



Department of Professional Studies

CURRICULUM DOCUMENT

Master of Science

(Strategic Management)

2025-26 | June Trimester Onwards

CHRIST (Deemed to be University)

Bangalore Central Campus

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.

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): 2025-26 | June 2025 Onwards

Course Code	Title of the Course	Type of the Course	Core/ Elective	No. of Hrs	Credits	Marks
Trimester I						
MSM401	Core 1 Management and Organizational Behavior	Theory	Core	60	4	100
MSM402	Core 2 Managerial Economics	Theory	Core	60	4	100
MSM403	Core 3 Accounting for Business Decisions	Theory	Core	60	4	100
Trimester II						
MSM404	Core 4 Financial Management	Theory	Core	60	4	100
MSM405	Core 5 Marketing Management	Theory	Core	60	4	100
MSM406	Elective 1 Human Resource Management	Theory	Elective	60	4	100
MSM407	Elective 7 Industry Strategy: Structure, Competition & Growth	Theory	Elective	60	4	100
Trimester III						
MSM408	Core 6	Theory	Core	60	4	100

MSc (Strategic Management) 2025-26

Course Code	Title of the Course	Type of the Course	Core/ Elective	No. of Hrs	Credits	Marks
	Strategic Management					
MSM409	Core 7 Quantitative Techniques for Managers	Theory	Core	60	4	100
MSM410	Elective 2 Legal Aspects of Business	Theory	Elective	60	4	100
Trimester IV						
MSM501	Core 8 Mergers, Acquisition and Corporate Restructuring	Theory	Core	60	4	100
MSM502	Core 9 International Business and Global Strategy	Theory	Core	60	4	100
MSM503	Elective 3 Corporate Ethics, Governance and Social Responsibility	Theory	Elective	60	4	100
MSM504	Core 12 Strategic Risk Management	Theory	Core	60	4	100
Trimester V						
MSM505	Core 10 Managing Technology and Innovation for Competitive Advantage	Theory	Core	60	4	100
MSM506	Core 11 Strategic Leadership and Communication	Theory	Core	60	4	100
MSM507	Elective 4 Business Analytics and Data Governance	Theory	Elective	60	4	100

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Course Code	Title of the Course	Type of the Course	Core/ Elective	No. of Hrs	Credits	Marks
Trimester VI						
MSM508	Elective 5 Organizational Development and Change Management	Theory	Elective	60	4	100
MSM509	Elective 6 Entrepreneurship and Venture Creation	Theory	Elective	60	4	100
MSM510	Core 13 Dissertation	Practical	Core	60	4	100

TRIMESTER I

Course Name: Management and Organizational Behavior Core	Course Code: MSM401
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 Behavior2. 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: MSM402
Total Number of Hours: 60	Credits: 4
Course Description: This course is designed to impart knowledge of the concepts and principles of Managerial Economics, which govern the functioning of a firm/organization under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Recognize the knowledge on concepts and principles of Economics. 2. Describe, relate and appreciate the functioning of market forces. 3. Dissect the conceptual relationship between production and cost aspects in both short and long run. 4. Analyze the efficiency and implications of various market structures and the intervention of government in markets. 5. Appraise macro-economic variables and policies relevant to the functioning of the real economy. 	
Unit 1: Nature and Scope of Economics	Hours: 8

Introduction - Definition, Nature and Scope, **Three Problems of Economic Organizations – Solving of three problems, Ten Principles of Economics** - Fundamental concepts of Managerial Economics – **Utility**, Scarcity, Opportunity cost, **Efficiency**, Marginal/incremental principle, Equilibrium, **Money**, **Capital**, Externalities, **Features of a Modern Economy – Role of Government in Markets.**

Unit 2: The Market Forces of Demand and Supply

Hours: 10

Demand – **Demand Schedule and Curve**, **Demand Determinants**, Demand function - Law of Demand - **Determinants of Supply**, Supply function - Law of Supply. Market Equilibrium - Elasticity of Demand - Price, Income, Cross, Promotional Elasticity – Measurement and Application of Elasticity in business decisions, Elasticity of Supply, **Demand Estimation** and Forecasting – **Government Policies – Control of Prices.**

Unit 3: Production Analysis

Hours: 10

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

Unit 4: Cost and Revenue Analysis

Hours: 10

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

Unit 5: Market Structure Analysis

Hours: 12

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

Unit 6: Macro Economics: The Big Picture

Hours: 10

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

Essential References:

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

Recommended References:

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

Course Name: Accounting for Business Decisions Core	Course Code: MSM403
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:

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”, 2nd Edition, 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 publishing house, ISBN-10: 9353676770, ISBN-13: 978-9353676773, January 2019.
5. M.Y.Khan and P.K.Jain, “Management Accounting and Financial Analysis”, Tata McGraw Hill, 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 Core	Course Code: MSM404
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:

1. Explain the framework and the importance of Finance function in an organizational setup.
2. Compute the cost of various sources of funds and its impact on the capital structure of a business.
3. Evaluate alternate investment proposals by applying appropriate techniques and select the most viable proposal.
4. Estimate the required working capital needs and formulate effective strategies to manage.
5. Analyze the impact of dividend on the financial landscape of the firm.

Unit 1: Financial Management – An Overview

Hours:12

Meaning, Definition, Scope and Objectives of Financial Management – Major Decisions - Organization of Finance function, Functions of a Finance Manager, Agency Theory - Financial Planning – Principles and Steps in Financial Planning.

Unit 2: Cost of Capital and Capital Structure

Hours: 12

Concept and Measurement of Specific Cost of Capital, Weighted Average Cost of Capital - Leverage; Types and Computation - EBIT- EPS Analysis. Capital Structure - Meaning, Factors affecting Capital Structure, Theories - Sources of Long-term Finance.

Unit 3: Capital Budgeting

Hours: 12

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

Unit 4: Working Capital Management

Hours: 12

Nature and Scope, Components of Working Capital, Operating Cycle, Types of Working Capital, Sources of Working Capital Financing, Factors affecting Working Capital, Estimation

of Working Capital requirements (Problems), **Receivables Management, Cash Management - Sources of Short-term Finance.**

Unit 5: Dividend

Hours: 12

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

Essential References:

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

Recommended References:

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

Course Name: Marketing Management Core	Course Code: MSM405
Total number of Hours: 60	Credits: 4
Course Description: This course is designed to provide an understanding of the nature and role of marketing management within organizations. This purpose of this course is to provide students the frameworks, techniques and strategies to evaluate marketing within real life organizations.	
Course Outcomes: By the end of the course the learner will be able to: <ol style="list-style-type: none"> 1. Understand the basic concepts of Marketing and its environment, Marketing Strategy and its implications. 2. Deliberate the importance of marketing mix and its application in business. 3. Evaluate the consumer behaviour using sophisticated theoretical models. 4. Gain insights into the contemporary digital marketing techniques and its effectiveness. 5. Appreciate the importance of Marketing Information System and Marketing Analytics to build a sustainable marketing process. 	
Unit 1: Introduction	Hours: 12
Concept, Nature, Scope and Importance of Marketing, Core Marketing Concepts, Marketing Process - 7 P's of Marketing – Marketing Environment - Impact of Micro and Macro Environment Factors on Marketing. Segmentation, Targeting, and Positioning (STP) Model - Market Segmentation and its Importance, Bases for Market Segmentation. Target Marketing and	

Positioning, Types of Positioning. Steps in Strategic Marketing Planning - BCG and Ansoff Matrix.

Unit 2: Marketing Mix

Hours: 14

Product: Characteristics and Classifications - Product Levels - Product and Services Differentiation - Product Line and Product Mix - Branding, Packaging, Labeling - Product Life Cycle Marketing Strategies - New Product Development Process and Challenges.

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

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

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

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

Unit 3: Consumer Behaviour

Hours: 11

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

Unit 4: Digital Marketing

Hours: 11

Meaning and Importance of Digital Marketing, E-Marketing Seven Step Plan – Web Portals and its Types - Types of Digital Marketing: Paid, Owned and Earned Media (POEM) - Inbound Vs

Outbound Marketing, Mobile Marketing, SMS Marketing, Viral Marketing, Social Media Marketing, Pay-Per Click, Video Marketing, Email Marketing, Affiliate Marketing and AdSense, Content Marketing, Influencer Marketing, Blog Marketing, Search Engine Marketing, Keyword Advertising, Programmatic Advertising.

Unit 5: Marketing Information System and Analytics

Hours: 12

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

Essential References:

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

Recommended References:

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

Course Name: Human Resource Management

Course Code: MSM406

Elective	
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>	

Nature and importance of Training, Methods of Training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training.

Unit 4: Compensation, Benefits and Reward Management

Hours: 12

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

Unit 5: Employee Welfare and Industrial Relations

Hours: 12

Employee Welfare, 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

Course Name: Industry Strategy: Structure, Competition & Growth	Course Code: MSM407
Total Number of Hours: 60	Credits: 4
Course Description: This course explores industry structures, competitive dynamics, and strategic decision-making in evolving markets. Students will learn key analytical frameworks such as Porter's Five Forces and value chain analysis to assess market attractiveness and competitive positioning. The course examines how firms develop and sustain competitive advantage, respond to disruptions, and drive growth. Through case studies and discussions, students will gain practical insights into industry strategy formulation and innovation's role in shaping market landscapes.	

Course Outcomes: By the end of this course, students will be able to:

1. **Analyze Industry Structures** – Apply frameworks like Porter’s Five Forces to assess market attractiveness and competitive forces.
2. **Evaluate Competitive Strategies** – Identify and assess firm strategies for gaining and sustaining competitive advantage.
3. **Assess Market Dynamics** – Understand how industry trends, disruptions, and innovations influence competitive positioning.
4. **Formulate Strategic Decisions** – Develop data-driven strategies for industry entry, expansion, and competitive response.
5. **Apply Strategic Frameworks** – Utilize tools such as value chain analysis and strategic group mapping for industry assessment.
6. **Enhance Critical Thinking** – Interpret case studies and real-world scenarios to make informed strategic recommendations.

Unit 1: Introduction to Industry Analysis Hours: 8

Understanding Industry Analysis & Its Importance - Definition and role in strategic decision-making, Industry vs. market: Key distinctions and relevance

Industry Structures & Competitive Forces - Market structures: Perfect competition, monopolistic competition, oligopoly, and monopoly, Porter’s Five Forces Model for assessing industry competitiveness

Industry Life Cycle & Evolution - Stages: Introduction, growth, maturity, and decline. Strategic implications and business adaptation at each stage

Unit 2: Industry Environment Analysis Hours: 12

External Environmental Forces & Their Impact - Overview of the macro-environment (economic, political, social, technological, environmental, and legal factors). PESTEL analysis and its role in strategic planning

Industry Structure & Competitive Dynamics - Market structures: Perfect competition, oligopoly, monopoly, and monopolistic competition. Porter’s Five Forces Model: Assessing competitive pressure and industry attractiveness

Key Drivers of Industry Change - Impact of technological advancements, regulatory shifts, globalization, and changing consumer behaviour. Disruptive innovations and industry transformation

Industry Performance & Benchmarking - Metrics for assessing industry health (growth rates, profitability, market trends., Competitive benchmarking and strategic group mapping

Unit 3: Competitive Analysis Statements Hours: 10

Understanding Competitive Forces & Rivalry - Application of Porter's Five Forces to assess industry competition. Identifying key competitors and their strategic moves

Competitive Positioning & Advantage - Differentiation vs. Cost Leadership – Strategies for gaining a competitive edge. Strategic group mapping and assessing competitor strengths and weaknesses

Competitor Intelligence & Strategic Responses - Tools for analyzing competitors (SWOT analysis, benchmarking, value chain analysis). Predicting competitor behavior and formulating strategic responses

Unit 4: Strategic Group Mapping Hours: 10

Introduction to Strategic Group Mapping - Definition and purpose of strategic group mapping. Identifying and grouping firms within an industry based on similar strategic characteristics.

Dimensions for Grouping Competitors - Key variables used in mapping: Price, quality, distribution channels, product differentiation, geographic scope. How to select and use relevant dimensions for creating strategic groups

Competitive Implications of Strategic Groups - Analyzing the mobility barriers between groups. Assessing opportunities and threats based on a firm's position in the strategic group map.

Unit 5: Industry Disruptions and Innovations Hours: 10

Understanding Industry Disruptions - Definition and types of disruptions (technological, regulatory, market-based). Recognizing early signs of industry disruption and its impact on incumbents.

Role of Innovation in Shaping Industries - The relationship between innovation and competitive advantage. Disruptive vs. sustaining innovations: Differences and strategic implications

Adapting to Disruptions: Strategic Responses - Strategies for firms to adapt to or capitalize on disruptions (e.g., innovation, diversification, acquisitions). Case studies of companies that successfully navigated or led industry disruptions.

Unit 6: Sustainability and Ethical Considerations Hours: 10

Integrating Sustainability into Industry Strategy - Role of sustainability in long-term competitive advantage, Environmental, social, and governance (ESG) factors influencing industry strategies

Ethical Decision-Making and Corporate Responsibility - Ethical dilemmas in industry competition and strategic decisions, Corporate social responsibility (CSR) and its impact on reputation and market positioning

Balancing Profit and Sustainability Goals - Strategies for balancing financial performance with

environmental and social objectives, Examining the trade-offs and opportunities in sustainable business practices

Essential References:

1. Michael E. Porter, "Competitive Strategy: Techniques for Analyzing Industries and Competitors," Free Press; 1st edition, ISBN-10: 0743260880, ISBN-13: 978-0743260886, November 2004.
2. Henry W. Lane, S. Tamer Cavusgil, "International Business: Strategy, Management, and the New Realities," Pearson; 2nd edition, ISBN-10: 0133062783, ISBN-13: 978-0133062784, February 2014.
3. Thomas H. Davenport, Jeanne G. Harris, "Competing on Analytics: The New Science of Winning," Harvard Business Review Press; 1st edition, ISBN-10: 1422103323, ISBN-13: 978-1422103326, February 2007.
4. Jason A. Scharfman, "Introduction to Competitive Intelligence: The Complete Resource for Finding, Analyzing, and Using Information," Praeger; 1st edition, ISBN-10: 0275972250, ISBN-13: 978-0275972253, January 2000.

Recommended References:

1. Michael E. Porter, "Competitive Advantage: Creating and Sustaining Superior Performance," Free Press; 1st edition, ISBN-10: 1416573186, ISBN-13: 978-1416573187, September 2008.
2. Grant, Robert M., "Contemporary Strategy Analysis: Text and Cases Edition," Wiley; 9th edition, ISBN-10: 1119523914, ISBN-13: 978-1119523913, June 2019.
3. Richard A. D'Aveni, "Hypercompetition: Managing the Dynamics of Strategic Maneuvering," Free Press; 1st edition, ISBN-10: 0029226044, ISBN-13: 978-0029226047, May 1994.
4. Philip Kotler, Kevin Lane Keller, "Marketing Management," Pearson Education; 15th edition, ISBN-10: 0133856461, ISBN-13: 978-0133856460, February 2015.
5. H. Igor Ansoff, "Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion," McGraw-Hill; 1st edition, ISBN-10: 0070329200, ISBN-13: 978-0070329204, January 1965.

TRIMESTER III

Course Name: Strategic Management Core	Course Code: MSM408
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:

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

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.

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

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

Unit 2: Analyzing Company's Internal Environment

Hours: 12

Resource based view of a firm, meaning, types & sources of competitive advantage, 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 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 Technique for Managers Core	Course Code: MSM409
Total number of Hours: 60	Credits: 4
Course Description: The objective of this course is to acquaint the students about collecting data, processing them into a valuable information, and then analyzing them. Hence, the students make sense of data along with the basics of statistical inference and hands-on implementation. Students will develop a critical and integrative thinking to communicate the results of the analysis clearly in the required context of research.	
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 terms, Data concepts and Descriptive techniques used in statistical analysis. 2. Calculate and interpret coefficient of correlation for individual observations as well as for bivariate grouped data and make forecasts using the regression co-efficient sensibly. 3. Obtain trend, seasonal index, cyclical and irregular movements by using appropriate methods. 4. Define probability in a given situation using suitable empirical methods. 5. Specify the most test of hypothesis in a given situation, apply the procedure and make inferences from the result. 	
Unit 1: Introduction Hours: 14 Meaning, Application of Statistics in Business. Data and its Types, Scales of Measurement - Data Sources. Meaning of Descriptive Statistics – Statistical Inference – Population Parameter and Sample Statistic. Numerical Descriptive Techniques: Measures of Central Location: Arithmetic Mean, Median, Mode. Measures of Variability: Range, Variance, Standard Deviation. Measures of Relative Standing: Percentile, Box Plots. Measures of Linear Relationship: Covariance, Co-efficient of Correlation.	

Graphical Descriptive Techniques: Bar and Pie Charts, Histogram, Ogive, Line Chart.

Unit 2: Correlation and Regression

Hours: 10

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

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

Unit 3: Time Series Analysis

Hours: 10

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

Unit 4: Probability Distributions

Hours: 10

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

Unit 5: Inferential Statistics

Hours: 16

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

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

Essential References:

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

Recommended References:

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

Course Name: Legal Aspects of Business

Elective

Course Code: MSM410

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

Unit 3: Negotiable Instruments Act, 1881

Hours: 12

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

Unit 4: The Companies Act, 2013

Hours: 13

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

Unit 5: Other Laws

Hours: 14

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

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

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

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

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

Essential References:

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

Recommended References:

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

TRIMESTER IV

Course Name: Mergers, Acquisitions & Corporate Restructuring Core	Course Code: MSM501
Total number of Hours: 60	Credits: 4
<p>Course Description: Mergers, Acquisitions (M&A) and Corporate Restructuring has become the buzz word in the Corporate World. This course aims to examine the reasons to acquire, choice of target and recognize the anticipated challenges, risks and pitfalls of the approach. It comprehends the process of M&A, Deal Design, Valuation and issues connected with Accounting process till post-merger integration.</p>	
<p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Acquire the conceptual underpinnings of M&A environment with the appropriate legal framework. 2. Know the Process of Due Diligence Strategic Approaches to M&A. 3. Design and Strike a deal of M&A in domestic and cross-border level. 4. Describe various Valuation Methods for M&A including the methods of financing. 5. Dissect the impact of M&A Accounting aspects, Corporate Restructuring and the effective communication of deals. 	

Unit 1: Mergers and Acquisitions (M&A) Environment

Hours:8

Meaning and Difference: Mergers, Acquisitions and Amalgamations.– Motives behind Mergers and Acquisitions – Participants of M&A Process - Types of Merger - Horizontal and Non-horizontal Mergers - Implications of M&A for shareholders, Bondholders and Society – M&A and The Competition Act, 2002 - Challenges of M&A.

Unit 2: Strategic Perspective of M&A

Hours:10

M&A Process – Concept of Due Diligence – Due Diligence Principles and Strategies – Facets/Elements of Due Diligence - Industry Life Cycle Analysis in M&A.

M&A Setting Strategy – Tools for Strategic Analysis of M&A – Strategic Map and Strategic Canvas, SWOT, BCG Matrix.

Unit 3: Deal Design

Hours:10

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

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

Unit 4: Valuation

Hours: 12

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

Unit 5: Accounting for M&A and Communication

Hours:10

Purchase Accounting – Pooling Accounting – Taxation Issues.

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

Unit 6: Corporate Restructuring Corporate Restructuring Meaning - Different Methods of Restructuring: Operational and Financial Restructuring : Joint Ventures, Divestitures, Spin off, Split off, Carve Outs, Take Over and Different Types - Poison Pill. Leveraged Buy outs (LBO), Consolidation, Reorganization, Liquidation - Tax Considerations Affecting Corporate Restructuring .	Hours:10
Essential References: 1. Robert F Bruner, Applied Mergers and Acquisitions, John Wiley and Sons. 2. M.C. Bhandari, Guide to Company Law Procedures, LexisNexis, Nagpur 3. ICSI, Handbook on Mergers Amalgamations and Takeovers.	
Recommended References: 1. Donald M DePamphilis, Mergers and Acquisitions and Other Restructuring Activities, Academic Press. 2. K.R.Sampath, Mergers, Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications. 3. Chandrashekar Krishnamurti, Vishwanath, Mergers, Acquisitions & Corporate Restructuring, Response Books, Sage Publishers. 4. S.Ramanujan, Mergers et al, LexisNexis, Nagpur 5. Rajeshkumar, Mergers and Acquisitions: Text and Cases, Tata McGraw Hill.	

Course Name: International Business and Global Strategy Core	Course Code: MSM502
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Total number of Hours: 60	Credits: 4
<p>Course Description: This course provides an understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the Global strategies and structures of international business.</p>	
<p>Course Outcomes: By the end of the course the learner will be able to:</p> <ol style="list-style-type: none"> 1. Understand why International Business and the Theories of International Trade. 2. Interpret the various dimensions of business environment and its impact on Economic Integration of Trade Blocks. 3. Clarify why companies may use modes other than exporting and various strategies to operate effectively in international business. 4. Define Globalization and international business and explain how they affect each other through MNC setup. 5. Appreciate the functioning of Foreign Exchange Markets, IMF, FII and Financial Instruments. 	
<p>Unit 1: International Business: An Overview Hours:10</p> <p>Meaning, Nature, Importance, Advantages, Problems of International Business - Domestic Vs International Business - Stages of Internationalization, Approaches to International Business (EPRG) - Theories of International Trade: Mercantilism, Absolute Cost Advantage, Comparative Cost Advantage, Relative Factor Endowment, Product Life Cycle, Porter's National Competitive Advantage.</p>	
<p>Unit 2: International Business Environment and Economic Integration Hours: 10</p> <p>Meaning and Importance of International Business Environment – Economic, Political, Social-Cultural and Technological environment. Trade Policy – Free Trade & Protection, Balance of Payments (BoP).</p> <p>Economic Integration: Meaning and Kinds – Trade Blocks: European Union, NAFTA, ASEAN, SAARC, APEC, African Union.</p>	
<p>Unit 3: Modes and Strategies of International Business Hours: 10</p>	

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

Unit 4: Globalization

Hours: 10

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

Unit 5: MNCs and Trade Policies

Hours: 10

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

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

Unit 6: International Finance

Hours: 10

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

Essential References:

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

Recommended References:

1. Charles W L Hill, International Business, Tata McGraw Hill.
2. Bimal Jaiswal, International Business, Himalaya Publishing House.
3. Rakesh Mohan Joshi, International Business, Oxford University Press.
4. Sumati Varma, International Business, Pearson.

5. OECD (2023), OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, OECD Publishing, Paris, <https://doi.org/10.1787/81f92357-en>.

Course Name: Corporate Ethics, Governance and Social Responsibility Elective	Course Code: MSM503
Total number of Hours: 60	Credits: 4
Course Description: The course aims to develop an understanding of the underlying concepts of Corporate Ethics, Governance, and Corporate Social Responsibility (CSR) which are relevant to the contemporary business environment. It is designed to foster candidates' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business. The course further aims to develop an inclination towards governance aspects of a business. This course reviews different regulatory processes essential to the understanding of the Code of Ethics, Principles of Corporate Governance and CSR in India vis-à-vis other countries.	
Course Outcomes: By the end of the course the learner will be able to:	
1. Appreciate the importance of observing ethical practices in a business/industry setting.	

2. Create a framework for effective corporate governance in businesses.
3. Implement the Conceptual and legislative framework of CG as per the requirements.
4. Serve as an effective board member and as Key Managerial Personnel.
5. Discharge the responsibilities of a functional committee member and to evaluate the impact of CG compliance activities and undertake varied socially responsible activities and report the same on a sustainable basis.

Unit 1: Corporate Ethics

Hours: 8

Concept, Features and Types of Corporate Ethics – Foundational Values of Ethics. Relationship between Ethics and Business: Instrumental Perspective and Philosophical Perspective - Elements of Organizational Ethics - Ten Principles of Ethical Leadership – Ethical Issues and Dilemma - Ethics Committee - National Human Rights Commission Code of Ethics for Indian Industry.

Unit 2: Conceptual Framework of Corporate Governance

Hours: 10

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

Unit 3: Corporate Governance Mechanism and Initiatives

Hours: 12

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

Corporate Governance Initiatives in India: CII Desirable Code, Kumar Mangalam Birla Committee, Clause 49 of Listing Agreement, Naresh Chandra Committee Report, Narayan Murthy Committee Report, Provisions in Companies Act, 2013 - Regulatory framework of Corporate Governance in India – Role of National Foundation for Corporate Governance (NFCG).

Unit 4: Corporate and Board Management

Hours: 10

Board of Directors: Role, Composition and Systems – Clause 49 of Listing Agreement - Fiduciary Relationship - Types of Directors-Promoter/Nominee/Shareholder/Independent/Lead

Independent Director (LID) - Rights, Duties and Responsibilities of Directors - Key Managerial Personnel Norms and its Applicability.

Unit 5: Functional Committees of Board and Corporate Governance

Hours: 10

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

Unit 6: Corporate Social Responsibility (CSR) and Sustainability:

Hours: 10

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

Essential References:

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

Recommended References:

1. C Ferrell, John Fraedrich, Lind Ferrell, Business Ethics Ethical Decision Making and Cases, Cengage Learning.
2. <https://www.oecd-ilibrary.org/docserver/ed750b30-en.pdf?expires=1706356676&id=id&accname=oid012404&checksum=E6DF362859F402BBA752141264ACE548>
3. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd.
4. Priyanka Kaushik Sharma, Corporate Governance Practices in India, Palgrave Macmillan.
5. Christian U Becker, Business Ethics Methods and Application, Taylor and Francis.
6. Justine Simpson and John Taylor, Corporate Governance, Ethics and CSR, KoganPage.

7. Saumitra Bhaduri and Ekta Selarka, *Corporate Governance and Corporate Social Responsibility of Indian Companies*, Springer, 2016.
8. <https://nhrc.nic.in/press-release/code-ethics-indian-industry-nhrc#:~:text=The%20twelve%20points%20of%20the,%2C%20Safety%20and%20Environment'%2C%20>
9. Compendium on Corporate Social Responsibility in India, Ministry of Corporate Affairs.

Course Name: Strategic Risk Management	Course Code: MSM504
Total Number of Hours: 60	Credits: 4
<p>Course Description: This course explores the principles and practices of strategic risk management, focusing on identifying, assessing, and mitigating risks that impact organizational objectives. Students will learn to integrate risk management into strategic decision-making, covering financial, operational, cybersecurity, and reputational risks. Through case studies and real-world scenarios, students will develop the skills to manage risks effectively, ensuring organizational sustainability and growth in an increasingly complex global environment.</p>	
<p>Course Outcomes: By the end of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Identify and Assess Risks: Recognize and evaluate various types of risks (financial, operational, cybersecurity, reputational) that can impact organizational goals. 2. Develop Risk Mitigation Strategies: Formulate and implement effective strategies to minimize or mitigate risks in alignment with organizational objectives. 3. Integrate Risk Management with Strategy: Apply risk management principles in the strategic decision-making process to ensure long-term organizational success. 4. Use Risk Evaluation Tools: Utilize both qualitative and quantitative techniques for risk analysis and decision-making. 	

5. **Understand Corporate Governance and Compliance:** Assess the role of governance, regulations, and ethical considerations in managing risks effectively.

6. **Apply Risk Management in Real-World Contexts:** Analyze and solve real-world case studies, demonstrating the ability to anticipate, evaluate, and manage risks in diverse organizational settings.

7. **Communicate Risk Management Plans:** Effectively communicate risk management strategies to stakeholders, ensuring buy-in and clear understanding of risk-related decisions.

Unit 1: Introduction to Strategic Risk Management Hours: 8

Overview of Strategic Risk Management: Introduction to the key principles of strategic risk management, focusing on its role in identifying and addressing risks that affect long-term organizational goals.

Risk Identification and Classification: Methods for identifying and categorizing various risks (financial, operational, regulatory, etc.) and their impact on strategy.

Risk Appetite and Tolerance: Understanding the concepts of risk appetite (acceptable level of risk) and risk tolerance (acceptable performance variation), and how they guide strategic decision-making.

Unit 2: Risk Identification, Assessment and Analysis Hours: 12

Risk Identification Techniques: Methods for identifying risks, including brainstorming, interviews, and risk checklists.

Risk Classification: Categorizing risks (e.g., financial, operational, strategic) to understand their impact on the organization.

Risk Assessment Models: Introduction to qualitative and quantitative models for assessing the probability and impact of risks.

Risk Prioritization: Techniques like the risk matrix to prioritize risks based on their severity and likelihood.

Root Cause Analysis: Identifying the underlying causes of risks to prevent recurrence and improve management strategies.

Unit 3: Risk Mitigation Strategies Hours: 10

Risk Avoidance: Strategies to eliminate risks entirely by changing plans, processes, or objectives

to avoid exposure.

Risk Reduction: Implementing measures to minimize the likelihood or impact of risks, such as enhancing controls or improving operational procedures.

Risk Transfer: Shifting the financial impact of risks to third parties through insurance, contracts, or outsourcing.

Risk Acceptance: Acknowledging and accepting risks when they are deemed manageable, with a plan to monitor and address if necessary.

Unit 4: Risk Monitoring and Reporting Hours: 8

Continuous Risk Monitoring: Methods for regularly tracking and evaluating risks to identify changes in their likelihood or impact, using tools like risk registers and dashboards.

Key Risk Indicators (KRIs): Understanding and implementing metrics that signal potential risk events, helping organizations proactively respond to emerging threats.

Risk Reporting and Communication: Techniques for effectively communicating risk information to stakeholders through reports, presentations, and updates, ensuring clarity and transparency in decision-making.

Unit 5: Crisis Management and Business Continuity Planning Hours: 10

Crisis Management Framework: Developing a structured approach to managing crises, including identifying critical roles, decision-making processes, and communication strategies during an emergency.

Business Continuity Planning (BCP): Creating plans and procedures to ensure essential business functions continue during and after a crisis, including backup systems, resource allocation, and recovery strategies.

Crisis Communication: Strategies for effectively communicating with stakeholders, including employees, customers, and the public, to manage information flow and maintain trust during a crisis.

Post-Crisis Review and Recovery: Evaluating the response after a crisis to identify lessons learned, improve processes, and ensure long-term organizational resilience.

Unit 6: Risk Culture and Governance: 12

Defining Risk Culture: Understanding the importance of an organization's risk culture, which influences how employees perceive, approach, and manage risks at all levels.

Corporate Governance and Risk: Exploring the role of boards, executives, and risk committees in overseeing and guiding risk management practices and ensuring alignment with organizational goals.

Ethical Decision-Making in Risk: Incorporating ethics into risk management, focusing on ensuring that risk decisions align with organizational values and social responsibility.

Building a Risk-Aware Organization: Strategies for fostering a risk-conscious environment where all employees understand their role in managing risk and feel empowered to contribute to risk management efforts.

Risk Communication and Reporting: Ensuring effective communication of risks and risk management strategies across all levels of the organization, promoting transparency and accountability.

Essential References:

1. Mark S. Dorfman, "Introduction to Risk Management and Insurance", 9th Edition, Pearson Education; 9th edition, ISBN-10: 013606078X, ISBN-13: 978-0136060787, March 2008.
2. James Lam, "Enterprise Risk Management: From Incentives to Controls", Wiley Finance; 2nd edition, ISBN-10: 1118038857, ISBN-13: 978-1118038854, September 2014.

3. Paul Hopkin, “Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management”, 5th Edition, Kogan Page; 5th edition, ISBN-10: 0749497604, ISBN-13: 978-0749497605, October 2018.
4. John C. Hull, “Risk Management and Financial Institutions”, 5th Edition, Wiley; 5th edition, ISBN-10: 1119410681, ISBN-13: 978-1119410682, December 2017.
5. Michael Power, “The Theory and Practice of Risk Management”, Routledge; 1st edition, ISBN-10: 0415638964, ISBN-13: 978-0415638969, January 2016.

Recommended References:

1. James Lam, “Enterprise Risk Management: From Incentives to Controls”, 2nd Edition, Wiley Finance; 2nd edition, ISBN-10: 1118038857, ISBN-13: 978-1118038854, September 2014.
2. Mark S. Dorfman, “Introduction to Risk Management and Insurance”, 9th Edition, Pearson Education; 9th edition, ISBN-10: 013606078X, ISBN-13: 978-0136060787, March 2008.
3. Paul Hopkin, “Fundamentals of Risk Management: Understanding, Evaluating and Implementing Effective Risk Management”, 5th Edition, Kogan Page; 5th edition, ISBN-10: 0749497604, ISBN-13: 978-0749497605, October 2018.
4. Michel Crouhy, Dan Galai, Robert Mark, “Risk Management”, 3rd Edition, McGraw-Hill Education; 3rd edition, ISBN-10: 0071770257, ISBN-13: 978-0071770252, October 2014.
5. David Hillson, “The Risk Management Handbook: A Practical Guide to Managing the Multiple Dimensions of Risk”, Kogan Page; 1st edition, ISBN-10: 0749467256, ISBN-13: 978-0749467257, May 2012.

TRIMESTER V

Course Name: Managing Technology and Innovation for Competitive Advantage Core	Course Code: MSM505
Total Number of Hours: 60	Credits: 4
Course Description: This course equips students with an in-depth understanding of the management of technology and innovation in a rapidly evolving business environment. It explores the intersection of technology, strategy, and competitive advantage while addressing contemporary challenges such as digital transformation, sustainability, and global competitiveness.	
Course Outcomes: By the end of the course the learner will be able to:	

1. Understand the strategic role of technology in driving innovation, value creation, and competitiveness at the firm, national, and global levels.
2. Analyze the impact of emerging technologies (e.g., AI, IoT, blockchain, and quantum computing) on industries and markets.
3. Explore the technology lifecycle and its linkages with product development, market adoption, and diffusion. Develop strategies for managing innovation through creativity, collaboration, and digital transformation.
4. Examine global trends in technology management and assess the competitive positioning of firms and nations in the digital era.
5. Understand sustainability and ethics in technology management, including responsible innovation, ESG (Environmental, Social, and Governance) principles, and regulatory considerations.

Unit 1: Foundations of Technology and Innovation Management (10 Hours)

Definition, Characteristics, and Evolution of Technology – Understanding how technology evolves and impacts businesses. Knowledge, Technology, and Business: The Interrelationship – Examining how knowledge drives technology and business growth. Technology as a Competitive Asset in a Digital Economy – Leveraging technology for sustainable competitive advantage. Perspectives on Technology Management: Market-Based vs. Resource-Based Views – Strategic approaches to technology management. The Role of Managers in Technology-Driven Organizations – Leadership and decision-making in tech-driven firms.

Unit 2: Emerging Technologies and Their Business Impact (10 Hours)

Artificial Intelligence, Machine Learning, and Automation – AI-driven business transformations and automation. Internet of Things (IoT) and Smart Systems – How IoT enhances connectivity, efficiency, and business operations. Blockchain, Cybersecurity, and Data Privacy – Securing digital assets through blockchain and cybersecurity measures. Quantum Computing and the Future of Computing Power – Exploring quantum technology and its potential business impact. Sustainable and Green Technologies – Innovations driving sustainability and environmental responsibility.

Unit 3: Innovation and the Technology Life Cycle (10 Hours)

Creativity, Invention, and Innovation: The Linkages – Understanding how ideas become groundbreaking innovations. Types of Innovation: Incremental, Radical, Disruptive, and Open Innovation – Differentiating various innovation types and their applications. Technology Adoption, Diffusion, and the S-Curve Model – Exploring how technologies mature and gain market acceptance. Managing R&D and Bringing Innovations to Market – Strategies to convert R&D outcomes into marketable products. The Role of Startups, Incubators, and Venture Capital in Innovation – How funding and support systems drive innovation.

Unit 4: Digital Transformation and Business Strategy Hours: 12

The Fourth Industrial Revolution (Industry 4.0) and Beyond – The digital revolution and its impact on industries. Cloud Computing, Edge Computing, and Digital Infrastructure – Enabling scalable and flexible business solutions. Platform Business Models and Ecosystem Innovation – How digital platforms disrupt traditional business models. Agile and Lean Approaches in Innovation Management – Methods for rapid and adaptive innovation development. Data-Driven Decision-Making and Predictive Analytics – Using data and AI to enhance strategic business decisions.

Unit 5: Managing Technology for Global Competitiveness Hours: 8

Indicators of Competitiveness: Productivity, Trade, Investment, and Patents – Measuring national and industry-level competitiveness. Technology, Wealth Creation, and National Economic Development – How technology fosters economic growth. Global Technology Hubs: Silicon Valley, China, Singapore, and India – Case studies of the world's leading tech ecosystems. Competitive Strategies for Firms in a Digital World – Approaches firms use to maintain market leadership. Case Studies: Lessons from Leading Tech-Driven Companies – Real-world examples of successful technology management.

Unit 6: Sustainability, Ethics, and Policy in Technology Management Hours: 10

ESG Principles and Sustainable Innovation – Integrating environmental and social governance into technology management. Ethical Considerations in AI, Big Data, and Automation – Addressing moral and ethical issues in emerging technologies. Intellectual Property Rights and Technology Regulation – Protecting innovation through patents and legal frameworks. Cybersecurity, Data Governance, and Global Technology Policies – Managing data security and compliance with global regulations. The Future of Work: Human-Machine Collaboration and Skill Development – Preparing for an AI-augmented workforce.

Essential References:

1. *Management of Technology: The Key to Competitiveness and Wealth Creation* – Tarek Khalil and Ravi Shankar, TMGH, 2nd Edition
2. *Managing Technology and Innovation for Competitive Advantage* – V.K. Narayanan, Pearson Education, 2009

Recommended References:

1. *The Innovator's Dilemma* – Clayton Christensen

2. *Digital Transformation: Survive and Thrive in an Era of Mass Extinction* – Thomas M. Siebel
3. *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: MSM506
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	Hours: 10

Survey of Leadership Theories, Strategy and Strategic Leadership, Leadership qualities and skills, Leadership as envisioning transformations and facilitating change processes.

Unit 2: Personal Leadership

Hours: 10

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

Unit 3: Team Leadership

Hours: 10

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

Unit 4: Strategic Leadership

Hours: 10

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

Unit 5: Communication

Hours: 10

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

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

Unit 6: Communication Framework

Hours: 10

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

Essential References:

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

Recommended References:

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

Course Name: Business Analytics and Data Governance Elective	Course Code: MSM507
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 	
<div style="display: flex; justify-content: space-between;"> <div> Unit 1: Data Science, Business Analytics and its Applications 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. </div> <div> Hours:12 </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div> Unit 2: Statistics Fundamentals and Data Modeling in SPSS </div> <div> Hours: 14 </div> </div>	

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.

Unit 3: Data Visualization in Tableau

Hours: 12

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

Unit 4: Data Analysis and Visualization with R

Hours: 14

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

Unit 5: Data Governance

Hours: 8

Data Governance - Policies, Standards, Processes, People, and Technology used to managing critical data, compliance and risk management.

Essential References:

1. James R. Evans, “Business Analytics – Methods, Models and Decisions”, 3rd Edition, 2021, Pearson, ISBN-10 9390394589, ISBN-13 978-9390394586

2. Efraim Turban, Ramesh E Sharda, Dursun Delen, “Decision Support and Business Intelligence Systems”, 10th edition, 2018, Pearson, ISBN-10 9789352866489, ISBN-13: 978-9352866489.
3. Winston Wayne L, “Microsoft Excel 2013: Data Analysis and Business Modelling”, 1st Edition, 2014, ISBN 978-0-7356-6913-0
4. Garrett Grolemond, “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: MSM508
Total number of Hours: 60	Credits: 4

Course Description: This course describes the process that applies a broad range of behavioral science knowledge and practices to help students in building their capability to change and to achieve greater effectiveness in organizations. Sequential process, role and dynamics of organizational development and change is focused. Different organizational development interventions, diagnosis are also incorporated.

Course Outcomes: By the end of the course the learner will be able to:

1. Explore the processes of change inside the organization and become capable of managing change.
2. Perform the role of OD Practitioner and describe the practice, tools of OD.
3. Discuss the philosophy and purpose of diagnosis in organization development (OD).
4. Apprise the design of effective organization development (OD) interventions.
5. Transform an organization with a due understanding of various factors and be a catalyst for organizational development.

Unit 1: Introduction to Organizational Change

Hours: 12

Systematic Organizational Change, Areas and Parties involved, Theories of Planned Change: Lewin's Change Model, Action Research Model and Positive Model – General Model of Planned and Unplanned Change – Managing Change: Motivating Change, Overcoming Resistance to Change, Creating a Vision, Describing the Core Ideology, Envisioned Future, Developing Political Support, Managing the Transition and Sustaining the Momentum.

Unit 2: Introduction to Organizational Development (OD)

Hours: 12

Concept – Goals of OD, Characteristics, Professional Values and Ethics, Process and Assumptions of OD, Organization Development Practitioner - Competencies of an Effective Organization Development Practitioner, Traditional and Modern OD Techniques, Weisbord's Six-Box Model.

Unit 3: Organizational Problems and Diagnosing

Hours: 13

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

Unit 4: OD Interventions	Hours: 13
Overview of Interventions - Key Targets of OD Interventions: Affected Issues and Levels - Individual, Interpersonal, Group, Third Party Interventions - Human Process Interventions, Technostructural Interventions, Human Resource Management Interventions, and Strategic Change Interventions – Designing an Effective Interventions.	
Unit 5: Factors Influencing OD and Organization Transformation	Hours: 10
Role of Power, Politics and Culture - Key Capabilities of Constructive Politics - Impact and Functions of Culture - Learning Organization, High Performance Work Systems.	
Essential References:	
<ol style="list-style-type: none">1. Kavita Singh, Organizational Change and Development, Excel Books.2. Thomas Cummings and Christopher Worley, Organization Development and Change, Cengage.	
Recommended References:	
<ol style="list-style-type: none">1. Dr.Anjali Ghanekar, Essentials of Organizational Development, Everest Publishing.2. Joan V. Gallos, Jossey Bass, Organizational Development, Wiley Imprint.3. Jim Grieses, Organizational Change -Themes & Issues, Oxford.	

Course Name: Entrepreneurship and Venture Creation Elective	Course Code: MSM509
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: • 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

i. Program Pedagogy:

ii. 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