business decision making.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Explain the framework and the importance of Finance function in an organizational setup. 2. Compute the cost of various sources of funds and its impact on the capital structure of a business. 3. Evaluate alternate investment proposals by applying appropriate techniques and select the most viable proposal. 4. Estimate the required working capital needs and formulate effective strategies to manage. 5. Analyze the impact of dividend on the financial landscape of the firm. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO4 | | | | | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CO5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Unit 1: Financial Management – An Overview Hours:12 Meaning, Definition, Scope and Objectives of Financial Management – Major Decisions - Organization of Finance function, Functions of a Finance Manager, Agency Theory - Financial Planning – Principles and Steps in Financial Planning.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Unit 2: Cost of Capital and Capital Structure Hours: 12 Concept and Measurement of Specific Cost of Capital, Weighted Average Cost of Capital - Leverage; Types and Computation - EBIT- EPS Analysis. Capital Structure - Meaning, Factors affecting Capital Structure, Theories - Sources of Long-term Finance.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Unit 3: Capital Budgeting

Hours: 12

Concept of Capital Budgeting, Evaluation Techniques of Capital Budgeting - Payback Period, Net Present Value, Profitability Index, Internal Rate of Return - Appraisal criteria for capital budgeting decisions.

Unit 4: Working Capital Management

Hours: 12

Nature and Scope, Components of Working Capital, Operating Cycle, Types of Working Capital, Sources of Working Capital Financing, Factors affecting Working Capital, Estimation of Working Capital requirements (Problems), Receivables Management, Cash Management - Sources of Short-term Finance.

Unit 5: Dividend

Hours: 12

Meaning and Forms of Dividends – Dividend Policies - Theories: Walter, Gordon and MM Models (Numerical Problems), Taxation of Dividends and Capital Gains.

Essential References:

1. Khan M.Y.& Jain P.K, Financial Management, Text Problems and Cases, 8th Edition, Tata McGraw Hill Publishing Co. Ltd, ISBN - 13: 978-93-5316-218-4, 2019.
2. Prasanna Chandra, Financial Management, Theory and Practice, 10th Edition, McGraw Hill Education (India) Private Ltd, ISBN - 13: 978-93-5316-652-6, 2019.
3. Shashi K Gupta, RK Sharma, Financial Management Theory and Practice, 9th Edition, Kalyani Publishers, ISBN - 13: 9789327289718, 2018.

Recommended References:

1. I M Pandey, Financial Management, 11th Edition, Vikas Publishing House Ltd, ISBN - 13: 978-9325982291.
2. G Sudarsana Reddy, Financial Management Principles and Practice, 4th Edition, Himalaya Publishing House.
3. Jonathan Berk, Peter DeMarzo and Ashok Thampy, Financial Management, Adapted Edition, Pearson.
4. Dr S N Maheshwari, Financial Management Principles & Practice, 15th Edition, Sultan Chand & Sons, ISBN - 13: 978-9351611424, 2019.
5. F Brigham and Joel F Houston, Fundamentals of Financial Management, 14th Edition, Cengage Learning.

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|---|------------|------------|------------|------------|------------|------------|----------------------------|------------|------------|-------------|
| Course Name: Marketing Management Core | | | | | | | Course Code: MSM232 | | | |
| Total Number of Hours: 60 | | | | | | | Credits: 4 | | | |
| Course Description: This course is designed to provide an understanding of the nature and role of marketing management within organizations. This purpose of this course is to provide students the frameworks, techniques and strategies to evaluate marketing within real life organizations. | | | | | | | | | | |
| Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts of Marketing and its environment, Marketing Strategy and its implications. 2. Deliberate the importance of marketing mix and its application in business. 3. Evaluate the consumer behaviour using sophisticated theoretical models. 4. Gain insights into the contemporary digital marketing techniques and its effectiveness. 5. Appreciate the importance of Marketing Information System and Marketing Analytics to build a sustainable marketing process. | | | | | | | | | | |
| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 |
| CO1 | 3 | | | | | | | | | |
| CO2 | | | | | | 2 | | | | |
| CO3 | | | | | | | | | | |
| CO4 | | | | | | | | | | |
| CO5 | | | | | | 3 | | | | |
| Unit 1: Introduction | | | | | | | Hours: 12 | | | |
| Concept, Nature, Scope and Importance of Marketing, Core Marketing Concepts, Marketing Process - 7 P's of Marketing – Marketing Environment - Impact of Micro and Macro Environment Factors on Marketing. Segmentation, Targeting, and Positioning (STP) Model - Market Segmentation and its Importance, Bases for Market Segmentation. Target Marketing and Positioning, Types of Positioning. Steps in Strategic Marketing Planning - BCG and Ansoff Matrix. | | | | | | | | | | |
| Unit 2: Marketing Mix | | | | | | | Hours: 14 | | | |
| Product: Characteristics and Classifications - Product Levels - Product and Services Differentiation - Product Line and Product Mix - Branding, Packaging, Labeling - Product Life Cycle Marketing Strategies - New Product Development Process and Challenges. | | | | | | | | | | |

Price: Meaning, Pricing Strategies, Factors in setting the pricing policy.

Place: Role and Importance of Marketing Channels – Channel Levels: 1PL (First-party Logistics), 2PL (Second-party Logistics), 3PL (Third-party Logistics) and 4 PL (Fourth-party Logistics), 5PL (Fifth-party Logistics).

Promotion: Sales Promotion Vs Advertising - Meaning, Objectives and Five M's of Advertising – Selection of the right Media – Evaluating Advertising Effectiveness.

People: Managing the Sales Force - Qualities of successful salesman – Steps in Effective Selling.

Unit 3: Consumer Behaviour

Hours: 11

Consumer Vs Customer, Types of Customers - Nature, Scope and Significance of Consumer Behaviour, Factors influencing Consumer's Buying Behaviour. Theories of Consumer Behaviour: Engel-Kollat-Blackwell (EKB) Model, Black Box Model, Hawkins Stern Model, Howard Sheth Model, Nicosia Model, Webster and Wind Model. - Theory of Planned Behaviour - Theory of Reasoned Action. Online Buyer Behaviour – Attracting and Retaining Customers – Total Customer Satisfaction - Customer Profitability and Loyalty.

Unit 4: Digital Marketing

Hours: 11

Meaning and Importance of Digital Marketing, E-Marketing Seven Step Plan – Web Portals and its Types - Types of Digital Marketing: Paid, Owned and Earned Media (POEM) - Inbound Vs Outbound Marketing, Mobile Marketing, SMS Marketing, Viral Marketing, Social Media Marketing, Pay-Per Click, Video Marketing, Email Marketing, Affiliate Marketing and AdSense, Content Marketing, Influencer Marketing, Blog Marketing, Search Engine Marketing, Keyword Advertising, Programmatic Advertising.

Unit 5: Marketing Information System and Analytics

Hours: 12

Importance and Components of Marketing Information System, Marketing Information System Process - Marketing Intelligence System. E Commerce Models: B2B, B2C, C2C, C2B. Marketing Analytics: Meaning, Utility and Sources of Data - Techniques - Market Basket Analysis, Recency Frequency Monetary Analysis (RFM), Customer Life Time Value, Big Data Analytics, Text Mining and Sentiment Analytics, Multi-Dimensional Scaling for Brand Positioning, Google Analytics, SEMrush, Hotjar.

Essential References:

1. Philip Kotler, Marketing Management, 14th Edition, Prentice Hall of India Ltd.
2. Ramaswamy, V.S, & Namakumari, S, Marketing Management: Indian Context Global Perspective, Sage Publications India Pvt Ltd.

Recommended References:

1. Charles W. Lamb, Joe F. Hair, Carl McDaniel, Dr. Dheeraj Sharma, -eBook for MKTG: A

South-Asian Perspective, South Western.

2. Tapan K Panda, Marketing Management Text and Cases, 2nd Edition, Excel Books.
3. Moutusy Maity & Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford University Press.
4. Nitin Kamat and Chinmay Nitin Kamat, Digital Marketing, Himalaya Publishing House.
5. Seema Gupta, Digital Marketing (2022), Mc Graw Hill.
6. Puneet Bhatia, Fundamentals of Digital Marketing (2023), Pearson.
7. <https://www.agility.com/en/blog/the-difference-between-1pl-2pl-3pl-4pl-and-5pl/>
8. <https://online.hbs.edu/blog/post/what-is-marketing-analytics>

| Course Name: Human Resource Management Elective | Course Code: MSM233 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: The people factor in Business and Management is the most important aspect. Human Resources are viewed by most experts as the most important asset of any organization. Managing an organization's people is often the most challenging and complex task required of a manager. This course provides an in-depth examination of the principles, practices, and functions of Human Resource Management (HRM) within organizations. Through a combination of theoretical frameworks, case studies, experiential exercises students will develop a comprehensive understanding of the role of HRM in managing human capital and achieving organizational objectives.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an understanding of the role and significance of Human Resource Management in organizations, including its functions, objectives, and strategic importance. 2. Understand the strategic aspects of workforce planning and different methods of recruitment. 3. Design and deliver effective training programs tailored to the needs and preferences of diverse workforce. 4. Communicate compensation and benefits programs to employees effectively, including the use of total rewards statements and other communication channels to enhance employee understanding and appreciation of their total rewards package. 5. Analyze and evaluate different employee welfare practices and initiatives implemented by organizations, including their effectiveness, and alignment with organizational goals. <table border="1" data-bbox="300 1255 1333 1598"> <thead> <tr> <th>CO/PO</th> <th>PO1</th> <th>PO2</th> <th>PO3</th> <th>PO4</th> <th>PO5</th> <th>PO6</th> <th>PO7</th> <th>PO8</th> <th>PO9</th> <th>PO10</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO2</td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>3</td> </tr> <tr> <td>CO4</td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO5</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | CO1 | | | | | | 3 | | | | | CO2 | 2 | | | | | | | | | | CO3 | | | | | | | | | | 3 | CO4 | 2 | | | | | | | | | | CO5 | | | | | | | | | | |
| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CO1 | | | | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO3 | | | | | | | | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Unit 1: Introduction to Human Resource Management (HRM) Hours: 5 Nature of HRM, Scope, Functions and Importance of HRM, Evolution of HRM, Role of HRM - the People Factor in Business and Management, HRM Vs HRD, Contemporary issues and practices in HRM, Employee Life Cycle, International HRM.</p> <p>Unit 2: Human Resource Planning and Staffing Hours: 12</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Human Resource Planning, Nature of job Analysis, job design, Job evaluation, Demand forecasting, HR supply forecasting, need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Recruitment Life cycle, Employee selection, process of employee selection, New recruitment practices: Job portals, employee reference, campus recruitment etc. Employer Branding, Talent Planning and Acquisition.

Unit 3: Employee Training and Development **Hours: 8**

Nature and Importance of Training, Methods of Training, TNA, Nature of HRD program, Methods of Management Development and Executive Development Programs, Development beyond training.

Unit 4: Compensation, Benefits and Reward Management **Hours: 12**

Compensation Administration, Superannuation, ESOPS, Incentives and Employee benefits, Managing Performance, Nature and Importance of performance appraisal and PMS, Methods and models, Design and Implementation, Difference with Performance Appraisal, Future of performance management system.

Unit 5: Employee Welfare and Industrial Relations **Hours: 12**

Employee Welfare, Remote Work and Flexible Arrangements, Hybrid Work Models, ESI, PF, Workman Compensation, New Pension Scheme, Health, Safety, Social Security, Employee Grievances and Discipline. Trade Union Act - Industrial Disputes Act, 1947. Industrial Dispute Prevention and Resolution Mechanism.

Unit 6: Strategic HRM **Hours: 11**

Introduction, characteristics and scope of SHRM, SHRM Vs Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance. Human Capital Management, HR Accounting, HR Analytics, Human Resources Information System (HRIS).

Essential References:

1. David DeCenzo, Stephen Robbins, Personnel/ Human Resource Management, PHI.
2. J. John Bernardin Human Resource Management, Tata McGraw Hill.

Recommended References:

1. G Murugesan, Human Resource Management (2022), USP.
2. Pattanayak, Biswajeet, Human Resource Management (2022), PHI Learning.
3. Gary Dessler, Biju Varrkey, Human Resource Management (2017), Pearson.
4. R.S. Dwivedi, A text book of Human Resource Management, Vikas Publishing.
5. F C Sharma, Human Resource Management (2021), SBPD Publications.
6. Seema Sanghi, Human Resource Management, Vikas Publishing.

TRIMESTER III

| Course Name: Strategic Management Core | Course Code: MSM331 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: Strategic Management is a comprehensive course designed to provide students with the knowledge and skills necessary to develop and implement effective strategies in organizations. The course examines the process of strategic analysis, formulation, implementation, and evaluation within the context of both domestic and global business environments. Emphasis is placed on understanding the competitive landscape, identifying opportunities and threats, and crafting strategies to achieve sustainable competitive advantage.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Articulate a clear definition of strategy and describe its importance in guiding organizational decision-making and achieving long-term objectives and analyse external environment. 2. Evaluate the internal environment and resources, capabilities, and core competencies of organizations to identify strengths, weaknesses, and areas for strategic improvement. 3. Conduct analyses of industry structure, competitive forces, and market trends to identify strategic opportunities and threats relevant to each generic competitive strategy. 4. Define strategy implementation and explain its importance in translating strategic plans into action to achieve organizational objectives. 5. Identify market opportunities and customer needs that can be addressed through innovative business models and evaluate the effectiveness of Blue Ocean and Red Ocean strategies. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Unit 1: Understanding Strategy Hours:12</p> <p>Concept of Strategy, Corporate, Business and Functional Levels of Strategy. Introduction to Strategic Management: Meaning and Characteristics of Strategic Management, Strategic Management Vs. Operational Management. Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management. Hierarchy of Strategic Intent: Meaning & Attributes of Strategic Intent.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Meaning of Vision, Process of envisioning, Meaning of Mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).

Analyzing Company's External Environment: Environmental Appraisal Scenario Planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of Competition, Entry & Exit Barriers, Strategic Group Analysis.

Unit 2: Analyzing Company's Internal Environment

Hours: 12

Resource based view of a firm, Meaning, Types & Sources of Competitive Advantage (CA), Analyzing Company's Resources and Competitive Position, VRIO Framework, Competitive Advantage Vs Comparative Advantage - Competitive Parity & Competitive Disadvantage, Core Competence, Characteristics of Core Competencies, Distinctive Competitiveness, Benchmarking as a method of CA - Value Chain Analysis Using Porter's Model.

Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging –concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – Stop-light Strategy Model – Directional Policy Matrix (DPM) – Matrix and Profit Impact of Market Strategy (PIMS) - GE 9 Cell Model.

Unit 3: Generic Competitive Strategies

Hours: 12

Meaning of Generic Competitive Strategies, Porter's Generic Competitive Strategies - Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.

Unit 4: Strategy Implementation

Hours: 12

Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies, McKinsey's 7s Framework.

Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, Organizational design for Stable Vs. Turbulent environment.

Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only).

Corporate Culture: Building Learning Organizations, Promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM).
Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Use of Balanced Scorecard.

Unit 5: Blue Ocean Strategy

Hours: 12

Difference between Blue & Red Ocean Strategies, Principles of Blue Ocean Strategy, Strategy Canvass & Value Curves, Four Action framework.

Business Models: Meaning & Components of Business Models, New business models for Internet Economy– E-Commerce Business Models and Strategies – Internet Strategies for Traditional Business –Virtual Value Chain.

Sustainability & Strategic Management: Threats to Sustainability, Integrating Social & environmental sustainability issues in Strategic Management, Triple Bottom Line, People-Planet-Profits.

Essential References:

1. Robert M. Grant, Contemporary Strategy Analysis Contemporary Strategic Management, 11th Edition, Wiley.
2. Michael A.Hitt, Duane Ireland, Robert Hoskisson, Jeffrey Harrison, Strategic Management: Concepts and Cases (2021), Cengage.

Recommended References:

1. R.Maheshwari, Saurabh Agarwal, Strategic Management. SBPD Publishing House.
2. Crafting and Executing Strategy - The Quest for Competitive Advantage, Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition
3. Concepts in Strategic Management & Business Policy, Thomas L. Wheelen & J. David Hunger, Pearson, 12th ed.
4. Robert M. Grant; P. D. Jose; Sai Yayavaram; Rejie George Pallathitta, Contemporary Strategy Analysis (2023), Wiley.
5. Richard Lynch, Strategic Management (2021), Sage Publications.

| Course Name: Quantitative Techniques for Managers Core | Course Code: MSM332 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: The objective of this course is to acquaint the students about collecting data, processing them into a valuable information, and then analyzing them. Hence, the students make sense of data along with the basics of statistical inference and hands-on implementation. Students will develop a critical and integrative thinking to communicate the results of the analysis clearly in the required context of research.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Describe and discuss the key terms, Data concepts and Descriptive techniques used in statistical analysis. 2. Calculate and interpret coefficient of correlation for individual observations as well as for bivariate grouped data and make forecasts using the regression co-efficient sensibly. 3. Obtain trend, seasonal index, cyclical and irregular movements by using appropriate methods. 4. Define probability in a given situation using suitable empirical methods. 5. Specify the most test of hypothesis in a given situation, apply the procedure and make inferences from the result. <table border="1" data-bbox="300 1035 1334 1377"> <thead> <tr> <th>CO/PO</th> <th>PO1</th> <th>PO2</th> <th>PO3</th> <th>PO4</th> <th>PO5</th> <th>PO6</th> <th>PO7</th> <th>PO8</th> <th>PO9</th> <th>PO10</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td></td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO2</td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO4</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO5</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | CO1 | | | 3 | | | | | | | | CO2 | | | 2 | | | | | | | | CO3 | | | | | | | | | | | CO4 | | | | | | | | | | | CO5 | | | | | | | | | | |
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| <p>Unit 1: Introduction Hours: 14 Meaning, Application of Statistics in Business. Data and its Types, Scales of Measurement - Data Sources. Meaning of Descriptive Statistics – Statistical Inference – Population Parameter and Sample Statistic. Numerical Descriptive Techniques: Measures of Central Location: Arithmetic Mean, Median, Mode. Measures of Variability: Range, Variance, Standard Deviation. Measures of Relative Standing: Percentile, Box Plots. Measures of Linear Relationship: Covariance, Co-efficient of Correlation. Graphical Descriptive Techniques: Bar and Pie Charts, Histogram, Ogive, Line Chart.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Unit 2: Correlation and Regression**Hours: 10**

Correlation Analysis: Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation, Coefficient of Determination.

Regression Analysis: Meaning, Regression Coefficients and its Properties - Simple and Multiple Regression.

Unit 3: Time Series Analysis**Hours: 10**

Meaning and Importance of Time Series Analysis, Components of Time Series - Fitting a Trend Line: Freehand, Semi-average, Moving average and Least Squares Method. Seasonal Variation and its Measurement – Cyclical Variation, Irregular Variation.

Unit 4: Probability Distributions**Hours: 10**

Introduction to Probability and its Theory, Rules of Probability, Bayes' Theorem, Marginal, Joint and Conditional Probabilities, Probability Distribution: Discrete, Continuous, Normal.

Unit 5: Inferential Statistics**Hours: 16**

Meaning and Steps of Hypothesis Testing, Type I and Type II Errors, Parametric Tests, Tails of a Test, Hypothesis testing for Single Mean, Proportion, Difference of Means and Proportion using known and unknown s.d. Analysis of Variance: One-way and Two-way Classification.

Non-parametric Tests and its Disadvantages - Runs Test, Mann-Whitney U Test, Wilcoxon and Kruskal-Wallis Test.

Essential References:

1. S.C.Gupta and V.K.Kapoor, Fundamentals of Mathematical Statistics, Sultan Chand & Sons.
2. Richard I. Levin, Masood Husain Siddiqui, Sanjay Rastogi and David S. Rubin, Statistics for Management (2017), Pearson.

Recommended References:

1. Gerald Keller, Statistics for Management and Economics, South Western.
2. Beri, G.C, Business Statistics, Tata McGraw Hill.
3. Anderson, Statistics for Business and Economics, Cengage.
4. Glyn Davis & Branko Pecar, Business Statistics Using Excel, Oxford.
5. David Whigham, Business Data Analysis Using Excel, Oxford.
6. S.P. Gupta & M.P. Gupta, Business Statistics, Sultan Chand & Sons.

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|---|------------|------------|------------|------------|------------|------------|----------------------------|------------|------------|-------------|
| Course Name: Legal Aspects of Business Elective | | | | | | | Course Code: MSM333 | | | |
| Total Number of Hours: 60 | | | | | | | Credits: 4 | | | |
| Course Description: The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how the legal framework affects the different aspects of a business. | | | | | | | | | | |
| Course Outcomes: By the end of the course the learner will be able to: | | | | | | | | | | |
| <ol style="list-style-type: none"> 1. Understand the fundamental legal principles in developing various contracts in the world of business. 2. Comprehend the object and significance of the Sale of Goods Act. 3. Implement the legal provisions of NI Act while using various instruments in business environment. 4. Understand the nature and development of a company, process of registration along with its administration by the Board. 5. Apply and adhere various Laws in business practice. | | | | | | | | | | |
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| CO5 | | | | | | | | | | |
| Unit 1: The Indian Contract Act, 1872 | | | | | | | Hours:13 | | | |
| Definition, Essential elements and Types of Contracts – Formation, Performance and Discharge of Contracts - Breach of Contract and its remedies. | | | | | | | | | | |
| Contracts of Indemnity - Meaning, Rights of Indemnity holder and Indemnifier - Contract of Guarantee – Meaning and Main Features – Types of Guarantee – Provisions relating to various types of Guarantee. Surety & Co-surety – Rights and Liabilities – Discharge of Surety. | | | | | | | | | | |
| Contract of Agency – Nature – Relationship between Principal and Agent - Authority, Liability, Rights and Duties of Principal and Agents - Types of Agents - Revocation and Renunciation - Termination of Agency. | | | | | | | | | | |
| Unit 2: Sale of Goods Act, 1930 | | | | | | | Hours: 8 | | | |
| Contract of Sale of Goods – Meaning and Essentials – Doctrine of Caveat Emptor and its | | | | | | | | | | |

Exceptions - Conditions and Warranties Types - Transfer of Property - Performance of Contract of Sale - Rules as to Delivery - Rights of an Unpaid Seller – Remedies for breach of the contract.

Unit 3: Negotiable Instruments Act, 1881

Hours: 12

Negotiable Instruments – Characteristics – Parties and Types - Negotiation and Types of Endorsements - Dishonor and Discharge of Negotiable Instruments - Noting and Protest.

Unit 4: The Companies Act, 2013

Hours: 13

Definition, Formation and Incorporation of a Company – Types of Companies – Registrar of Companies - Memorandum of Association, Articles of Association, Various Modes of Issue of Securities - Prospectus and its Types – Shares Vs Debentures - Kinds of Share Capital, Rights of a Shareholder - Annual General Meeting - Ordinary and Special Resolution - Board of Directors – Independent and Woman Directors.

Unit 5: Other Laws

Hours: 14

Competition Act, 2002: Scope of the Act - Competition Commission of India and its Duties.

Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002: Purpose of the Act – Key Provisions of the Act.

Consumer Protection Act, 1986: Definition of a Consumer, Consumer Dispute - Complaint - Unfair Trade Practice and Restrictive Unfair Trade Practice - Consumer Protection Councils.

Information Technology Act, 2000: Scope of the Act - Digital Signature Vs Electronic Signature – Offences under the IT Act, 2000.

Intellectual Property Rights: Property Vs Intellectual Property – Types of Intellectual Property – Patents, Designs, Trademarks, Copyrights, Geographical Indications.

Essential References:

1. Avtar Singh, Company Law (2018), Eastern Book Company.
2. N. D. Kapoor, Elements of Mercantile Law (2020), Sultan Chand & Sons.

Recommended References:

1. Akhileshwar Pathak, Legal Aspects of Business (2022), Mc Graw Hill Education.
2. Ravinder Kumar, Legal Aspects of Business (2023), Cengage.
3. Ramtirthkar, Legal Aspects of Business, Himalaya Publishing House.
4. Daniel Albuquerque, Legal Aspect of Business (2017), Oxford University Press.
5. ICAI and ICSI Materials
6. <https://www.mca.gov.in/content/mca/global/en/contact-us/roc.html>

TRIMESTER IV

| Course Name: Mergers, Acquisitions & Corporate Restructuring Core | Course Code: MSM431 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: Mergers, Acquisitions (M&A) and Corporate Restructuring has become the buzz word in the Corporate World. This course aims to examine the reasons to acquire, choice of target and recognize the anticipated challenges, risks and pitfalls of the approach. It comprehends the process of M&A, Deal Design, Valuation and issues connected with Accounting process till post-merger integration.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Acquire the conceptual underpinnings of M&A environment with the appropriate legal framework. 2. Know the Process of Due Diligence Strategic Approaches to M&A. 3. Design and Strike a deal of M&A in domestic and cross-border level. 4. Describe various Valuation Methods for M&A including the methods of financing. 5. Dissect the impact of M&A Accounting aspects, Corporate Restructuring and the effective communication of deals. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO3 | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Unit 1: Mergers and Acquisitions (M&A) Environment Hours:8</p> <p>Meaning and Difference: Mergers, Acquisitions and Amalgamations.– Motives behind Mergers and Acquisitions – Participants of M&A Process - Types of Merger - Horizontal and Non-horizontal Mergers - Implications of M&A for shareholders, Bondholders and Society - Challenges of M&A.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Unit 2: Strategic Perspective of M&A Hours:10</p> <p>M&A Process – Concept of Due Diligence – Due Diligence Principles and Strategies – Facets/Elements of Due Diligence - Industry Life Cycle Analysis in M&A.</p> <p>M&A Setting Strategy – Tools for Strategic Analysis of M&A – Strategic Map and Strategic</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Canvas, SWOT, BCG Matrix.

Unit 3: Deal Design

Hours:10

Designing a Deal - Objectives of M&A Deal Design – Framework of Deal Design – Implications for the Deal Designer.

Reasons for Cross border M&A – International Market Entry Strategies – Trends in Cross border M&A.

Unit 4: Valuation

Hours: 12

Rules of Valuation – Intrinsic Value - Valuation Methods: Book Value, Liquidation Value, Replacement Cost, Current Market Value, Discounted Cash Flow, Relative Valuation – Valuing Synergies – Valuing Highly Levered Firm - Valuing LBO – Cash Offer, Share Exchange Ratio – Seven Dimensions of M&A Transaction Financing – Financing Options: Asset-based lending, Cash flow Lenders, Leveraged Bank Loans and Seller Financing.

Unit 5: Accounting for M&A and Communication

Hours:10

Purchase Accounting – Pooling Accounting – Taxation Issues.

Challenges of Communicating the Deal to Board, Public, Employees. – Post Merger Integration.

Unit 6: Corporate Restructuring

Hours:10

Corporate Restructuring Meaning - Different Methods of Restructuring: Operational and Financial Restructuring: Joint Ventures, Divestitures, Spin off, Split off, Carve Outs, Take Over and Different Types - Poison Pill.

Leveraged Buy outs (LBO), Consolidation, Reorganization, Liquidation - Tax Considerations Affecting Corporate Restructuring.

Essential References:

1. Robert F Bruner, Applied Mergers and Acquisitions, John Wiley and Sons.
2. M.C. Bhandari, Guide to Company Law Procedures, LexisNexis, Nagpur
3. ICSI, Handbook on Mergers Amalgamations and Takeovers.

Recommended References:

1. Donald M DePamphilis, Mergers and Acquisitions and Other Restructuring Activities, Academic Press.
2. K.R.Sampath, Mergers, Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications.
3. Chandrashekar Krishnamurti, Vishwanath, Mergers, Acquisitions & Corporate Restructuring, Response Books, Sage Publishers.
4. S.Ramanujan, Mergers et al, LexisNexis, Nagpur
5. Rajeshkumar, Mergers and Acquisitions: Text and Cases, Tata McGraw Hill.

| Course Name: International Business and Global Strategy Core | Course Code: MSM432 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: This course provides an understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the Global strategies and structures of international business.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Understand why International Business and the Theories of International Trade. 2. Interpret the various dimensions of business environment and its impact on Economic Integration of Trade Blocks. 3. Clarify why companies may use modes other than exporting and various strategies to operate effectively in international business. 4. Define Globalization and international business and explain how they affect each other through MNC setup. 5. Appreciate the functioning of Foreign Exchange Markets, IMF, FII and Financial Instruments. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>CO/PO</th> <th>PO1</th> <th>PO2</th> <th>PO3</th> <th>PO4</th> <th>PO5</th> <th>PO6</th> <th>PO7</th> <th>PO8</th> <th>PO9</th> <th>PO10</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO2</td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO4</td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO5</td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | | | | | | | | | | CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | CO1 | 1 | | | | | | | | | | CO2 | | 3 | | | | | | | | | CO3 | | | | | | | | | | | CO4 | | 3 | | | | | | | | | CO5 | | 2 | | | | | | | | |
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| <p>Unit 1: International Business: An Overview Hours:10 Meaning, Nature, Importance, Advantages, Problems of International Business - Domestic Vs International Business - Stages of Internationalization, Approaches to International Business (EPRG) - Theories of International Trade: Mercantilism, Absolute Cost Advantage, Comparative Cost Advantage, Relative Factor Endowment, Product Life Cycle, Porter's National Competitive Advantage.</p> <p>Unit 2: International Business Environment and Economic Integration Hours: 10 Meaning and Importance of International Business Environment – Economic, Political, Social-Cultural and Technological environment. Trade Policy – Free Trade & Protection, Balance of Payments (BoP). Economic Integration: Meaning and Kinds – Trade Blocks: European Union, NAFTA,</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

ASEAN, SAARC, APEC, African Union.

Unit 3: Modes and Strategies of International Business

Hours: 10

International Business Modes: Exporting, Licensing, Franchising, Contract Manufacturing, Business Process Outsourcing, Management Contracts, Turnkey Projects, Foreign Direct Investment, Joint Ventures - MNE Strategies: International, Multidomestic, Global, and Transnational.

Unit 4: Globalization

Hours: 10

Meaning and Features of Globalization, Factors driving Globalization - Advantages and Disadvantages, KOF Index - Process of Globalization - Components of Globalization: Markets, Production. Investment and Technology - Globalization and India. Role of WTO - Dumping and Anti-dumping Measures - Most Favoured Nation.

Unit 5: MNCs and Trade Policies

Hours: 10

Definition - MNCs & TNCs, Features, Advantages and Disadvantages, MNCs Organizational Structure - OECD Guidelines for Multinational Enterprises on Responsible Business Conduct (2023).

Instruments of Trade Policy: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Local Content Requirement, and Administrative Policies.

Unit 6: International Finance

Hours: 10

International Finance - IMF and International Monetary System – Foreign Exchange - Exchange Rate Systems, Exchange Rate Determination - Foreign Exchange Market - Participants - Currency Convertibility - Global Capital Flows - FII, Accessing Global Finance: ADR/GDR/ECBs/FCBs.

Essential References:

1. Subba Rao P, International Business (Text and Cases), Himalaya Publishing House.
2. John Daniels, Radebaugh and Daniel Sullivan, International Business, Environments and Operations, Pearson Education.

Recommended References:

1. Charles W L Hill, International Business, Tata McGraw Hill.
2. Bimal Jaiswal, International Business, Himalaya Publishing House.
3. Rakesh Mohan Joshi, International Business, Oxford University Press.
4. Sumati Varma, International Business, Pearson.
5. OECD (2023), OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, OECD Publishing, Paris, <https://doi.org/10.1787/81f92357-en>.

| Course Name: Corporate Ethics, Governance and Social Responsibility Elective | Course Code: MSM433 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: The course aims to develop an understanding of the underlying concepts of Corporate Ethics, Governance, and Corporate Social Responsibility (CSR) which are relevant to the contemporary business environment. It is designed to foster candidates' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business. The course further aims to develop an inclination towards governance aspects of a business. This course reviews different regulatory processes essential to the understanding of the Code of Ethics, Principles of Corporate Governance and CSR in India vis-à-vis other countries.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Appreciate the importance of observing ethical practices in a business/industry setting. 2. Create a framework for effective corporate governance in businesses. 3. Implement the Conceptual and legislative framework of CG as per the requirements. 4. Serve as an effective board member and as Key Managerial Personnel. 5. Discharge the responsibilities of a functional committee member and to evaluate the impact of CG compliance activities and undertake varied socially responsible activities and report the same on a sustainable basis. <table border="1" data-bbox="300 1129 1334 1472"> <thead> <tr> <th>CO/PO</th> <th>PO1</th> <th>PO2</th> <th>PO3</th> <th>PO4</th> <th>PO5</th> <th>PO6</th> <th>PO7</th> <th>PO8</th> <th>PO9</th> <th>PO10</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>3</td> <td></td> </tr> <tr> <td>CO2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>3</td> <td></td> </tr> <tr> <td>CO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td></td> </tr> <tr> <td>CO4</td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO5</td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | CO1 | | | | | | | | | 3 | | CO2 | | | | | | | | | 3 | | CO3 | | | | | | | | | 2 | | CO4 | | | | 3 | | | | | | | CO5 | | | | 3 | | | | | | |
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| <p>Unit 1: Corporate Ethics Hours: 8 Concept, Features and Types of Corporate Ethics – Foundational Values of Ethics. Relationship between Ethics and Business: Instrumental Perspective and Philosophical Perspective - Elements of Organizational Ethics - Ten Principles of Ethical Leadership – Ethical Issues and Dilemma - Ethics Committee - National Human Rights Commission Code of Ethics for Indian Industry.</p> <p>Unit 2: Conceptual Framework of Corporate Governance Hours: 10 Definition, Need, Importance and Benefits of Corporate Governance – Governance Vs Good</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Governance - Four Pillars of Corporate Governance - Role of Internal and External Stakeholders' in respect to Corporate Governance – G20/OECD Principles of Corporate Governance - Theories of Corporate Governance: Agency, Stewardship, Stakeholder. Models of Corporate Governance: Anglo-Saxon, German, Japanese and Family-based Model.

Unit 3: Corporate Governance Mechanism and Initiatives **Hours: 12**

Internal and External Governance Mechanism – Corporate Governance Initiatives at Global Level: Sir Adrian Cadbury Committee, Greenbury, Hampel, Combined Code of Best Practices, Smith Report, Blue Ribbon Committee, Sarbanes Oxley Act.

Corporate Governance Initiatives in India: CII Desirable Code, Kumar Mangalam Birla Committee - Regulatory framework of Corporate Governance in India – Role of National Foundation for Corporate Governance (NFCG).

Unit 4: Corporate and Board Management **Hours: 10**

Board of Directors: Role, Composition and Systems – Clause 49 of Listing Agreement - Fiduciary Relationship - Types of Directors-Promoter/Nominee/Shareholder/Independent/Lead Independent Director (LID) - Rights, Duties and Responsibilities of Directors - Key Managerial Personnel Norms and its Applicability.

Unit 5: Functional Committees of Board and Corporate Governance **Hours: 10**

Role and Powers of Audit Committee & Certification of Compliance of Conditions of Corporate Governance - Remuneration Committee, Nomination Committee, Compliance Committee, Health, Safety, and Environment Committee, Risk Management Committee, Investment Committee, Shareholders' Grievance Committee, Share Transfer Committee, Investor Relations Committee. – Corporate Scams - Corporate Whistleblowing - Whistle Blowers Protection Act, 2014.

Unit 6: Corporate Social Responsibility (CSR) and Sustainability **Hours: 10**

Meaning, Definition of Corporate Social Responsibility – Triple Bottom Line – Auditors and Social Responsibility – Social and Environmental Audits – Sustainability Reporting Guidelines: Global Reporting Initiative (GRI) Framework – Measurement of CSR: SA8000, Accountability 1000, CSR in Business Practice – Legal Framework of CSR: Section 135 of Indian Companies Act, 2013, Schedule VII – CSR Committees – CSR Reporting.

Essential References:

1. N M Khandelwal, Business Ethics: Corporate Governance, CSR, Indian Ethics and Values, Misha Books.
2. Michael Blowfield and Alan Murray, Corporate Social Responsibility, Oxford University Press.

Recommended References:

1. C Ferrell, John Fraedrich, Lind Ferrell, Business Ethics Ethical Decision Making and Cases, Cengage Learning.
2. <https://www.oecd-ilibrary.org/docserver/ed750b30-en.pdf?expires=1706356676&id=id&accname=oid012404&checksum=E6DF362859F402BBA752141264ACE548>
3. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd.
4. Priyanka Kaushik Sharma, Corporate Governance Practices in India, Palgrave Macmillan.
5. Christian U Becker, Business Ethics Methods and Application, Taylor and Francis.
6. Justine Simpson and John Taylor, Corporate Governance, Ethics and CSR, KoganPage.
7. Saumitra Bhaduri and Ekta Selarka, Corporate Governance and Corporate Social Responsibility of Indian Companies, Springer, 2016.
8. <https://nhrc.nic.in/press-release/code-ethics-indian-industry-nhrc#:~:text=The%20twelve%20points%20of%20the,%2C%20Safety%20and%20Environment'%2C%20>
9. Compendium on Corporate Social Responsibility in India, Ministry of Corporate Affairs.

TRIMESTER V

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|--|----------------------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| Course Name: Managing Technology and Innovation for Competitive Advantage Core | Course Code: MSM531 | | | | | | | | | |
| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | |
| Course Description: To equip the students with the basic understanding of issues related to management of technology and innovation for competitive advantage. | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Develop a broad perspective on the key issues involved in the effective management of technology and innovation, including market, technological, and organizational factors, in today's fast-changing, competitive, global environment 2. Understand technology's crucial role in creating wealth and achieving competitiveness 3. Understand technology-product life cycle linkages. 4. Identify and analyze the role of technology in driving innovation, competitiveness, and strategic advantage. 5. Evaluate the role of technology in shaping organizational competitiveness and strategic advantage. | | | | | | | | | | |
| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 |
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| <p>Unit 1: Introduction to Technology Management Hours: 12 Definition and Characteristics of Technology, Levels of Development of Technology. Technology & Society, Technology as Socially Constructed. Relation of Knowledge and Technology, Technology and Business. Levels of technology Development – Ideas, Theories, Perspectives, Tacit Knowledge, Physical embodiment in products, services of procedures. Management of Technology (MOT), MOT at the level of the firm, National and Government Level. Need for MOT in the present Global context. Firm as a Value Chain, Industries as Competitive Domain, Value Creation and Competitive Advantage. Market Based views and Resource Based views in Management. General Manager's Perspective on Managing Technology.</p> <p>Unit 2: Technology and Wealth Creation Hours: 12</p> | | | | | | | | | | |

Role of Technology in wealth creation, Historical perspective, Creation of wealth, Long Wave Cycle, Evolution of Production Technology, Product Technology, Technology & the National Economy.

Unit 3: Critical Factors in Managing Technology

Hours: 12

Creativity – Invention – Innovation. Link between Science and Technology. Types of Innovation. Creativity & Innovation. Bringing Innovation to Market. Technology – Price Relationship. The Timing Factor. The Vision to Change Strategy. Productivity, Effectiveness and Competitiveness. Leaders versus Followers.

Unit 4: Management of Technology

Hours: 12

The New Paradigms: Technology Trends, Resources and the Business Environment, The Structure and Management of Organizations, Project Planning & Management, Management of Human Resources, MOT guiding principles for Managing Enterprises, Changes in the Business Environment – Communication, Integration, Collaboration, Strategic Directions of the Industry, Changes in Organizational forms and structures, Financial Sector Structure.

Unit 5: Management of Technology and Competitiveness

Hours: 12

Definitions and Indicators of Competitiveness, Investment, Productivity, Trade, Standard of Living, Management of Technology & Global Competitiveness, Case of Japan, Singapore, Various Indices on Competitiveness - Standard of Living Indexes, Trade Indexes, Productivity Indexes, Investment Indexes, Patents Index.

Emergence of the Tigers, Competitiveness – The Game of Nations, Competitiveness of Firms – The Micro Level. Competitiveness of India and China – A Comparative Analysis.

Essential References:

1. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2nd Edition.
2. Tugrul U Daim, Managing Technological Innovation: Tools and Methods, World Scientific Publishing Company.

Recommended References:

1. Gina O'Connor, V. K. Narayanan, Encyclopedia of Technology and Innovation Management, Wiley.
2. Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, Strategic Management of Technology & Innovation, MGH International Edition.
3. V K Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education.

| Course Name: Strategic Leadership and Communication Core | Course Code: MSM532 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: Strategic Leadership and Communication is a dynamic course designed to develop students' understanding and proficiency in strategic leadership practices and effective communication strategies within organizational settings. The course integrates theoretical concepts with practical applications to equip students with the knowledge, skills, and mindset necessary to lead strategically and communicate persuasively in diverse business environments.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Develop a comprehensive understanding of strategic leadership principles, theories, and frameworks. 2. Create a personalized leadership development plan 3. Define the role and importance of team leadership in achieving organizational goals and fostering a positive work environment. 4. Navigate and anticipate through challenges and uncertainties in the business environment. 5. Demonstrate an understanding of the importance of effective communication in personal, professional, and organizational contexts. <table border="1" data-bbox="300 1087 1334 1430"> <thead> <tr> <th>CO/PO</th> <th>PO1</th> <th>PO2</th> <th>PO3</th> <th>PO4</th> <th>PO5</th> <th>PO6</th> <th>PO7</th> <th>PO8</th> <th>PO9</th> <th>PO10</th> </tr> </thead> <tbody> <tr> <td>CO1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td></td> </tr> <tr> <td>CO2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td></td> </tr> <tr> <td>CO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO4</td> <td></td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CO5</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td></td> <td></td> </tr> </tbody> </table> | | CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | CO1 | | | | | | | | 3 | | | CO2 | | | | | | | | 3 | | | CO3 | | | | | | | | | | | CO4 | | 1 | | | | | | | | | CO5 | | | | | | | | 2 | | |
| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Unit 1: Introduction Hours: 10 Survey of Leadership Theories, Strategy and Strategic Leadership, Leadership Qualities and Skills, Leadership as envisioning transformations and facilitating change processes.</p> <p>Unit 2: Personal Leadership Hours: 10 Personal Leadership: Fundamental Individual Issues and Frameworks for Personal Growth, Self-assessment: MBTI, Type Talk, Other Assessments</p> <p>Leading a Relationship: Individual Issues and Interpersonal Dynamics; Transactional Analysis, Games, and Authenticity; The Twelve Behavioral Choices as Indicators for Types of</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Relationship.

Unit 3: Team Leadership

Hours: 10

Team Leadership: Interpersonal Underworld and Group Emotional Processes, Task Interdependence and Types of Business Processes; Organizational and Technological Imperatives.

Unit 4: Strategic Leadership

Hours: 10

Strategic Leadership at Organizational Level: Understanding Organizations and Business, Frameworks to conceptualize Organizational strategies, Framing Issues of Organizational Transformations.

Unit 5: Communication

Hours: 10

Nature of Communication: Define Communication, Process of Communication, Types of Communication (verbal & Non-Verbal), Importance of Communication, Different forms of Communication.

Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers – Means of overcoming barriers to communication

Unit 6: Communication Framework

Hours: 10

Introduction, Organizational Communication structure – formal and informal, Inter-cultural Organizational Communication, Communication Network of the Organization; Process of Communication, Leadership Communication, Decision Making & Decision Communication, Presentation techniques, Crisis Communication. Transactional Analysis in Communication.

Essential References:

1. Leadership: A communication perspective (4th ed.). Hackman, M. Z., & Johnson, C. E. (2004), Long Grove, IL: Waveland.
2. A very short, fairly interesting and reasonably cheap book about studying leadership. Jackson, B., & Parry, K. (2008). Thousand Oaks, CA: Sage.

Recommended References:

1. Communication Skills, Sanjay Kumar & Pushp Lata, Oxford University Press
2. Business Communication Today, Courtland L. Bovee, John. V. Thill,
3. Business Communication, Raymond V Lesikar, Marie, E, Flatley, Kathryn Rentz, Neerja Pande. Mcgraw Hill

| Course Name: Business Analytics and Data Governance Elective | Course Code: MSM533 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: In today's data-driven business environment, organizations rely heavily on analytics to make informed decisions and gain a competitive edge. This course provides a comprehensive overview of business analytics and data governance, equipping students with the knowledge and skills necessary to effectively harness data for strategic decision-making while ensuring data quality, security, and compliance. In addition, it familiarizes SPSS, Tableau and R interface and understand its various features and functionalities.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Explain the concept of data science, business analytics and its applications 2. Understand the uses of statistical tools and its application in business analytics 3. Apply the acquired knowledge in data visualization tools such as Tableau 4. Analyse the dataset and visualize through R programming 5. Define the concepts of Data Governance and risk management | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO5 | | | | | | | | | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Unit 1: Data Science, Business Analytics and its Applications Hours:12 Data Science overview - Data science components - data visualization, data modelling, data preparation, communication and presentation. Business Analytics Fundamentals - descriptive, predictive and prescriptive analytics - Types of Digital Data and Data Management - Business Intelligence, OLTP and OLAP systems, Database, Data Warehouse, Customer Analytics, Market Analytics, HR Analytics, Application in Finance and Operations.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Unit 2: Statistics Fundamentals and Data Modeling in SPSS Hours: 14 Descriptive and predictive statistics fundamental - Hypothesis testing (z-test, t-test, ANOVA), Simple Linear Regression, Multiple Linear Regression; Model building using relevant datasets, Assessing your model – Type of Scale of Measurements, Choosing appropriate scale and measurement to the data, Preparing codebook- Getting to Know SPSS: Starting SPSS, Working with data file, SPSS windows, Menus, Dialogue boxes; Preparing the Data file: Creating data file and entering data, Defining the variables, Entering data, modifying data file,</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

import file - Screening and cleaning data, Manipulation of data.

Unit 3: Data Visualization in Tableau

Hours: 12

Tableau Fundamentals - Design Views and Analyse Data (working with different data sets, charts, maps, dashboards) - Communication and Presentation of Work - Publish workbooks to Tableau public - Data Mining basics.

Unit 4: Data Analysis and Visualization with R

Hours: 14

Introduction to R - R console and Editor - Understanding R data structure: Variables - Scalars, Vectors, Matrices, List, Data frames; Reading Tabular Data files: Reading CSV files, Importing data from excel, Accessing database, Writing to files; Commonly used Mathematical Functions, Summary Functions, String Functions; Creating Charts and Graphs.

Unit 5: Data Governance

Hours: 8

Data Governance - Policies, Standards, Processes, People, and Technology used to managing critical data, Compliance and Risk Management.

Essential References:

1. James R. Evans, “Business Analytics – Methods, Models and Decisions”, 3rd Edition, 2021, Pearson, ISBN-10 9390394589, ISBN-13 978-9390394586.
2. Efraim Turban, Ramesh E Sharda, Dursun Delen, “Decision Support and Business Intelligence Systems”, 10th edition, 2018, Pearson, ISBN-10 9789352866489, ISBN-13: 978-9352866489.
3. Winston Wayne L, “Microsoft Excel 2013: Data Analysis and Business Modelling”, 1st Edition, 2014.
4. Garrett Grolemond, “Hands-On Programming with R - Write Your Own Functions and Simulations”, First edition (1 January 2014), Shroff/O'Reilly.

Recommended References:

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston
2. Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez.
3. The Profit impact of Business Intelligence by Steve Williams and Nancy Williams, Morgan Kauffman Publishers/ Elsevier.
4. Sabine Landau and Brian S. Everitt, “A Handbook of Statistical Analyses Using SPSS”, 1st edition, Chapman and Hall/CRC, 2003, ISBN-10: 1584883693.
5. Marleen Meier, David Baldwin, Kate Strachnyi, “Mastering Tableau 2021: Implement advanced business intelligence techniques and analytics with Tableau”, 3rd Edition, 2021, Packt Publishing Limited.

TRIMESTER VI

| <p>Course Name: Organizational Development and Change Management Elective</p> | <p>Course Code: MSM632</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Total Number of Hours: 60</p> | <p>Credits: 4</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: This course describes the process that applies a broad range of behavioral science knowledge and practices to help students in building their capability to change and to achieve greater effectiveness in organizations. Sequential process, role and dynamics of organizational development and change is focused. Different organizational development interventions, diagnosis are also incorporated.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Explore the processes of change inside the organization and become capable of managing change. 2. Perform the role of OD Practitioner and describe the practice, tools of OD. 3. Discuss the philosophy and purpose of diagnosis in organization development (OD). 4. Apprise the design of effective organization development (OD) interventions. 5. Transform an organization with a due understanding of various factors and be a catalyst for organizational development. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Unit 1: Introduction to Organizational Change Hours: 12 Systematic Organizational Change, Areas and Parties involved, Theories of Planned Change: Lewin’s Change Model, Action Research Model and Positive Model – General Model of Planned and Unplanned Change – Managing Change: Motivating Change, Overcoming Resistance to Change, Creating a Vision, Describing the Core Ideology, Envisioned Future, Developing Political Support, Managing the Transition and Sustaining the Momentum.</p> <p>Unit 2: Introduction to Organizational Development (OD) Hours: 12 Concept – Goals of OD, Characteristics, Professional Values and Ethics, Process and Assumptions of OD, Organization Development Practitioner - Competencies of an Effective</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Organization Development Practitioner, Traditional and Modern OD Techniques, Weisbord's Six-Box Model.

Unit 3: Organizational Problems and Diagnosing

Hours: 13

Symptoms & Sources of Organizational Problem and its Diagnosis – Meaning of Diagnosis – Organization, Group and Individual Level Diagnosis - Diagnostic Models: Open-Systems, Collecting and Analyzing Diagnostic Information.

Unit 4: OD Interventions

Hours: 13

Overview of Interventions - Key Targets of OD Interventions: Affected Issues and Levels - Individual, Interpersonal, Group, Third Party Interventions - Human Process Interventions, Technostructural Interventions, Human Resource Management Interventions, and Strategic Change Interventions – Designing an Effective Interventions.

Unit 5: Factors Influencing OD and Organization Transformation

Hours: 10

Role of Power, Politics and Culture - Key Capabilities of Constructive Politics - Impact and Functions of Culture - Learning Organization, High Performance Work Systems.

Essential References:

1. Kavita Singh, Organizational Change and Development, Excel Books.
2. Thomas Cummings and Christopher Worley, Organization Development and Change, Cengage.

Recommended References:

1. Dr. Anjali Ghanekar, Essentials of Organizational Development, Everest Publishing.
2. Joan V. Gallos, Jossey Bass, Organizational Development, Wiley Imprint.
3. Jim Grieses, Organizational Change Themes & Issues, Oxford.

| Course Name: Entrepreneurship and Venture Creation Elective | Course Code: MSM633 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Total Number of Hours: 60 | Credits: 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Description: The course "Entrepreneurship and Venture Creation" is designed to provide students with a comprehensive understanding of the principles, practices, and challenges involved in starting and managing a new venture. Throughout the course, students will explore various aspects of entrepreneurship, including opportunity recognition, idea generation, business model development, market research, funding and growth strategies.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Understanding the entrepreneurial mindset, characteristics of successful entrepreneurs, and its importance in driving economy's growth. 2. Compare and contrast different entry strategies including organic growth, partnerships, acquisitions, and franchising 3. Outline the key steps involved in setting up a new venture or business. 4. Present a well-structured and persuasive pitch for the venture, incorporating key elements of the business plan and effectively communicating the value proposition to potential stakeholders, investors, or partners. 5. Explore various expansion strategies and Entrepreneurial Marketing. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CO/PO | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Unit 1: Introduction Hours: 12 Nature of Entrepreneurship, Entrepreneurial Thinking, Qualities of Successful Entrepreneurs, Types, Rewards and Risks of an Entrepreneur, Employees Vs Entrepreneurs, Entrepreneur Vs Intrapreneur, Entrepreneurial Stress, Effects of Entrepreneurship on the Local Economy, Pathways to Entrepreneurial Career, International Entrepreneurship.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Unit 2: Opportunity Recognition and Entry strategies Hours: 12 Meaning of Entrepreneurial Opportunity, Ideas Vs Opportunities, Methods of Generating Ideas - Critical factors in Opportunity Assessment - Choosing a Direction, New product, Franchising, Partial Momentum, Sponsorship and Acquisition, The Strategic Window of Opportunity: Scanning, Positioning and Analysing, Intellectual Property: Creation and Protection.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Unit 3: Setting up of the Venture

Hours: 12

Steps for starting a small business / industry – Case Study approach, Selection of Types of Organization – Marketing Research for the new venture.

Unit 4: Business Planning Process

Hours: 12

Meaning of Business Plan - Objectives, Scope, Value and Outline of a Business Plan - Market Analysis, Development of product/idea, Marketing, Finance, Organisation & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and Milestones. Financial Projections: How to do them the right way, Debt, Venture Capital and other forms of Financing, Sources of External Support.

Unit 5: Managing and Growing the Venture

Hours: 12

Preparing for the new venture launch - Managing early growth of the new venture – Growth Strategies: Penetration Strategies, Market Development Strategies, Product Development strategies, and Diversification Strategies. Challenges of Growth – Categorization of Entrepreneurs and their firm's growth - Going Public.

Entrepreneurial Marketing – Traditional Marketing Vs Entrepreneurial Marketing - Green Entrepreneurial Marketing.

Essential References:

1. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc-Graw Hill.
2. Andrew Zacharakis, Andrew C. Corbett, William D. Bygrave, Entrepreneurship, Wiley.

Recommended References:

1. Steve Mariotti, Entrepreneurship owning your future, Prentice Hall.
2. P Gupta, Fundamentals of Entrepreneurship, SBPD Publications.
3. RC Agarwal, BK Mehta, Entrepreneurship and Small Business, SBPD Publications.
4. Bidyadhar Behera, Entrepreneurship Text and Cases, MJP Publishers.
5. Anil Kumar, Entrepreneurship Development, New Age International.

Programme Pedagogy:

Regular classroom lectures shall be accompanied by any other method instructors find suitable to deliver better learning. Some suggested methods are;

- Case Studies
- Seminars and Presentations
- Simulation Exercises
- Current Affairs Sessions relevant to the topic etc.

Evaluation Methods:

- Trimester Exam
- Continued Internal Assessment
- Field study reports
- Periodic Tests
- Assessment of Class Participation in case studies and discussions
- Any other appropriate method identified by the instructor that would ensure objective assessment of the student performance.

Evaluation Pattern:

Students are evaluated for each course on the basis of written examination and continuous internal assessments. Each paper carries maximum of 100 marks and is evaluated as follows:

| | |
|---|------|
| End Trimester Examination (ETE) | 30% |
| Continuous Internal Assessment (Minimum 2 CIAs) | 70% |
| Total | 100% |

- Written Examinations consists of:
 - End Trimester Exam – 50 Marks (2 Hours duration)
- A student should secure a minimum of 40% Marks in the ETE to pass in that paper.
- In aggregate for each paper, for internal and end semester put together, at least 40 Marks out of 100 must be secured to pass in that paper.

Evaluation Pattern of Dissertation:

Evaluation at the end of the dissertation is based on the following categories:

| SL No | Components | Marks |
|-------|------------------------------|------------|
| 1 | CIA 1- Proposal Presentation | 30 |
| 2 | CIA 2 | |
| 2.1 | Progress | 10 |
| 2.2 | Thesis Evaluation | 20 |
| 2.3 | Guide Mark | 10 |
| 3 | ESE- Viva | 30 |
| | Total | 100 |

Grading Pattern:

Grading pattern will be the same as approved by the University for UG Courses as detailed herein below:

| Percentage | Grade | Grade Point (10- Point Scale) | Grade Point (4- Point Scale) | Interpretation |
|------------|-------|-------------------------------|------------------------------|----------------|
| 80 - 100 | O | 10 | 4 | Outstanding |
| 70-79 | A+ | 9 | 3.6 | Excellent |
| 60-69 | A | 8 | 3.2 | Very Good |
| 55-59 | B+ | 7 | 2.8 | Good |
| 50-54 | B | 6 | 2.4 | Above Average |
| 45-49 | C | 5 | 2 | Average |
| 40-44 | P | 4 | 1.6 | Pass |