



Department of Professional Studies

CURRICULUM DOCUMENT

**Master of Science
(Strategic Management)
2023-24**

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

Curriculum Document: **Master of Science (Strategic Management)** 2023-24 prepared by the Department of Professional Studies and approved by the Academic Council, CHRIST (Deemed to be University), Bangalore, 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) – 2023-24 – June 2023 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						
MSM631	Core 12 Dissertation	Theory	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
Total number of Hours: 60	Credits: 4
Course Description: The field of organizational behavior is about understanding how people and groups in organizations behave, react, and interpret events. Because an organization's people are responsible for gaining and keeping a competitive advantage, understanding how to mobilize and motivate employees is critical to organizational performance.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. To understand some of the main theories of Organizational Behavior 2. To apply theories to practical problems in organizations 	
Unit 1: Introduction to Management Hours:15 Introduction to Management – Schools of Management Thought - Fundamentals of Planning, Organising Staffing, Leading, and Controlling – Decision Making	
Unit 2: Introduction to Organisational Behaviour Hours: 10 Foundations of Individual Behaviour - Personality Theories and Personal Effectiveness – Perceptual Process – Learning Process and Theories – Values and Attitudes	
Unit 3: Motivation Process and Theories Hours: 10 Managing Motivation at Work – 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 among employees at workplace	
Unit 4: Organisational Culture and Climate Hours: 15 Organisational Culture and Climate – Organisational Ethos – Functionality and Dysfunctionality of Culture – Power and Politics – Organisational Change – Process and Implementation of Change – Managing Resistance to Change	
Unit 5: Organisational Development Hours: 10	

Organisational Development – Phases and Interventions of OD – Coping with Frustration, Stress, and Burnout – Transactional Analyses and Managerial Interpersonal Styles – Communication in Organisations.

Essential References:

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education
2. Fred Luthans, Organisational Behavior, McGraw Hill

Recommended References:

1. Mc Shane & Von Glinov, Organizational Behaviour, Tata Mc Graw Hill
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage Learning.
3. Ivancevich, Konopaske & Maheson, Organizational Behaviour & Management, Tata McGraw Hill
4. Udai Pareek, Understanding Organisational Behaviour, Oxford Higher Education.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning.

Course Name: Managerial Economics Core	Course Code: MSM132
Total number of Hours: 60	Credits: 4
<p>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.</p>	
<p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. To equip the students with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making. 2. Recognize key issues in micro and macroeconomic aspects of business and understand its relevance to business strategy; 3. Develop a perspective that is supported with relevant information and integrative thinking. 	
<p>Unit 1: Introduction Hours: 4</p> <p>Introduction Definitions, Nature & Scope, Definitions, Importance, Managerial Decision-Making Fundamental concepts of Managerial Economics (scarcity, opportunity cost, marginal/incremental principle, equilibrium, Time value of money).</p>	
<p>Unit 2: Consumption Analysis Hours: 7</p> <p>Approaches to the study of consumer behavior-cardinal approach – Law of Diminishing Marginal Utility - Law of Equi-marginal utility, Indifference curve analysis - Consumer surplus – meaning-analysis.</p>	
<p>Unit 3: Demand and Supply Analysis Hours: 12</p> <p>Demand (Determinants, Demand function) - Law of Demand – Variations in demand. Supply (Determinants, Supply function) – Law of Supply –Variations in Supply. Market equilibrium and changes in equilibrium - Elasticity of Demand - Price, Income, Cross - Promotional elasticity of demand – its measurement and its application in business decisions, Elasticity of Supply, Demand forecasting: Survey and statistical methods</p>	
<p>Unit 4: Production Analysis Hours: 10</p> <p>Production Analysis: Production – Firm and Industry – Production function – Production runs</p>	

or Periods (short run and long run) – Production in the short run – Law of variable proportions – Production in the long run – Returns to scale (increasing, constant and decreasing returns to scale) – Isoquant Analysis.

Unit 5: Cost & Revenue Analysis

Hours: 4

Cost - Cost concepts (Absolute cost and opportunity cost, Accounting cost and Economic cost) – Fixed and Variable cost – TC, AC & MC, Cost-output relationship in the short run - Cost-output relationship in the long run - Economies of scale and Diseconomies of scale - Revenue – TR, AR & MR - Revenue with no change in price – Revenue with change in price.

Unit 6: Market Analysis

Hours: 10

Introduction, Markets Types– Perfect Competition, Monopolistic Competition, Monopoly and Oligopoly – Collusive and Non-Collusive Oligopoly Models (including Game Theory Models)

Unit 7: Macro Economics

Hours: 13

Macroeconomy – Meaning - Concepts of National Income, Measurement of National Income - Methods and Problems, Price Indexes - Macroeconomic objectives, Aggregate Demand & Aggregate Supply Framework, Macroeconomic problems – Business Cycles/ Unemployment / Inflation, Macroeconomic policies – Fiscal policy & Monetary policy, Balance of Trade and Payments, Classical and Keynesian Theory of Unemployment

Essential References:

1. Managerial Economics, Dwivedi, D.N. Vikas Publication
2. Micro Economics, Pindyk C K, Rubinfeld and Mehta, Pearson

Recommended References:

1. Managerial Economics, Damodaran Suma, Oxford University Press
2. Managerial Economics, Geethika, Ghosh and Choudary, McGraw Hill
3. Managerial Economics, Atmanand, Excel Books
4. Managerial Economics. Craig Petersen & W. Cris Lewis, Pearson Education

Course Name: Accounting for Business Decisions Core	Course Code: MSM133
Total Number of Hours: 60	Credits: 4
Course Description: This course captures the fundamental aspects of Financial accounting, Cost accounting and Management accounting. The purpose is to expose the students to basic accounting systems that are needed for business decision making.	
Course Outcomes: By the end of the course the learner will be able to: <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. Apply suitable costing methods for business decision making. 5. Analyse the appropriate decision-making tools for business. 	
Unit 1: Basic Concepts Hours: 8 Meaning of Business decisions 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 concepts and conventions. Difference between financial, cost accounting and management accounting.	
Unit 2: Accounting Process Hours: 14 Documents and Books of accounts - journal, ledger and trial balance, Preparation of Profit and Loss Account and Balance-Sheet. Accounting in Computerized Environment.	
Unit 3: Analysis and Interpretation of Financial Statements Hours: 10 Financial Statement Analysis - Meaning and Types of Financial Statements, Objectives of financial statements analysis, Techniques of Financial Statement Analysis, Making financial decisions on the basis of financial statements	
Unit 4: Cost Accounting and Cost Control Hours: 16 Basic concepts of cost accounting. Objectives of Cost Accounting, Classification of costs, Relevant and irrelevant costs, differential costs, sunk cost - Preparation of Simple Cost sheet. Material cost control, Procurement, Pricing of issues, Inventory control techniques, Fixation of various levels, Economic order quantity, Labour cost control, time keeping and time booking, Overheads, Collection, Classifications, allocation and apportionment of overheads (Non-reciprocal method only).	
Unit 6: Decision Making Tools Hours: 12	

Marginal Costing – Meaning, Break-even point, Cost Volume Profit analysis, optimizing product mix, Pricing decisions, Make or Buy; Budgeting - Cash and Flexible budgets only, Standard costing – Material and Labour Variances only.

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, January 2012
2. Dr. Mahesh Kulkarni and Dr. Suhas Mahajan, “Accounting for Business Decisions”, 2ndEdition, Nirali Prakashan, ISBN-10: 9383525657, October 2016
3. H.V. Shankaranarayana and H.R. Ramanath, “Financial Accounting for Management”, Cengage Learning India Private Limited, ISBN-10: 9788131524817, November 2014.
4. M.N. Arora, “Accounting for Management”, 4th Revised Edition, Himalaya publishinghouse, ISBN-10: 9353676770, ISBN-13: 978-9353676773, January 2019.
5. M.Y.Khan and P.K.Jain, “Management Accounting and Financial Analysis”, Tata McGrawHill, ISBN-10 : 0070611807, ISBN-13: 978-0070611801, January 2006

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, January 2014
2. P Periasamy, “A Textbook of Financial Cost and Management Accounting”, Himalaya Publishing House, ISBN-10: 8183182151, October 2011,
3. H.V.Jhamb, “Fundamentals of Management Accounting”, ANE Books, ISBN-10: 9380156456, December 2009,
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, ISBN-13: 978-1292099040, Published on 23 March 2016

TRIMESTER II

Course Name: Financial Management	Course Code: MSM231
Total number of Hours: 60	Credits: 4
Course Description: This course deals with theoretical and practical aspects of financial management. Students are trained to assess the optimality the firm's investment, financing and dividend decisions to maximize shareholder's wealth.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Understand various concepts related to financial management. 2. Study in detail, various tools and techniques in the area of finance. 3. Develop the analytical skills this would facilitate the decision making in business situations. 	
Unit 1: Introduction to Financial Management Hours:10 <p>Introduction of Business Finance - Meaning, Definition of Financial Management, Goals of Financial Management (Profit Maximization and Wealth Maximization approaches to Financial Management) – Finance and other related disciplines, Functions of finance manager, Key strategies of financial management, Financial Planning – Principles and Steps in Financial Planning.</p>	
Unit 2: Cost of Capital and Capital Structure Hours: 14 <p>Concept and measurement of cost of capital, measurement of specific costs, WACC - Capital Structure - Meaning, Factors affecting capital structure, Capital structure designing in practice – EBIT- EPS Analysis, Different Sources of Finance and its Types.</p>	
Unit 3: Capital Budgeting and Risk Analysis Hours: 12 <p>Concepts of capital budgeting, Appraisal criteria for capital budgeting decisions - Payback period, Net present value, Profitability Index, Risk Analysis in Capital Budgeting- Approaches to risk absorption- Expected Net Present Value (ENPV) - Risk-Adjusted Discount rate - Risk Analysis of Project Portfolios.</p>	
Unit 4: Working Capital Management Hours: 12 <p>Nature and Scope, Components of working capital, operating cycle, types of working capital, Sources of Working Capital Financing, Factors affecting working capital, estimation of</p>	

working capital requirement (Problems).

Unit 5: Dividend Decisions

Hours: 12

Meaning and forms of dividends. Walter, Gordon and MM models (Numerical Problems), Taxation of dividends and capital gains - Buy back of shares.

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.
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, ISBN - 13: 978-1285867977, 2016.

Recommended References:

1. I M Pandey, "Financial Management", 11th Edition, Vikas Publishing House Ltd, ISBN - 13: 978-9325982291, 2016.
2. G Sudarsana Reddy, "Financial Management Principles and Practice", 4th Edition, Himalaya Publishing House, ISBN -13: 978-93-5299-688-9, 2019.
3. Jonathan Berk, Peter DeMarzo and Ashok Thampy, "Financial Management", Adapted Edition, Pearson, ISBN 978-81-317-2787-4, 2010.

Course Name: Marketing Management Core	Course Code: MSM232
Total number of Hours: 60	Credits: 4
Course Description: This course is aimed at making students understand segmentation, target marketing, positioning and strategies in developing a marketing mix - product, promotion, pricing, place, people, process and physical evidence.	
Course Outcomes: By the end of the course the learner will be able to: Identify and analyze marketing problems; develop creative solutions to address them and articulate reasons for choosing various alternatives.	
Unit 1: Introduction Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing Mix – Strategic marketing planning – an overview.	Hours: 12
Unit 2: Market Analysis, Segmentation and Selection Marketing environment – macro and micro components and their impact on marketing decisions; STP - Market Segmentation, targeting and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.	Hours: 12
Unit 3: Product and Pricing Decisions Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. BCG, Ansoff Matrix. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.	Hours: 12
Unit 4: Distribution Channels and Physical Distribution Decisions Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Distribution challenges faced by online portals. Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy	Hours: 12

designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques, Digital promotional Strategy.

Unit 5: Marketing Research and MIS

Hours: 12

Marketing Research: Meaning and scope of marketing research; Marketing research process, steps involved in marketing research- areas of marketing research. Big Data - Marketing Information System (MIS): Need, Importance - Elements of good MIS - components of MIS.

Experiential Marketing, Post-modern Marketing, Big data Analytics and its use in Marketing process, Marketing sustainability and ethics.

Essential References:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, Pearson Education, Latest Edition

Recommended References:

1. Principles of Marketing – Philip Kotler, Gary Armstrong, Prafulla Agnihotri
2. Marketing, Cengage Learning- Lamb/Hair/Sharma
3. Marketing Management- Text and Cases, Tapan K Panda, 2nd Edition, Excel

Course Name: Human Resource Management Elective	Course Code: MSM233
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.</p>	
<p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Gain the skills required for recruiting, evaluating performance, structuring teams, coaching and mentoring people. 	
<p>Unit 1: Introduction to Human Resource Management Hours: 5</p> <p>Nature of HRM, Scope, functions and importance of HRM, Evolution of HRM, Role of HRM - the People Factor in Business and Management, Difference with HRD, Contemporary issues and practices in HRM, Employee Lifecycle, International HRM.</p>	
<p>Unit 2: Human Resource Planning and Staffing Hours: 12</p> <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.</p>	
<p>Unit 3: Employee Training and Development Hours: 8</p> <p>Nature and importance of Training, Methods of Training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training.</p>	
<p>Unit 4: Compensation, Benefits and Reward Management Hours: 12</p> <p>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</p>	

performance management system.

Unit 5: Employee Welfare and Industrial Relations

Hours: 12

Employee Welfare, ESI, PF, Workman Compensation, New Pension Scheme, Health, Safety, Social Security, Employee Grievances and Discipline.

Introduction – Industrial Disputes Act, 1947. Industrial dispute prevention and resolution mechanism in India

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, HRIS.

Essential References:

- Human Resource Management by Narayanappa, Scitech Publication
- Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India, 2008, 3rd Edition
- Human Resource Management, J. John Bernardin, Tata McGraw Hill Publishing, 4th Edition

Recommended References:

- Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House
- HRM Ethics & Employment Ashly Pinnnington, Rob Macklin, Tom Campbell, 2nd Edition
- Human Resources Management by Gary Dessler
- Managing Human Resources by R.S. Dwiwedi
- Human Resources Management by Arun Monappa
- Human Resources Management by Mirza & Zaiyadin
- Human Resources Management by L.M. Prasad
- Human Resources Management by Ashwathappa

TRIMESTER III

Course Name: Strategic Management Core	Course Code: MSM331
Total number of Hours: 60	Credits: 4
Course Description: This course aims to expose participants to various perspectives and concepts in the field of Strategic Management.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Understand and uses methods of doing business environment analysis 2. Learn and apply alternative frameworks of business/ corporate strategy for attaining and sustaining competitive advantage. 3. Develop ability to make quality, reasoned strategic business decisions. 	
Unit 1: Understanding Strategy	Hours: 12
<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> <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).</p> <p>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.</p>	
Unit 2: Analyzing Company's Internal Environment	Hours: 12
<p>Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative</p>	

analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities.

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 – GE 9 Cell Model.

Unit 3: Generic Competitive Strategies

Hours: 12

Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy?

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 for strategy evaluation.

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, meaning of triple bottom line, people-planet-profits.

Essential References:

1. Contemporary Strategic Management, Robert M. Grant, 6th Edition, Wiley India India
2. Contemporary Strategic Management Case Studies, Robert M. Grant, Publisher: Wiley

Recommended References:

1. Strategic Management, Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning, 2008
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. Strategic Management, Dr. Yogeshwari L. Giri

Course Name: Quantitative Techniques for Managers Core	Course Code: MSM332
Total number of Hours: 60	Credits: 4
Course Description: The objective of this course is to understand business decision making using statistical methodology to make better decisions. The students will learn to make sense of data along with the basics of statistical inference and hands-on implementation. Students will develop critical and integrative thinking to communicate the results of the analysis clearly in the context of business research.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Describe and discuss the key terminology, concepts, tools and techniques used in business statistical analysis 2. Use of quantitative methods in effective management decision making process. 	
Unit 1: Introduction and Descriptive Statistics Hours: 15 <p>Meaning, Application of Statistics in Business and Limitations of Statistics. Data – Data Sources, Data Classification and Data Presentation (Tables and Graphs).</p> <p>Data Analysis – Descriptive Statistics - Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Appropriate Situations for the use of various Averages, Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation -Properties of standard deviation Coefficient of Variance. Skewness and Kurtosis.</p>	
Unit 2: Correlation and Regression Hours: 12 <p>Correlation Analysis – Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation., Coefficient of Determination.</p> <p>Regression Analysis – Meaning, Regression Coefficients and properties, Simple and Multiple Regression.</p>	
Unit 3: Time Series Analysis Hours: 7 <p>Introduction to time series, Components of time series, Trend Analysis-method of least squares, exponential smoothing</p>	
Unit 4: Probability and Distributions Hours: 10 <p>Introduction to probability, Definition - Rules of probability, Bayes Rule, marginal, joint and</p>	

conditional probabilities, Random variables – Probability distribution – Discrete & Continuous, Binomial, Poisson, Normal, Sampling and sampling distributions

Unit 5: Inferential Statistics

Hours: 16

Introduction to hypothesis testing, meaning, steps, Type I and Type II Errors, parametric tests: hypothesis testing for single mean, proportion, difference of means and proportion using known and unknown s.d. Analysis of variance and designs of experiments, one way and two-way analysis.

Non parametric tests: Analysis of Categorical data, run test, Mann-whitney U test, Wilcoxon, kruskal wallis, spearmans rank correlation.

Essential References:

1. Fundamentals of Mathematical Statistics, S. C. Gupta and V. K. Kapoor
2. Richard I. Levin & David S. Rubin: Statistics for Management, Pearson

Recommended References:

1. Glyn Davis & Branko Pecar: Business Statistics Using Excel, Oxford
2. David Whigham: Business Data Analysis Using Excel, Oxford
3. David M. Levine et al: Business Statistics, A First Course, Pearson Education
4. S.P. Gupta & M.P. Gupta: Business Statistics, Sultan Chand
5. Beri, G.C: Business Statistics, Tata McGraw Hill

Course Name: Legal Aspects of Business Elective	Course Code: MSM333
Total number of Hours: 60	Credits: 4
Course Description: This course introduces the key legal concepts in business.	
Course Outcomes: By the end of the course the learner will be able to: Recognize the different legal provisions in running a business enterprise.	
Unit 1: The Indian Contract Act, 1871 Hours:12 Essential elements of valid contract - Performance and discharge of contract - Breach of contract - meaning and remedies Contracts of indemnity - meaning, nature-right of indemnity holder and indemnifier - Contract of guarantee – meaning, nature and features – types of guarantee – provisions relating to various types of guarantee. Surety and co-surety – rights and liabilities – discharge of surety Agency – agent and principal, creation of agency – classification of agents – relationship between principal and agent – agent’s authority – revocation and renunciation – rights duties and liabilities of agents and principal – termination of agency.	
Unit 2: Sale of Goods Act, 1930 Hours: 4 Contract of sale of goods – meaning – essentials of contract of sale – formalities of contract of sale - Conditions and warranties - Transfer of property or ownership- Performance of contract of sale Rights of unpaid seller – rules as to delivery of goods.	
Unit 3: Negotiable Instruments Act, 1881 Hours: 12 Negotiable Instruments – meaning – characteristics – types – parties – holder and holder in due course - Negotiation and types of endorsements - Dishonor of negotiable instruments - noting and protesting - Liability of parties on Negotiable Instruments	
Unit 4: The Companies Act, 2015 Hours: 12 Definition & meaning of One Person Company, Private Company, Small Company and Dormant Company - Incorporation of a Company and One-Person Company, Memorandum of association (MoA), Articles of Association (AoA), Prospectus & Public Offer.	

Share Capital & Debentures, Acceptance of Deposits, Appointment of Director including Woman Director.

Unit 5: Other Laws

Hours: 12

Consumer Protection Act 1986 – definitions of consumer, consumer dispute- complaint – goods – service – unfair trade practice – consumer dispute redressal agencies - Information Technology Act – Digital Signature – Electronic Governance Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs.

Essential References:

1. Mercantile Law - Avatar Singh
2. Elements of Mercantile Law – N.D. Kapoor
3. Industrial Law -P.L. Malik
4. Relevant Bare Acts

Recommended References:

1. Legal Aspects of Business: Akhileshwar Pathak, Mc Graw Hill Education Pvt Ltd
2. Economic and Commercial Laws: (CS exe program)
3. Sangeet Kedia, Pooja Law Publishing House

TRIMESTER IV

Course Name: Mergers, Acquisitions & Corporate Restructuring Core	Course Code: MSM431
Total number of Hours: 60	Credits: 4
Course Description: It covers the various aspects of Mergers & Acquisitions and Corporate Restructuring methods.	
Course Outcomes: By the end of the course the learner will be able to: Build analytical and decision-making skills in the area of M&A and Valuation	
Unit 1: Mergers and Acquisitions	Hours: 8
Meaning and difference - Mergers, acquisitions and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities	
Unit 2: Strategic perspective of M & A	Hours: 7
A strategic perspective on M & A - industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model.	
Unit 3: Corporate Restructuring	Hours: 7
Different methods of restructuring – joint ventures – sell off and spin off –divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)	
Unit 4: Merger Process	Hours: 10
Dynamics of M&A process- identification of targets-negotiation-closing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects – managerial challenges of M & A	
Unit 5: Valuation	Hours: 9

Valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision

Unit 6: Accounting for Amalgamation

Hours: 10

Pooling of interest method, purchase method – procedure laid down under Indian Companies Act

Unit 7: Takeovers

Hours: 9

Takeover types, hostile takeover approaches, Take-over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense

Essential References:

1. Ramaiya: Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur
2. M.C. Bhandari: Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur
3. ICSI: Handbook on Mergers Amalgamations and takeovers.

Recommended References:

1. K. R. Sampath: Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications
2. S. Ramanujan: Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
3. Ray: Mergers and Acquisitions Strategy, Valuation and Integration, PHI

Course Name: International Business and Global Strategy Core	Course Code: MSM432
Total number of Hours: 60	Credits: 4
Course Description: It covers the various functional areas of International Business such as trade, finance, law, management, and marketing.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Gain an understanding of the international dimensions of business functions. 2. Understand how the acquired theoretical knowledge can be put into practice. 	
Unit 1: Introduction to International Business Hours:10 Meaning & nature of international business, importance of International Business, stages of internationalization, EPRG approaches to international business, theories of international business – Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment, PLC, National Competitive Advantage.	
Unit 2: International Business Environment Hours: 10 Meaning and importance – environmental analysis - Political, Economic, Social-Cultural & technological environment of international business. Trade Policy – Free trade & Protection, Balance of Payments - Current items, Capital Items, Disequilibrium of balance of payments	
Unit 3: International Business Strategies Hours: 10 International business analysis- modes of entry- exporting, turnkey projects, licensing, franchising, Joint ventures- Wholly owned subsidiaries - Comparison of different modes of entry - Global Operational Strategies – International strategy, Multi-domestic strategy, Localization strategy & Transnational strategy	
Unit 4: Globalization Hours: 10 Meaning and Features - Globalization, factors driving Globalization - Advantages and Disadvantages, Socio - Cultural, Political & Legal and Economic Implications, Role of WTO, Globalization and India.	
Unit 5: MNCs and International Business Hours: 10	

Definition. MNCs & TNCs, features, factors, merits and demerits, MNCs and India, Indian MNCs, OECD Guidelines for Multinational Enterprises.

Unit 6: International Finance

Hours: 10

International financial system, IMF and International Monetary system. Exchange Rate Systems, Exchange rate determination – PPP theory – Interest rate parity theory – Balance of Payments theory – Monetary and Portfolio theories – foreign exchange market – functions – participants – currency convertibility – Global capital flows - FDI & FII, Accessing Global Finance – ADR/GDR/ECBs/FCBs.

Essential References:

1. Daniel and Radebaugh International Business, Pearson Education, 10th Edition
2. Rakesh Mohan Joshi International Business, Oxford University Press

Recommended References:

1. Charles W L Hill Global Business Today, 6th Edition, TMH
2. Charles W L Hill International Business, Tata McGraw hill Publication, 10th Edition
3. Ministry of Commerce by Government of India, Handbook of Import-Export Procedures
4. Subba Rao P International Business, Himalaya Publishing House
5. Sumati Varma International Business, Pearson

Course Name: Corporate Ethics, Governance and Social Responsibility Elective	Course Code: MSM433
Total number of Hours: 60	Credits: 4
Course Description: Leaders who lead ethically are role models, communicating the importance of ethical standards, holding their employees accountable to those standards. Ethical leadership is leadership that is directed by respect for ethical beliefs and values and for the dignity and rights of others.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context. 2. Build Leadership traits that hinges on Ethical Leadership. 	
Unit 1: Business Ethics Hours:10 <p>The concept of ethics; ‘ethics’ and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility - an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.</p>	
Unit 2: Conceptual framework of Corporate Governance Hours: 10 <p>Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; Recent developments in India, National Foundation for Corporate Governance. Corporate Governance Award.</p>	
Unit 3: Corporate Management Hours: 10 <p>Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.</p>	
Unit 4: Role and Functions of Board Committees Hours: 10 <p>Standing committees, ad-hoc committees, task force committees, advisory committees;</p>	

powers, functions and duties of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.

Unit 5: Corporate Governance code and Whistle-blowers:

Hours: 10

The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India. Whistle Blowers Protection Act, 2011 (Amendment 2015).

Unit 6: Corporate Social Responsibility and Sustainability:

Hours: 10

Meaning, Corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India. CSR and Companies Act, 2013. Stages of CSR Maturity, ISO 26000 standard and guidelines, Corporate Sustainability, The Corporate Responsibility and Sustainability Capability Maturity Model, Environmental Reporting, Corporate Social Reporting.

Essential References:

1. Ethics in Business and Corporate Governance, Mandal S.K, Tata McGraw Hill
2. Corporate Responsibility, Blowfield, Michael, and Alan Murray, Oxford University Press

Recommended References:

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press,
2. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd,
3. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

TRIMESTER V

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.	
Course Outcomes: By the end of the course the learner will be able to: <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. 	
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.	
Unit 2: Technology and Wealth Creation Hours: 12 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.

Recommended References:

1. Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.
2. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.

Course Name: Strategic Leadership and Communication Core	Course Code: MSM532
Total number of Hours: 60	Credits: 4
Course Description: This course introduces the key concepts, tools, and principles of strategy leadership, strategy formulation and execution.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness. 2. Recognize the different stages of industry evolution and recommend strategies appropriate to each stage. 	
Unit 1: Introduction Survey of Leadership Theories, Strategy and Strategic Leadership, Leadership qualities and skills, Leadership as envisioning transformations and facilitating change processes.	Hours: 10
Unit 2: Personal Leadership Personal Leadership: Fundamental Individual Issues and Frameworks for Personal Growth, Self-assessment: MBTI, Type Talk, Other Assessments Leading a Relationship: Individual Issues and Interpersonal Dynamics; Transactional Analysis, Games, and Authenticity; The Twelve Behavioral Choices as Indicators for Types of Relationship	Hours: 10
Unit 3: Team Leadership Team Leadership: Interpersonal Underworld and Group Emotional Processes, Task Interdependence and Types of Business Processes; Organizational and Technological Imperatives	Hours: 10
Unit 4: Strategic Leadership Strategic Leadership at Organizational Level: Understanding Organizations and Business, Frameworks to conceptualize organizational strategies, Framing Issues of Organizational Transformations	Hours: 10

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
Total number of Hours: 60	Credits: 4
Course Description: The course is designed to develop of understanding of the uses of Business analytics tools and techniques in decision making and operations and hands-on experience in business analytics tools.	
Course Outcomes: By the end of the course the learner will be able to: <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 	
Unit 1: Data Science, Business Analytics and its Applications Hours:12 <p>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>	
Unit 2: Statistics Fundamentals and Data Modeling in SPSS Hours: 14 <p>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, import file - Screening and cleaning data, Manipulation of data.</p>	
Unit 3: Data Visualization in Tableau Hours: 12 <p>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.</p>	

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, ISBN 978-0-7356-6913-0
4. Garrett Golemund, "Hands-On Programming with R - Write Your Own Functions and Simulations", First edition (1 January 2014), Shroff/O'Reilly, ISBN-10 : 9351107280, ISBN-13 : 978-9351107286
5. Sabine Landau and Brian S. Everitt, "A Handbook of Statistical Analyses Using SPSS", 1st edition, Chapman and Hall/CRC, 2003, ISBN-10: 1584883693, ISBN-13: 978-1584883692.
6. Marleen Meier, David Baldwin, Kate Strachnyi, "Mastering Tableau 2021: Implement advanced business intelligence techniques and analytics with Tableau", 3rd Edition, 2021, Packt Publishing Limited, ISBN-10 :1800561644, ISBN-13 : 978-1800561649.

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, 2007

TRIMESTER VI

Course Name: Organizational Development and Change Management Elective	Course Code: MSM632
Total number of Hours: 60	Credits: 4
Course Description: This course defines sequential process, role and dynamics to organizational change. It further highlights ways of dealing with it. It focuses on need, phases and conditions for successful organizational development. Different organizational development interventions are also incorporated.	
Course Outcomes: By the end of the course the learner will be able to: 1. Gain the skills required for managing growth and change.	
Unit 1: Introduction to organizational Change Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change.	Hours: 6
Unit 2: Introduction to Organizational Development Concept, Values, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Six-Box Model.	Hours: 12
Unit 3: Organizational Problems and their Diagnosis Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models, Collecting and Analyzing diagnostic information	Hours: 8
Unit 4: OD Interventions Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations.	Hours: 12
Unit 5: Factors influencing OD Concept and Role of Power, Politics and Culture. Power and Influence Tactics, Key Capabilities of Constructive Politics, Impact and Functions of Culture and Manifestations of	Hours: 12

Organizational culture.

Unit 6: Organization Transformation

Hours: 10

Cultural Intervention, Strategic Changes, Learning Organization, High Performance Work Systems.

Essential References:

1. Organizational Change and Development, Kavita Singh, Excel Books.
2. Organizational Change-Themes & Issues, Jim Grieses, Oxford.

Recommended References:

1. Essentials of Organizational Development, Dr. Mrs. Anjali Ghanekar, Everest Publishing
2. Organizational Development, Joan V. Gallos, Jossey Bass, Wiley Imprint

Course Name: Entrepreneurship and Venture Creation Elective	Course Code: MSM633
Total number of Hours: 60	Credits: 4
Course Description: This course introduces entrepreneurship and venture creation.	
Course Outcomes: By the end of the course the learner will be able to: <ul style="list-style-type: none"> • Writing a business plan. 	
Unit 1: Introduction Hours: 10 Entrepreneurship, Qualities, nature, types, traits, culture, Entrepreneur and Intrapreneur.	
Unit 2: Opportunity recognition and Entry strategies Hours: 15 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.	
Unit 3: Setting up of the Venture Hours: 15 Steps for starting a small business / industry – case study approach, selection of types of organization - International entrepreneurship opportunities.	
Unit 4: Business Planning Process Hours: 15 The business plan as an entrepreneurial tool Elements of Business Plan, Objectives, 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: 5 Preparing for the new venture launch -early management decisions Managing early growth of the new venture- new venture expansion strategies and issues - Going public.	
Essential References: 1. Harold L Taylor, Project Management for Entrepreneurs	

2. Making Things Happen: Mastering Project Management by Scott Berkun

Recommended References:

1. Entrepreneurship: New Venture Creation by David H. Holt
2. Entrepreneurship Development New Venture Creation by Satish Taneja, S.L.Gupta
3. Project management by K. Nagarajan.
4. Entrepreneurship: Strategies and Resources by Marc J. Dollinger
5. The Culture of Entrepreneurship by Brigitte Berger.
6. Entrepreneurship by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
7. Entrepreneurship as Strategy by G. Dale Meyer, Kurt A. Heppard
8. New Vistas of Entrepreneurship: Challenges & Opportunities by A. Sahay, M.S.Chhikara

Program 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 (TSE)	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 TSE 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.

Grading Pattern:

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

Percentage	Grade	Grade Point	Interpretation	Class
80 and Above	A+	4.00	Outstanding	First Class with Distinction
73-79	A	3.67	Excellent	First Class
66-72	A-	3.33	Very Good	First Class
60-65	B+	3.00	Good	First Class
55-59	B	2.67	Average	Second Class
50-54	C+	2.33	Satisfactory	Second Class
45-49	C	2.00	Pass	Pass Class
40-44	D	1.00	Pass	Pass Class
39 and Below	F	0	Fail	Fail