



CHRIST
(DEEMED TO BE UNIVERSITY)
BENGALURU · INDIA

Department of Professional Studies

Syllabus

MSc Strategic Management

2018 -19

Christ University, Bangalore

Karnataka, India

www.christuniversity.in

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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.

COURSE STRUCTURE & SYLLABUS - 2018 - 19

MSc Strategic Management

| Course Code | Name of the Course | Type | Hr/wk | Credits | CIA | ESE | Total |
|--------------------|---|----------|-------|---------|-----|-----|-------|
| Trimester 1 | | | | | | | |
| MSM131 | Core 1 Management and Organizational Behavior | Core | 4 | 4 | 70 | 30 | 100 |
| MSM132 | Core 2 Managerial Economics | Core | 4 | 4 | 70 | 30 | 100 |
| MSM133 | Core 3 Accounting for Business Decisions | Core | 4 | 4 | 70 | 30 | 100 |
| Trimester 2 | | | | | | | |
| MSM231 | Core 4 Financial Management | Core | 4 | 4 | 70 | 30 | 100 |
| MSM232 | Core 5 Marketing Management | Core | 4 | 4 | 70 | 30 | 100 |
| MSM233 | Elective 1 Human Resource Management | Elective | 4 | 4 | 70 | 30 | 100 |
| Trimester 3 | | | | | | | |
| MSM331 | Core 6 Strategic Management | Core | 4 | 4 | 70 | 30 | 100 |
| MSM332 | Core 7 Quantitative Techniques for Managers | Core | 4 | 4 | 70 | 30 | 100 |
| MSM333 | Elective 2 Legal Aspects of Business | Elective | 4 | 4 | 70 | 30 | 100 |
| Trimester 4 | | | | | | | |
| MSM431 | Core 8 Mergers, Acquisition and Corporate Restructuring | Core | 4 | 4 | 70 | 30 | 100 |
| MSM432 | Core 9 International Business & Global | Core | 4 | 4 | 70 | 30 | 100 |

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|-------------|---|----------|---|---|----|----|-----|
| | Strategy | | | | | | |
| MSM433 | Elective 3 Corporate Ethics, Governance and Social Responsibility | Elective | 4 | 4 | 70 | 30 | 100 |
| Trimester 5 | | | | | | | |
| MSM531 | Core 10 Managing Technology and Innovation for Competitive Advantage | Core | 4 | 4 | 70 | 30 | 100 |
| MSM532 | Core 11 Strategic Leadership and Communication | Core | 4 | 4 | 70 | 30 | 100 |
| MSM533 | Elective 4 Business Analytics and Data Governance | Elective | 4 | 4 | 70 | 30 | 100 |
| Trimester 6 | | | | | | | |
| MSM631 | Core 12 Project Work | Core | 4 | 4 | 70 | 30 | 100 |
| MSM632 | Elective 5 Organizational Development and Change Management | Elective | 4 | 4 | 70 | 30 | 100 |
| MSM633 | Elective 6 Entrepreneurship and Venture Creation | Elective | 4 | 4 | 70 | 30 | 100 |

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.

Trimester 1**Core Paper 1 - Management and Organizational Behavior****(Course Code: MSM 131)**

| | | |
|---|---|-----------------|
| Course Description: | | |
| <p>The field of organizational behavior (OB) 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.</p> | | |
| Learning Outcomes: On completing the course students will be able to: | | |
| <ul style="list-style-type: none"> ▪ To understand some of the main theories of Organizational Behavior ▪ To apply theories to practical problems in organizations | | |
| Level of Knowledge: Conceptual and Working knowledge | | |
| Unit 1 | Introduction to Management - Schools of Management Thought - Fundamentals of Planning, Organising Staffing, Leading, and Controlling - Decision Making | 15 Hours |
| Unit 2 | Introduction to Organisational Behaviour - Foundations of Individual Behaviour Personality Theories and Personal Effectiveness - Perceptual Process - Learning Process and Theories - Values and Attitudes | 10 Hours |
| Unit 3 | Motivation Process and Theories - 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 | 10 Hours |
| Unit 4 | 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 | 15 Hours |
| Unit 5 | Organisational Development- Phases and Interventions of OD - Coping with Frustration, Stress, and Burnout - Transactional Analyses and Managerial Interpersonal Styles - Communication in Organisations | 10 Hours |

Essential Reading

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

Recommended Reading

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

**Core Paper 2 - Managerial Economics
(Course Code: MSM 132)**

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.

Learning Outcomes: On completing the course students will be able to:

- To equip the students with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
- Recognize key issues in micro and macroeconomic aspects of business and understand its relevance to business strategy;
- Develop a perspective that is supported with relevant information and integrative thinking.

Level of Knowledge: Conceptual and Working knowledge

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|--------|--|----------|
| Unit 1 | 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) | 04 Hours |
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| Unit 2 | <p>Consumption Analysis</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> | 07 Hours |
| Unit 3 | <p>Demand and Supply analysis</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> | 12 Hours |
| Unit 4 | <p>Production Analysis</p> <p>Production Analysis: Production – Firm and Industry – Production function – Production runs 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.</p> | 10 Hours |
| Unit 5 | <p>Cost & Revenue Analysis</p> <p>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</p> <p>Revenue – TR, AR & MR - Revenue with no change in price – Revenue with change in price.</p> | 4 Hours |
| Unit 6 | <p>Market Analysis</p> <p>Introduction, Markets Types- Perfect Competition, Monopolistic Competition, Monopoly and Oligopoly – Collusive and Non-Collusive Oligopoly Models (including Game Theory Models)</p> | 10 Hours |
| Unit 7 | <p>Business & Macro Economy</p> <p>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.</p> | 13 Hours |

Essential Reading

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

Recommended Reading

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

**Core Paper 3 - Accounting for Business Decisions
(Course Code: MSM 133)**

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

Learning Outcomes:

On completing the course students will be able to:

To understand the basic concepts of financial accounting, cost accounting and management accounting.

To know various tools from accounting and cost accounting this would facilitate the decision making.

To develop analytical abilities to face the business situations

Level of Knowledge: Conceptual and Working knowledge

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|--------|---|----------|
| Unit 1 | Basic Concepts: 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. | 08 Hours |
| Unit 2 | Accounting Process: Documents and Books of accounts - journal, ledger and trial balance, Preparation of Profit and Loss Account and Balance-Sheet. Accounting in Computerized Environment. | 12 Hours |
| Unit 3 | Analysis and Interpretation of Financial Statements Financial Statement Analysis - Meaning and Types of Financial Statements, Objectives of financial statements analysis, Techniques of Financial | 10 Hours |

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| | Statement Analysis, Making financial decisions on the basis of financial statements. | |
| Unit 4 | Cost Accounting: Basic concepts of cost accounting. Objectives of Cost Accounting, Classification and analysis of costs, Relevant and irrelevant costs, differential costs, sunk costs, Preparation of Simple Cost sheet. | 10 Hours |
| Unit 5 | Cost Control: Material cost control, Procurement, Pricing of issues, Inventory control techniques, Fixation of various levels, Economic order quantity, material losses, Labour cost control, time keeping and time booking, Overheads, Collection, Classifications, allocation and apportionment of overheads. | 10 Hours |
| Unit 6 | Decision making tools: Marginal costing, Break-even point, Cost Volume Profit analysis, Optimizing product mix, Pricing decisions. Budgeting - Cash and Flexible budgets only, Standard costing - Material and Labour Variances only. | 10 Hours |
| <p>Essential Reading</p> <ul style="list-style-type: none"> Accounting for Management, S N Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari Managerial Accounting, Jawahar Lal, Himalaya Publishing House <p>Recommended Reading</p> <ul style="list-style-type: none"> Financial Accounting for Management: Shankarnarayanan/ Ramanath , CENGAGE Learning Financial Cost and Management Accounting - P Periasamy Management Accounting - Madhu Vij Fundamentals of Management Accounting - H. V Jhamb Cost and Management Accounting - M N Arora Financial Accounting for Managers - Mr. Sanjay Dhmiya, Pearson Publications Management Accounting - Mr. Anthony Atkinson, Robert Kaplan, Pearson Management Accounting - Mr. Khan and Mr. Jain, Tata McGraw Hill Financial Accounting part I - Mr. S. N. Maheshwari • Accounting - Shukla Grewal | | |

Trimester 2

Core Paper 4 - Financial Management

(Course Code: MSM 231)

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| 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. | | |
| Learning Outcomes: On completing the course students 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. | | |
| Level of Knowledge: Conceptual and Working knowledge | | |
| Unit 1 | Introduction to Financial Management: 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. | 10 Hours |
| Unit 2 | Capital structure: Meaning, Factors affecting the capital structure, Different Sources of Finance and its Types, Concept and measurement of cost of capital, measurement of specific costs, WACC, Trading on equity and its types. | 14 Hours |
| Unit 3 | Capital Budgeting: 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 requirement. | 12 Hours |

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| Unit 4 | Working Capital Management: 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 requirement. | 12 Hours |
| Unit 5 | Dividend decisions Meaning and forms of dividends. Walter, Gordon and MM models (Numerical Problems) Linter's model dividend practices in India. Buy back of shares, taxation of dividends and capital gains. | 12 Hours |
| <p>Essential Reading</p> <ul style="list-style-type: none"> ▪ Financial Management and Principle and Practice by G. Sudarsana Reddy ▪ Fundamentals of Financial Management by Sheeba Kapil (Pearson Publications) ▪ Financial Management by Dr. E. B. Khedkar and Dr. D. B. Bharati <p>Recommended Reading</p> <ul style="list-style-type: none"> ▪ Financial Management by Khan & Jain (TATA McGraw Hill) ▪ Financial Management by I. M. Pandey (Vikas Publication) ▪ Financial ACCT with coursemate-Godwin/Aderman/Sanyal-Cengage Learning ▪ Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication) ▪ Financial Management: Theory & Practice by Brigham ▪ Financial Management: Principles & Practice by Lasher | | |

Core Paper 5 - Marketing Management
(Course Code: MSM 232)

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| 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. | | |
| Learning Outcomes: On completing the course students will be able to: Identify and analyze marketing problems; develop creative solutions to address them and articulate reasons for choosing various alternatives | | |
| Level of Knowledge: Conceptual and Working knowledge | | |
| Unit 1 | <p>Introduction:</p> <p>Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning - an overview.</p> | 12 Hours |
| Unit 2 | <p>Market Analysis, Segmentation and Selection:</p> <p>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.</p> | 12 Hours |
| Unit 3 | <p>Product and Pricing Decisions</p> <p><i>Product Decisions:</i> 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.</p> <p><i>Pricing Decisions:</i> Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.</p> | 12 Hours |
| Unit 4 | <p>Distribution Channels and Physical Distribution Decisions:</p> <p>Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Distribution challenges faced by online portals.</p> <p><i>Promotion Decisions:</i> Communication Process; Promotion mix - advertising, personal selling, sales promotion, publicity and public relations;</p> | 12 Hours |

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| | Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques, Digital promotional Strategy. | |
| Unit 5 | <p>Market Research & MIS <i>Marketing Research:</i> 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</p> <p>Experiential Marketing, Post-modern Marketing, Big data Analytics and it's use in Marketing process, Marketing sustainability and ethics.</p> | 12 Hours |
| <p>Essential Reading</p> <ul style="list-style-type: none"> Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, Pearson Education, Latest Edition <p>Recommended Reading:</p> <ul style="list-style-type: none"> Principles of Marketing – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, MKTG- CENGAGE Learning- Lamb/Hair/Sharma Marketing Management- Text and Cases, Tapan K Panda, 2nd Edition, Excel | | |

Elective Paper 1 - Human Resource Management (Course Code: MSM 233)

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|---|
| <p>Course Description:</p> <p>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>Learning Outcomes: On completing the course students will be able to:</p> <p>By the end of the course, students will gain the skills required for recruiting, evaluating performance, structuring teams, coaching and mentoring people.</p> |
| <p>Level of Knowledge: Conceptual and Working knowledge</p> |

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|---------------|--|-----------------|
| Unit 1 | Introduction to Human Resource Management 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. | 05 Hours |
| Unit 2 | Human Resource Planning, Staffing and Training Human Resource Planning, Nature of job Analysis, job design, Job evaluation, Human resource planning, 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. | 12 Hours |
| Unit 3 | Employee Training and Development Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training. | 08 Hours |
| Unit 4 | Compensation, Benefits and Reward Management Compensation Administration, ESI, PF, 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. | 12 Hours |
| Unit 5 | Employee Welfare and Industrial Relations Employee Welfare, ESI, 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 | 12 Hours |
| Unit 6 | Strategic HRM 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 | 11 Hours |

Essential Reading

- 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 by J. John Bernardin, Tata McGraw Hill Publishing, 4th Edition

Recommended Reading

- 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 V.P. Michael
- Human Resources Management by Mirza & Zaiyadin
- Human Resources Management by L.M. Prasad
- Human Resources Management by Ashwathappa
- Managing Human Resources by Arun Monappa

Trimester 3

Core Paper 6 - Strategic Management (Course Code: MSM 331)

Course Description:

The objective of this course is -

- To expose participants to various perspectives and concepts in the field of Strategic Management
- To help participants develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management.

Learning Outcomes: On completing the course students will be able to:

- Understand and uses methods of doing business environment analysis
- Learn and apply alternative frameworks of business/ corporate strategy for attaining and sustaining competitive advantage.
- Develop ability to make quality, reasoned strategic business decisions.

Level of Knowledge: Conceptual and Working knowledge

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|--------|---|----------|
| Unit 1 | <p>Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy.</p> <p>Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management.</p> <p>Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management.</p> <p>Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, 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).</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.</p> | 12 Hours |
| Unit 2 | <p>Analyzing Company's Internal Environment: 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,</p> | 12 Hours |

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| | <p>Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis.</p> <p>Value Chain Analysis Using Porter's Model: primary & secondary activities.</p> <p>Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering.</p> <p>Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model.</p> | |
| Unit 3 | <p>Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy.</p> <p>Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p> | 12 Hours |
| Unit 4 | <p>Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies, McKinsey's 7s Framework.</p> <p>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,</p> <p>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).</p> <p>Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM).</p> <p>Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation.</p> | 12 Hours |
| Unit 5 | <p>Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework</p> <p>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.</p> <p>Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.</p> | 12 Hours |

Essential Reading

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

Recommended Reading

1. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning, 2008 Edition
2. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition
3. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th ed.,
4. Strategic Management by Dr. Yogeshwari L. Giri

**Core Paper 7 - Quantitative Techniques for Managers
(Course Code: MSM 332)**

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.

Learning Outcomes: On completing the course students will be able to:

- At the end of this course, students will achieve statistical literacy and will be able to find ways to use statistics in business decision-making.
- Enable students to pursue Business Research.

Level of Knowledge: Conceptual and Working knowledge

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|---------------|---|-----------------|
| Unit 1 | Introduction to Statistics - Meaning, Application of Statistics in Business and Limitations of Statistics. Data - Data Sources, Data Classification and Data Presentation (Tables and Graphs). Data Analysis - Measures of Central Tendency, Measures of Dispersion. | 06 Hours |
| Unit 2 | Correlation analysis - Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation., Coefficient of Determination. Regression analysis - Meaning, Regression Coefficients and properties, Simple and Multiple Regression. | 10 Hours |
| Unit 3 | Time Series Analysis - Introduction to time series, Components of time series, Methods of Trend Analysis. Index Numbers - Meaning, Types of Index Numbers, Construction of price, quantity and volume index, consumer price index. | 08 Hours |
| Unit 4 | Measures of Central Tendency and Dispersion 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. | 12 Hours |
| Unit 5 | Probability - Meaning and concept, Addition theorem, Multiplication theorem, Bayes' theorem. Probability theoretical distributions - Binomial, Poisson and Normal. Sampling Theory - Complete enumeration vs Sample survey, Determination of Sample size, Sampling techniques, Sampling distributions of statistics. | 06 Hours |
| Unit 6 | Testing of Hypothesis - Basic concepts, testing procedure. Parametric tests - z test, t-test, one way and two-way ANOVA. Non-Parametric tests - Chi square analysis, Sign test, Median test, Wilcoxon test, Kolmogorov Smirnov test, Mann - Whitney U test and Kruskal Wallis test | 12 Hours |
| Unit 7 | Using Statistical Software - Microsoft Excel and SPSS | 06 Hours |

Essential Reading

- Fundamentals of Mathematical Statistics, S. C. Gupta and V. K. Kapoor
- Richard I. Levin & David S. Rubin: STATISTICS FOR MANAGEMENT, (Pearson Education)

Recommended Reading

Glyn Davis & Branko Pecar: **BUSINESS STATISTICS Using Excel**, (OXFORD)

David Whigham: **BUSINESS DATA ANALYSIS Using Excel**, (OXFORD)

David M. Levine et al: **BUSINESS STATISTICS**, A First Course (Pearson Education)

S.P. Gupta & M.P. Gupta: **BUSINESS STATISTICS**, (Sultan Chand)

Beri, G.C: **BUSINESS STATISTICS**, (Tata McGraw Hill)

**Elective Paper 2 – Legal Aspects of Business
(Course Code: MSM 333)**

Course Description:

This course introduces the key legal concepts in business.

Learning Outcomes: On completing the course students will be able to:

Recognize the different legal provisions in running a business enterprise.

Level of Knowledge: Conceptual and Working knowledge

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| Unit 1 | <p>The Indian Contract Act 1871 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</p> | 12 hours |
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| | principal –termination of agency. | |
| Unit 2 | Sale of Goods Act 1930 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 | 12 Hours |
| Unit 3 | Negotiable Instruments Act, 1881 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 | 12 Hours |
| Unit 4 | The Companies (Amendment Act, 2015) 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. | 12 Hours |
| Unit 5 | Other Laws: 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 | 12 Hours |
| Essential Reading <ul style="list-style-type: none"> • Mercantile Law - Avatar Singh • Elements of Mercantile Law - N.D.Kapoor • Industrial Law -P.L. Malik • Relevant Bare Acts. Recommended Reading <ul style="list-style-type: none"> • Legal Aspects of Business: Akhileshwar Pathak--Mc Graw Hill Education Pvt Ltd; • Economic and Commercial Laws:(CS exe program) • Sangeet Kedia, Pooja Law Publishing House | | |

Trimester 4

**Core Paper 8 - Mergers, Acquisitions & Corporate Restructuring
(Course Code: MSM 431)**

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| Course Description: | | |
| It covers the various aspects of Mergers & Acquisitions and Corporate Restructuring methods | | |
| Learning Outcomes: On completing the course students will be able to: | | |
| Build analytical and decision-making skills in the area of M&A and Valuation | | |
| Level of Knowledge: Conceptual and Working knowledge | | |
| Unit 1 | Mergers and Acquisitions – 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 | 8 Hours |
| Unit 2 | 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 | 6 Hours |
| Unit 3 | Corporate restructuring 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) | 7 Hours |
| Unit 4 | Merger Process: 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 | 8 Hours |

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| Unit 5 | Valuation: 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 | 12 Hours |
| Unit 6 | Accounting for Amalgamation: Pooling of interest method, purchase method – procedure laid down under Indian Companies Act | 9 Hours |
| Unit 7 | Takeovers Takeover types, hostile takeover approaches, Take-over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense | 10 Hours |
| <p>Essential Reading</p> <ul style="list-style-type: none"> • Ramaiya: Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur • M.C. Bhandari: Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur • ICSI: Handbook on Mergers Amalgamations and takeovers. <p>Recommended Reading</p> <ul style="list-style-type: none"> • K. R. Sampath: Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications • S. Ramanujan: Mergers et al, LexisNexis Butterworths Wadhwa Nagpur • Ray: Mergers and Acquisitions Strategy, Valuation and Integration, PHI | | |

Core Paper 9 - International Business & Global Strategy

(Course Code: MSM 432)

Course Description:

It covers the various functional areas of International Business such as trade, finance, law, management, and marketing.

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| <p>Learning Outcomes: On completing the course students will be able to:</p> <ul style="list-style-type: none"> ▪ Gain an understanding of the international dimensions of business functions. ▪ An understanding of how the acquired theoretical knowledge can be put into practice. | | |
| <p>Level of Knowledge: Conceptual and Working knowledge</p> | | |
| Unit 1 | <p>INTRODUCTION TO INTERNATIONAL BUSINESS</p> <p>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.</p> | 10 Hours |
| Unit 2 | <p>INTERNATIONAL BUSINESS ENVIRONMENT</p> <p>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</p> | 10 Hours |
| Unit 3 | <p>INTERNATIONAL BUSINESS STRATEGIES 6</p> <p>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</p> | 10 Hours |
| Unit 4 | <p>GLOBALIZATION</p> <p>Meaning and Features-Globalization, factors driving Globalization - Advantages and Disadvantages, Socio - Cultural, Political & Legal and Economic Implications, Role of WTO, Globalization and India.</p> | 10 Hours |
| Unit 5 | <p>MNCs AND INTERNATIONAL BUSINESS</p> <p>Definition. MNCs & TNCs, features, factors, merits and demerits, MNC s and India, Indian MNCs, OECD Guidelines for Multinational Enterprises</p> | 10 Hours |
| Unit 6 | <p>INTERNATIONAL FINANCE</p> <p>International financial system, IMF and International Monetary system. Exchange Rate Systems, Exchange rate determination - PPP</p> | 10 Hours |

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| | 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 | |
| <p>Essential Reading</p> <ul style="list-style-type: none"> ▪ Daniel and Radebaugh International Business, Pearson Education, 10th Edition ▪ Rakesh Mohan Joshi International Business, Oxford University Press <p>Recommended Reading</p> <ul style="list-style-type: none"> ▪ Charles W L Hill Global Business Today, 6th Edition, TMH ▪ Charles W L Hill International Business, Tata McGraw hill Publication, 10th Edition ▪ Ministry of Commerce by Government of India, Handbook of Import-Export Procedures ▪ Subba Rao P International Business, Himalaya Publishing House ▪ Sumati Varma International Business, Pearson | | |

Elective Paper 3 - Corporate Ethics, Governance and Social Responsibility (Course Code: MSM 433)

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.

Learning Outcomes: On completing the course students will be able to:

- 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.
- Build Leadership traits that hinges on Ethical Leadership.

| Level of Knowledge: Conceptual and Working knowledge | | |
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| Unit 1 | <p>Business Ethics:</p> <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> | 10 Hours |
| Unit 2 | <p>Conceptual Framework of Corporate Governance</p> <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> | 10 Hours |
| Unit 3 | <p>Corporate Management:</p> <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> | 10 Hours |
| Unit 4 | <p>Role and Functions of Board Committees:</p> <p>Standing committees, ad-hoc committees, task force committees, advisory committees; 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.</p> | 10 Hours |
| Unit 5 | <p>Corporate Governance code and Whistle-blowers:</p> <p>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).</p> | 10 Hours |
| Unit 6 | <p>Corporate Social Responsibility and Sustainability:</p> <p>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</p> | 10 Hours |

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| | <p>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.</p> | |
| <p>Essential Reading</p> <ul style="list-style-type: none"> ▪ Ethics in Business and Corporate Governance, Mandal S.K, Tata McGraw Hill ▪ Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press. <p>Recommended Reading:</p> <ul style="list-style-type: none"> ▪ Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi. • Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi. ▪ Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi. | | |
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Trimester 5

**Core Paper 10 - Managing Technology and Innovation for Competitive Advantage
(Course Code: MSM 531)**

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| Course Description: To equip the students with the basic understanding of issues related to management of technology and innovation for competitive advantage | | |
| Learning Outcomes: At the end of the course students will be able to 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 Understand technology's crucial role in creating wealth and achieving competitiveness Understand technology - product life cycle linkages. | | |
| Level of Knowledge: Conceptual and Working knowledge | | |
| Unit 1 | Introduction to Technology Management: Definition of Technology, 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. | 12 Hours |
| Unit 2 | Technology & Wealth Creation: Role of Technology in wealth creation, Historical perspective, Creation of wealth, Long Wave Cycle, Evolution of Production Technology, Product Technology, Technology & the National Economy. | 12 Hours |

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| Unit 3 | Critical Factors in Managing Technology: 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. | 12 Hours |
| Unit 4 | Management of Technology - 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. | 12 Hours |
| Unit 5 | Management of Technology & Competitiveness: 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. | 12 Hours |

Essential Reading

1. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi, 2nd Edition.

Recommended Reading

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

Core Paper 11 - Strategic Leadership and Communication**(Course Code: MSM 532)**

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| Course Description: | | |
| This course introduces the key concepts, tools, and principles of strategy leadership, strategy formulation and execution. | | |
| Learning Outcomes: On completing the course students will be able to: | | |
| <ul style="list-style-type: none"> 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. Recognize the different stages of industry evolution and recommend strategies appropriate to each stage. | | |
| Level of Knowledge: Conceptual and Working knowledge | | |
| Unit 1 | Survey of Leadership Theories, Strategy and Strategic Leadership, Leadership qualities and skills Leadership as envisioning transformations and facilitating change processes. | 10 Hours |
| Unit 2 | 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 | 10 Hours |
| Unit 3 | Team Leadership: Interpersonal Underworld and Group Emotional Processes, Task Interdependence and Types of Business Processes; Organizational and Technological Imperatives | 10 Hours |
| Unit 4 | Strategic Leadership at Organizational Level: Understanding Organizations and Business, Frameworks to conceptualize organizational strategies, Framing Issues of Organizational Transformations | 10 Hours |
| Unit 5 | Nature of Communication Define Communication, Process of Communication, Types of Communication (verbal & Non-Verbal), Importance of Communication, Different forms of Communication. Barriers to Communication | 10 Hours |

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| | Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers – Means of overcoming barriers to communication | |
| Unit 6 | <p>Strategic Communication</p> <p>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.</p> <p>Transactional Analysis in Communication.</p> | 10 Hours |
| <p>Essential Reading</p> <ol style="list-style-type: none"> 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. <p>Recommended Reading</p> <ol style="list-style-type: none"> 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 Re ntz, NeerjaPande. Mcgraw Hill | | |

Elective Paper 4 - Business Analytics & Data Governance

(Course Code: MSM 533)

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| <p>Course Description:</p> <p>The course is designed to develop of understanding of the uses of Business analytics tools and techniques in decision making and operations</p> |
| <p>Learning Outcomes: On completing the course students will be able to:</p> <ul style="list-style-type: none"> Understand principles of BI and Analytics at conceptual level Develop and apply skills to design BI and Analytics projects |

| Level of Knowledge: Conceptual and Working knowledge | | |
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| Unit 1 | Introduction to Data Science and Business Analytics Data Science overview Data science components - data visualization, modelling, data prep, communication and presentation | 05 Hours |
| Unit 2 | Business Analytics Fundamentals Business Analytics Fundamentals, descriptive, predictive and prescriptive analytics Types of Digital Data and Data Management Business Intelligence, system architecture, OLTP and OLAP systems, OLAP operations, Database, Data Warehouse | 05 Hours |
| Unit 3 | Business Analytics solutions Customer Analytics, Market Analytics, People Analytics, Application in Finance and Operations | 8 Hours |
| Unit 4 | Data Visualization in Tableau 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 | 10 Hours |
| Unit 5 | Statistics Fundamentals - Descriptive and predictive statistics fundamental Hypothesis testing (z-test, t-test, ANOVA) Simple Linear Regression Multiple Linear Regression | 10 Hours |
| Unit 6 | Data Modeling and Introduction to SPSS Model building using relevant datasets Assessing your model Drawing insights from your model | 10 Hours |
| Unit 7 | Data analysis and Visualization with R Simple data processing with R Data Visualization with R | 6 Hours |

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| Unit 8 | Data Governance - policies, standards, processes, people, and technology used to managing critical data, compliance and risk management. | 6 Hours |
| Essential Reading <ul style="list-style-type: none">▪ Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson▪ Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009 | | |
| Recommended Reading <ul style="list-style-type: none">• Microsoft Excel 2013: Data Analysis and Business Modelling, Winston Wayne L.• The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007• Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez• Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston | | |

Trimester 6

Core Paper 12 – Project Work

(Course Code: MSM 631)

Elective Paper 5 - Organizational Development and Change Management

(Course Code: MSM 632)

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| 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. | | |
| Learning Outcome: | | |
| By the end of the course, students will gain the skills required for managing growth and change. | | |
| Level of Knowledge: Conceptual and Working knowledge | | |
| Unit 1 | Introduction to organizational Change Systematic Organizational change, Areas and parties involved, Lewin’s Models of Change, Planned and Unplanned Change. | 06 Hours |
| Unit 2 | Introduction to Organizational Development Concept, Values, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Six-Box Model. | 12 Hours |
| Unit 3 | Organizational Problems and their Diagnosis Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models, Collecting and Analyzing diagnostic information | 08 Hours |
| Unit 4 | OD Interventions Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations. | 12 Hours |

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| 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 Organizational culture. | 12 Hours |
| Unit 6 | Organization Transformation Cultural Intervention, Strategic Changes, Learning Organization, High Performance Work Systems. | 10 Hours |
| Essential Reading <ul style="list-style-type: none"> • Organizational Change and Development, Kavita Singh, Excel Books. • Organizational Change-Themes & Issues, Jim Grieses, Oxford. Recommended Reading <ul style="list-style-type: none"> • Essentials of Organizational Development, Dr. Mrs. Anjali Ghanekar, Everest Publishing • Organizational Development, Joan V. Gallos, Jossey Bass, Wiley Imprint | | |

Elective Paper 6 - Entrepreneurship and Venture Creation
(Course Code: MSM 633)

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| Course Description: | | |
| This course introduces entrepreneurship and venture creation. | | |
| Learning Outcomes: On completing the course students will be able to: | | |
| <ul style="list-style-type: none"> • Writing a business plan. | | |
| Level of Knowledge: Conceptual and Working knowledge | | |
| Unit 1 | Introduction Entrepreneurship, Qualities, nature, types, traits, culture, Entrepreneur and Intrapreneur. | 05 Hours |
| Unit 2 | Opportunity recognition and Entry strategies: | 15 Hours |

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| | 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 the Venture Steps for starting a small business / industry - case study approach, selection of types of organization - International entrepreneurship opportunities. | 15 Hours |
| Unit 4 | Business Planning Process 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. | 15 Hours |
| Unit 5 | Managing and growing the venture Preparing for the new venture launch -early management decisions Managing early growth of the new venture- new venture expansion strategies and issues - Going public | 10 Hours |
| <p>Essential Reading</p> <ul style="list-style-type: none"> • Harold L Taylor, Project Management for Entrepreneurs • Making Things Happen: Mastering Project Management by Scott Berkun <p>Recommended Reading:</p> <ul style="list-style-type: none"> • Entrepreneurship: New Venture Creation by David H. Holt • Entrepreneurship Development New Venture Creation by Satish Taneja, S.L.Gupta • Project management by K. Nagarajan. • Entrepreneurship: Strategies and Resources by Marc J. Dollinger • The Culture of Entrepreneurship by Brigitte Berger. • Entrepreneurship by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd • Entrepreneurship As Strategy by G. Dale Meyer, Kurt A. Heppard • New Vistas of Entrepreneurship: Challenges & Opportunities by A. Sahay, M.S.Chhikara • Entrepreneurship and Small Business Management by Siropolis • Lead like an Entrepreneur by Neal Thornberry • Make the Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare | | |