Amrita Vishwa Vidyapeetham
AMRITA SCHOOL OF BUSINESS
MBA Draft Curriculum – 2023

List of Contents

Introduction

This document provides a revised curriculum framework for the MBA Programme offered by the Amrita School of Business (ASB). It includes the rationale and approach undertaken towards the curriculum review, and the course syllabi for all the core and elective courses.

Background

The ASB has been offering a 2-year MBA programme since 1996 (i.e. over 25 years). Currently, the MBA programme is offered at 5 campuses: i.e., Amaravati, Amritapuri, Bengaluru, Coimbatore, and Kochi. The format of the MBA programme involves a six-trimester study over two years (with a slight modification in relation to elective offerings for Bengaluru, where a Dual MBA programme is offered with SUNY Buffalo, USA).

The current curriculum review involves all five campuses of ASB, i.e., Amaravati, Amritapuri, Bengaluru, Coimbatore, and Kochi. The MBA format involves a six-trimester study over two years at all campuses (with a slight modification in relation to elective offerings for Bengaluru, where a Dual MBA programme is offered with SUNY Buffalo, USA).

For the purposes of the current curriculum review, a cross-campus team was established in September 2022 with the lead coordinating team based in ASB Coimbatore. The review involved a rigorous inquiry into the common core curriculum, and the offer of elective courses that enables graduate specialization in emergent business areas and opportunities. It is envisaged that the current curriculum review will be rolled out in the 2023-24 academic year upon completion of due process and approval.

Review – Rationale, Approach

The current curriculum review has been motivated by a number of factors.

Changing Higher Education Sector

The higher education sector in India, particularly the postgraduate sector, is undergoing significant transformation spurred by the NEP-2020, the new education policy of India. There is increasing pressure to integrate and broaden the MBA programme to include interdisciplinary, sustainable development challenges faced by business organizations and other entities like NGOs, government agencies, etc.

With the Government's new education policy, NEP- 2022, gearing up for implementation, the revision and revamping of all aspects of the education structure, including its regulation and governance, is imminent. It, therefore, becomes necessary for institutions to create a learning system aligned with the aspirational goals of 21st-century education, including the UN Sustainable Development Goal SDG4, while building upon India's traditions and value systems.

Emphasis on Career-ready Graduates

There is a need to enhance the quality and currency of the curriculum appropriate for cultivating industry and career-ready graduates. Corporate expectations are changing for MBA

graduates rapidly. They face growing competition to secure the roles they want in a market categorized by unprecedented uncertainty. There is a need for business schools to ensure graduates are prepared for the roles they want by enabling and empowering them to demonstrate not only their domain expertise but also their skills in creativity, innovation, and emotional intelligence. It, therefore, requires intentionally revamping the curriculum, learning strategies, and assessment structures. Discussions with the Corporate and Industry Relations department (CIR) within Amrita University, particularly on matters related to placement and internship, indicate the need for a more nuanced curriculum that promotes depth in the specialization area knowledge of a student.

Alignment with the Programme Learning Outcomes

The revised model curriculum focuses on aligning the programme curriculum with the School's mission. Apart from the domain competency, ASB has identified five learning outcomes/competencies for its MBA programme through key stakeholder consultation, namely, Critical & Integrative Thinking, Effective Written & Oral Communication, Nature & Society as Stakeholders in Decision-making, Ethical Reasoning, and Leadership. These learning outcomes specify the knowledge, skills, values, and attitudes our students are expected to attain in the programme.

Accreditation Imperatives

To better align curriculum design and programme outcomes with various accreditation requirements such as the NBA and AACSB.

- ASB is gearing up for accreditation by the National Board of Accreditation (NBA), GoI. The requirements of NBA are rigorous, and a close alignment with AICTE's model curriculum may be a requirement. Ranking agencies - NAAC and NIRF, also have similar requirements. Reducing the credits for the core courses, increasing the credits for the electives, allowing more flexibility and choice to the students, including learning by MOOCs offered by National education portals like NPTEL, Swayam etc., making room for inter-disciplinary courses are a few of the recommendations in the model curriculum. The current curriculum needs to be examined and pruned in order to fit the credit distribution prescribed by AICTE.

- Furthermore, ASB – Coimbatore received the coveted AACSB accreditation in 2019. As a part of its accreditation requirements, the programmes offered by the school need to be continuously reviewed for assurance of learning. Restructuring the Business Research Project and reducing the total programme credits were a few of the commitments made by the school to AACSB.

Improving Internal Process Efficacy

Currently, the AICTE recommends (a) 54-credit core course content, i.e., a common knowledge base for all MBA students despite their choice of specialization; and (b) 42-credit course content for elective courses. Amrita University mandates eight credits of value-add elective courses focusing on corporate skill development, Self-Awareness, and Personal

Growth (SAPG), MaOm (yoga/meditation course), and a business research project. These courses are seen to both strengthen Amrita MBA students and give them the distinct advantage of developing a holistic approach to life and education.

In order to meet these various course design and outcome expectations, we advocate *a curriculum structure that balances broad-based foundational business knowledge (as offered by the core courses) with in-depth specialist knowledge in selected areas through the choice of electives in the chosen domain.* Resultantly, a reduction in the number of core courses and an increase in elective courses – guided by a strong disciplinary business knowledge base is seen as vital for this review.

Preparatory Actions

1. A cross-campus curriculum review team was constituted to lead the review project. The principals and the PGP-Chairs from the campuses were added to the team, who discussed, collected, and compiled the feedback from their respective faculty on the changes proposed by the CR team.
   1. Dr. Raghuraman - Dean, ASB – Amaravati, Amritapuri, & Kochi
   2. Dr. Nava Subramaniam – Dean, ASB – Coimbatore
   3. Dr. P. Manoj – Associate Dean, ASB – Bangalore
   4. Dr. P.K. Viswanathan – Principal, ASB – Amritapuri
   5. Dr. Sangeetha. G – Principal, ASDB – Coimbatore
   6. Dr. Rajiv Prasad – Principal, ASB – Kochi
   7. Dr. Ananthi. R – Chair – PGP, ASB – Amritapuri
   8. Dr. Mehir Baidya - Chair – PGP, ASB – Bangalore
   9. Dr. A. Senthilkumar - Chair – PGP, ASB – Coimbatore
   10. Dr. Gopikumar. V - Chair – PGP, ASB – Kochi
   11. Dr. Hemamala K – Coordinator – Project Curriculum Review, ASB-Coimbatore

2. Industry expert views and opinions were consulted for each area to understand the contemporary landscape of practice, and a curriculum mapping was done for the expected learning outcomes from the courses to the desired program outcomes. Based on the input from recruiters through CIR, career paths were identified in the areas. The electives were aligned with these career paths.

3. With Coimbatore campus holding the AACSB accreditation badge, a detailed benchmark analysis was also done with the other 20 AACSB accredited Business schools in the country. The curricula of Ivy League Schools were also referred to.

4. Feedback from key stakeholders was collected, compiled, and analyzed.
   - Students' feedback on courses was sought after the completion of each term. Mid-term class committee meetings also generated feedback on course matters like contents, instruction, and assessments.
   - An exit survey from the outgoing graduates was done annually, and feedback on their expectations and learning experiences was received.

- In-depth discussions were held with the CIR team on recruiter feedback as well as their observations of student performance in corporate skill development classes
- Results from AoL measurements and Course & programme outcome measurements were analyzed
- Alumni feedback was sought during their boot camp visits and by the area faculty during their interaction with them
- A comparative review of the structure of MBA programmes as offered by a selected comparable institution, e.g., IIMs, and some private institutions, was conducted.

The Board of Studies

The Board of Studies (BoS) of the ASB MBA programme was constituted to serve for a period of 2 years (01.07.2022 to 30.06.2024). It comprises the following members:

Internal members

1. Dr. Nava Subramaniam, Chairperson Dean,
    Amrita School of Business, Coimbatore.
    EmailID: nava@amrita.edu
2. Dr. Raghu Raman, Dean,
    Amrita School of Business, Amritapuri & Kochi.
    Email ID: raghu@amrita.edu
3. Dr. P Manoj Associate Dean,
    Amrita School of Business, Bangalore.
    Email ID: manoj@amrita.edu
4. Dr. Sangeetha Gunasekar, Principal,
    Amrita School of Business, Coimbatore.
    Email ID: principal_asb@cb.amrita.edu
5. Dr Rajiv Prasad, Principal,
    Amrita School of Business, Kochi.
    Email ID: r_prasad@cb.amrita.edu
6. Dr. Viswanathan P K, Principal,
    Amrita School of Business, Amritapuri.
    Email ID: pk_viswanathan@asb.kochi.amrita.edu
7. Dr. Senthil Kumar, PGP Chair,
    Amrita School of Business, Coimbatore.
    Email ID: a_senthilkumar@cb.amrita.edu
8. Dr. Gopikumar V, PGP Chair,
    Amrita School of Business, Kochi
    Email ID: v_gopikumar@asb.kochi.amrita.edu
9. Dr. Ananthi R, PGP Chair,
    Amrita School of Business, Amritapuri.
    Email ID: ananthir@am.amrita.edu
10. Dr. Mehir Baidya, PGP Chair,
    Amrita School of Business, Bangalore
    Email ID: mehir_baidya@blr.amrita.edu
11. Dr. Hemamala K, Coordinator,
    Amrita School of Business, Coimbatore
    Email ID:k_hemamala@cb.amrita.edu

External members

1. Dr. Srinivasan Rangan, (PhD, Wharton),
   Associate Professor, Finance & Control Area,
   Indian Institute of Management – Bangalore.
   Email ID: srinivasanr@iimb.ac.in
2. Dr. Vijay Marisetty, (PhD, Monash University),
   Professor, Fintech and Financial Analytics,
   University of Hyderabad
   Email ID: v.b.marisetty@utwente.nl
3. Dr. Sougata Ray, (PhD, Amrita School of Business, MBA, Amrita School of Business),
   Assistant Professor, IMI Bhubaneshwar
   E-mail ID: sougata.ray@imibh.edu.in
4. Mr. T R Parasuraman,
   Executive Advisor to the Toyota Group at Toyota Kirloskar Motor
   E-mail ID: parasuraman_tr@toyota-kirloskar.co.in

The primary functions and duties of MBA BoS are to consider and recommend for approval of the University the curricula and syllabi for each programme under its purview. The MBA BoS shall be responsible for giving expert advice on any academic matter referred to it by the Faculty of Management.

The task at hand for the MBA BoS for the meeting to be held on Monday, 09 January 2023, is to provide initial comments and feedback on

  a) **The structure of the revised curriculum**
  b) **The appropriateness of the syllabi for a generalist MBA**
  c) **Any other matter affecting the quality of the proposed MBA programme**

AICTE Guidelines for the MBA Programme

Mirroring the guidelines set by the AICTE, the revised MBA programme structure involves a 54 - core credits, 42 elective courses, 6 credit Internship programme in Summer. Further, the Amrita MBA Programme also includes 8-credits of Amrita University specified core courses. Table 1 and Table 2 provides an overview of the comparative frameworks for the current and the new revised MBA programme The abridged syllabi for all the listed courses are presented as well.

Highlights of the Changes in the Proposed Curriculum

In response to the demands and expectations on the curriculum, extensive discussions among the faculty led to the following prominent changes in the curriculum.

1. The core courses were streamlined by identifying each core course as *Foundational, Domain, Business, Skill Development or Value-add,* depending on the expected learning outcomes; a reduction in the number of core courses and the core credits from 64 to 54 was achieved.
2. The elective course offering was planned in line with the career paths identified in specialization areas. Career paths were defined based on the competencies required for a given career vertical.
3. Addition of two more electives, from 12 to 14, was done, allowing the opportunity for in-depth preparation in the chosen domain and career paths.
4. Overall reduction in the total credits, from 120 to 110, thereby reducing the instruction load from 1200 to 1100 hours.

Table 1: Current and Proposed Curriculum Structure

COURSE CATEGORY	TERM 1		TERM 2		TERM 3		TERM 4		TERM 5		TERM 6		TOTAL	
	Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed
CORE COURSES	7	6	8	6	4	4	4	2	0	0	0	0	23	18
CORE CREDITS	20	18	22	18	10	12	12	6	0	0	0	0	64	54
ELECTIVE COURSES	0	0	0	0	2	2	4	4	3	4	3	4	12	14
ELECTIVE CREDITS	0	0	0	0	6	6	12	12	9	12	9	12	36	42
SUMMER INTERNSHIP	Current credits: 6						Proposed credits: 6						6	6
AMRITA CORE COURSES	Current: BRP (3), CS (3), MaOM (2), SAPG (4), Colloquia (2)						Proposed: BRP (3), CS (3), MaOM (2), SAPG*, Colloquium*						5	5
AMRITA CORE CREDITS	Current: 14						Proposed: 8						14	8
											TOTAL PROGRAMME CREDITS		120	110

*Pass/Fail (No credits)

Table 2: Credit Comparison between the Current and the Proposed Curriculum

	Credits for Core courses	Credits for Elective Courses	Credits for Summer Internship	Credits for Amrita Core	Total Credits
Current Curriculum	64	36	6	14	120
Proposed Curriculum	54	42	6	8	110
Credit Difference	-10	+6	0	-6	-10

Table 3: Core Courses in Current Curriculum

Term 1	Term 2	Term 3	Term 4
Financial Accounting (3)	Financial Management (3)	Cost Management (3)	Strategic Management (3)
Introduction to Business Analytics (2)	Management Information System (3)	Innovation & Entrepreneurship (2)	International Business (3)
Marketing Management I (3)	Marketing Management II (2)	Legal Aspects of Business (2)	Environmental Management & Sustainable Development (3)
Organizational Behaviour I (3)	Organizational Behaviour II (2) Human Resources Management (3)	Business Research Methods (3)	Managerial Values & Business Ethics (3)
Data Analytics I (3)	Data Analytics II (3) Operations Management (3)	Core elective1 (3)	
Micro Economics (3)	Macro Economics (3)	Core elective 2 (3)	
Business Communication (3)			

Note: 1. *The numbers in brackets next to the names of the courses indicate the course credits.*
2. *No core courses are offered in Terms 5 & 6; Only electives are offered.*

Table 4: Core Courses in Proposed Curriculum

Area	Foundation Core*	Domain Core*	Business Core*	Skill Development Core*	Value-Add Core*
Finance	Accounting for Decision Makers	Financial Management	Strategic Management Innovation & Entrepreneurship Legal Aspects of Business	Business Communication	Environmental Management & Sustainable Development Managerial Values & Business Ethics
IS & Analytics	Management Information System	Introduction to Business Analytics			
Marketing	Fundamentals of Marketing	Marketing Practice			
OB & HR	Individual & Group Behaviour Dynamics	Human Resources Management			
Operations & SCM	Decision-Making in Management	Operations Management			
Economics & statistics	Managerial Economics				
	Statistical Analysis				

Note: *All courses carry three credits each*

Foundation core * **-** *Courses providing the prerequisite & foundational knowledge/skills required for a domain*

Domain core * - *Courses providing bedrock principles of a domain necessary to build a career in the domain.*

Business core * - *Courses integrating domain knowledge/skills to understand & solve complex business issues*

Skill Development core * -*Courses focusing on developing skills required for business professionals*

Value added core * - *Courses focusing on enhancing civic responsibility and imparting professional/ human values*

Table 5: An illustration of the choice of courses in the proposed curriculum based on career paths

(DUAL MAJOR: Finance & Operations & SCM; Career path choices: Capital markets & Logistics& Supply chain management)

Area		Foundation core	Domain core	Business core	Skill development core	Value-add core	Amrita core	Core elective 1	Core elective 2	Electives			CAREER PATH
MAJOR 1: FINANCE		Accounting for Decision Makers	Financial management					1. Reporting & Analysis for Mgt. dcns.	2. Investment Analysis & Portfolio Management	3. Financial Markets & Institutions	4. Financial Derivatives	5. Financial Statement Analysis	**CAPITAL MARKETS**
MAJOR 2: OPERATIONS & SUPPLY CHAIN MANAGEMENT		Decision-Making in Management	Operations Management					6. Logistics & SCM	7. Project Management	8. Cases in SCM	9. Supply Chain Analytics	10. Project Mgt	**SUPPLY CHAIN MANAGEMENT**
Other than the Major areas	IS & A	Mgt. Info. Systems	Intro to Data Analytics	Strategic Management	Business communication	Envtl. Mgt. & SD	Biz Research Project			11. Elective	12. Elective	13. Elective	14. Elective
	OB & HR	Indl. & Grp. Behavior dynamics in orgns.	Human Resources Mgt.	Innovation & Entrepreneurship		Mgrl. Values &Biz. Ethics	Corporate Skills (CIR)						
	Marketing	Fundamentals of Marktg	Marketing Practice	Legal Aspects of Business			Mastery over Mind						
	Economics	Statistical Analysis	Managerial Economics				SAPG, Colloquium						

A student choosing a dual major in Finance & Operations also selects a career path in each major (say, Capital market in Finance and LSCM in Operations). Over & above the Amrita core courses, the student will study the 18 mainstream core courses (including a fundamental & domain core in each of the two areas) and 14 electives (including two core electives in each area and three more focused electives in each of the two career paths). The student is free to choose four more remaining electives from the offering.

AMRITA SCHOOL OF BUSINESS

MBA CURRICULUM REVIEW - 2023

MBA CURRICULUM STRUCTURE - PROPOSED

TERM	CODE	COURSE	CREDITS	CATEGORY
TERM 1	GM101C	Business Communication	3	SDC
	TBD*	Accounting for Decision Makers	3	FC
	TBD*	Fundamentals of Marketing	3	FC
	TBD*	Individual & Group Behaviour Dynamics in Organizations	3	FC
	TBD*	Statistical Analysis	3	FC
	SY302C	Management Information System	3	FC
TERM 2	HR303C	Human Resource Management	3	DC
	FI203C	Financial Management	3	DC
	TBD	Marketing Practice	3	DC
	OM202C	Operations Management	3	DC
	TBD*	Decision Models in Management	3	FC
	SY103C	Introduction to Business Analytics	3	DC
TERM 3	TBD*	Managerial Economics	3	DC
	GM509C	Environmental Management & Sustainable Development	3	VaC
	GM610C	Managerial Values & Business Ethics	3	VaC
	GM305C	Strategic Management	3	BC
		Elective 1	3	CE
		Elective 2	3	CE
Summer	SP001C	SUMMER INTERNSHIP	6	Core
TERM 4	GM407C	Legal Aspects of Business	3	BC
	GM512C	Innovation & Entrepreneurship	3	BC
		Elective 3	3	Elective
		Elective 4	3	Elective
		Elective 5	3	Elective
		Elective 6	3	Elective
TERM 5		Elective 7	3	Elective
		Elective 8	3	Elective
		Elective 9	3	Elective
		Elective 10	3	Elective
TERM 6		Elective 11	3	Elective
		Elective 12	3	Elective

		Elective 13	3	Elective
		Elective 14	3	Elective
To be scheduled	BRP001E	Business Research Project	3	AC (SDC)
	GM515C	Mastery Over Mind	2	AC (VaC)
	GM409C	Corporate Skills	3	AC (SDC)
	TBD*	Self-Awareness & Personal Growth	Pass/Fail	AC (VaC)

1	FC	Foundation Core
2	DC	Domain Core
3	SDC	Skill Development Core
4	BC	Business Core
5	VaC	Value Added Core
6	AC	Amrita Core
7	CE	Core Elective
8	TBD*	To Be Decided

MBA CURRICULUM REVIEW - 2023

LIST OF ELECTIVE COURSES - PROPOSED

#	CODE	COURSE	CREDITS	CATEGORY
FINANCE ELECTIVE				
1.	TBD *	Reporting and Analysis for Management Decisions (RAMD)	3	Core Elective
2.	FI509E	Investment Analysis and Portfolio Management (IA & PM)	3	Core Elective
3.	FI631E	Financial Markets and Institutions (FM&I)	3	Elective
4.	FI512E	Financial Derivatives (FD)	3	Elective
5.	FI636E	Financial Modeling and Valuation (FM &V)	3	Elective
6.	FI408E	Bank Management and Financial Services (BM & FS)	3	Elective
7.	FI518E	Fintech Innovations & Transformations in Financial Services (FI &TFS)	3	Elective
8.	TBD *	International Finance (IF)	3	Elective
9.	FI511E	Financial Statement Analysis (FSA)	3	Elective
10.	TBD *	Socially Responsible Investing (SRI)	3	Elective
11.	TBD *	Appraisal and Financing of Green Projects (A & FGP)	3	Elective
12.	TBD *	Enterprise Transition (ET)	3	Elective
13.	Fl633E	Strategic Financial Management (SFM)	3	Elective
14.	FI606E	Corporate Fraud & Internal Control (CF & IF)	3	Elective
OPERATIONS ELECTIVE				
15.	OM506E	Logistics & Supply Chain Management (LSCM)	3	Core Elective
16.	OM502E	Total Quality Management (TQM)	3	Core Elective
17.	OM618E	Services Operations Management (SOM)	3	Elective
18.	OM406E	Cases in Supply Chain Management (CSCM)	3	Elective
19.	OM509E	Manufacturing Systems (MS)	3	Elective
20.	OM403E	Project Management (PM)	3	Elective
21.	OM622E	Process Flow Management (PFM)	3	Elective
22.	OM620E	Production Planning and Control (PPC)	3	Elective
23.	TBD *	Supply Chain Analytics (SCA)	3	Elective
24.	TBD *	Technology Management (TM)	3	Elective
HUMAN RESOURCE ELECTIVE				
25.	TBD *	Organizational Theory, Structure, Design, & Dynamics (OTSD&D)	3	Core Elective
26.	TBD *	Industrial Laws and Industrial Relationships (IL &IR)	3	Core Elective

27.	TBD *	Talent Acquisition & Learning and Development (TA & LD)	3	Elective
28.	TBD *	Performance Management and Compensation (PM&C)	3	Elective
29.	HR602E	HR Metric and Analytics (HRM&A)	3	Elective
30.	GM623E	Cross-Cultural Management (CCM)	3	Elective
31.	HR512E	Organizational Change and Development (OC&D)	3	Elective
32.	TBD *	Strategic Human Resource Management (SHRM)	3	Elective
33.	TBD *	Employee Engagement (EE)	3	Elective
34.	HR518E	Social Psychology for Managers (SPM)	3	Elective
35.	TBD *	Corporate Social Responsibility (CSR)	3	Elective
36.	GM654E	Management Beyond Profit: The Heart of Sustainable Business (MBP)	3	Elective
37.	TBD *	Leadership Skills (LS)	3	Core Elective
MARKETING ELECTIVE				
38.	MM641E	Marketing Research (MR)	3	Core Elective
39.	MM403E	Sales and Distribution Management (SDM)	3	Core Elective
40.	MM642E	Applied Marketing Research for Marketing Decisions (AMR)	3	Elective
41.	MM506E	Consumer Behaviour (CB)	3	Elective
42.	TBD *	Foundation of Management Consulting (FMC)	3	Elective
43.	MM610E	Business to Business Marketing (BTB)	3	Elective
44.	MM408E	Digital Marketing (DM)	3	Elective
45.	MM510E	Marketing Analytics (MA)	3	Elective
46.	TBD *	Strategic Marketing Management (SMM)	3	Elective
47.	MM618E	Strategic Brand Management (SBM)	3	Elective
48.	TBD *	Go to Marketing (GTM)	3	Elective
INFORMATION SYSTEMS & ANALYSIS ELECTIVE				
49.	SY302C	Data Analytics using R and Python (DAUR&P)	3	Core Elective
50.	BA037E	Spreadsheet Modeling and Optimization for Analytics (SMOA)	3	Core Elective
51.	BA035E	Business Application of Digital Technologies (BADT)	3	Elective
52.	GM501E	Enterprise Resource Planning (ERP)	3	Elective
53.	BA001E	Business Analytics (BA)	3	Elective
54.	SY615E	Advanced Tools for Decision Support (ATDS)	3	Elective
55.	BA036E	Time Series Analysis and Forecasting (TSAF)	3	Elective
56.	TBD *	Data Visualization and Communication (DVC)	3	Elective
57.	TBD *	Artificial Intelligence in Business (AIB)	3	Elective

58.	TBD *	Natural Language Processing (NLP)	3	Elective
GENERAL MANAGEMENT ELECTIVE				
59.	GM408C	International Business (IB)	3	Elective

Amrita School of Business
Coimbatore

Name of the course:	**Business Communication (BC) (GM101C)**
Credits:	**3**
Course category:	**Skill Development**
Area:	**Skill Development**

Course Description

Effective communication in English has become pivotal in the present-day globalized business scenario. Young professionals who nurture dreams of rising to the topmost rung in the corporate world have to necessarily become efficient in their communication. This course is designed to enhance the communication capabilities of young aspirants by exposing them to all the nuances of modern workplace communication. It will also introduce the students to understand and work in diverse groups with members hailing from different backgrounds and cultures.

Course Outcomes & Learning levels

The course aims to enhance knowledge, skill and confidence among students to communicate and to be a competent business professional. On completion of this course, students will be

CO 1: Able to plan and write customized messages and documents in the appropriate style. (Create)

CO 2: Able to participate in teams; communicate professionally and ethically using appropriate business vocabulary with diverse audience. (Analyze)

CO 3: Able to draft brief messages, reports and proposals that address specific business communication needs. (Create)

CO 4: Able to deliver presentations using slides and other visuals. (Apply)

CO 5: Able to develop written and oral skills to succeed in job interviews, writing effective résumé and supporting messages. (Analyze)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Understanding the Foundations of Business Communication (4.2 hours)

1. Effective Communication
2. Professional Communication in a Digital, Social, Mobile World Competitive priority - order winners & qualifiers
3. Collaboration, Interpersonal Communication, and Business Etiquette
4. Reading and Listening Tasks
5. Communication Challenges in a Diverse, Global Market place

Module 2: Applying the three- step writing Process (4.2 hours)

1. Planning Business Messages
2. Writing Business Messages, Completing Business Messages Process bottlenecks

Module 3: Digital and Social Media Visual (4.2 hours)

1. Digital Media, Social Media, Visual Media

2. Email, Memorandum

Module 4: Brief Messages (4.2 hours)

1. Writing Routine and Positive Messages

2. Writing Negative Messages

3. Writing Persuasive Messages

Module 5: Report and Proposals (4.2 hours)

1. Finding, Evaluating, and Processing Information

2. Planning Reports and Proposals

3. Writing and Completing Reports and Proposals

Module 6: Developing and Delivering Business Presentations (4.2 hours)

1. Planning Reports and Proposals

2. Writing and Completing Reports and Proposals

3. Developing and delivering Business Presentations & Enhancing Presentations with Slides and other Visuals

Module 7: Writing Employment Messages and Interviewing for jobs (4.2 hours)

1. Building Careers and Writing Résumés

2. Applying and Interviewing for Employment

3. Interpersonal Communication and Meetings, Telephone Conversations and negotiations.

4. Role Play.

5. Group Presentations

Recommended Texts & Reference Books

Course Text

1. Business Communication Today-Courtland Bovee, John V. Thill, Roshan Lal Raina. Fifteenth edition. Pearson. (2022)

Reference texts:

1. Business Communication- A Problem Sloving Approach ed. Kathryn Rentz/ Paula Lentz/Anupam Das. McGraw Hill education (India) Private Limited. (2020)

2. Business Communication: A South Asian Perspective ed. Lehman/ Dufrene/ Sinha. Cengage Learning. (2016)

3. Business Communication: Building Critical Skills. Kitty O Locker, Stephen Kyo Kaczmarek. Tata McGraw Hill (2007)

4. Business Communication: Connecting in a Digital World. Raymond V. Lesikar, Paula Lentz, Marie E. Flatley and Katheryn Rentz. Tata McGraw Hill. (2010)

5. Business Communication; Process and Product. Mary Ellen Guffrey, Thomson-South-Western. (2006).

Name of the course:	**Accounting for Decision Making (ADM) (TBD)**
Credits:	**3**
Course category:	**Foundation core**
Area:	**Finance & Accounting**

Course Description

Financial accounting is the process of recording, classifying and summarizing transactions resulting in the preparation of financial statements for external and internal stakeholders. Good financial accounting provides the owners, managers and other business stakeholders with information required for decision making and keeps the business under control.

Cost or Managerial Accounting evolved to cater to the informational needs of Management as an aid to proper business decision making. It provides for the informational needs of individuals internal to the organization, like Managers, Executives, Workers etc, and helps them to make better decisions and improve their organizations processes and performance The course is designed to provide an understanding of the basic concepts, techniques and methodologies relevant to accounting function. The course also covers basic cost management concepts.

Course Outcomes& Learning levels

1. Identify and classify the heads of accounts for given transactions. (Understand).
2. Prepare financial statements in accordance with GAAP (Create).
3. analyze information in financial statements for business decision making (Evaluate).
4. Apply the basic cost concepts to Profit planning and budgeting. (Analyze).
5. Apply cost management to pricing decisions (Analyze).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Identify and classify the heads of accounts for given transactions (6 hours)

1. Introduction to Business.
2. Introduction to accounting.
3. Accounting concepts and principles.
4. The accounting process.

Module 2: Prepare financial statements in accordance with GAAP (Create) (6 hours)

1. Accounting for merchandising organizations.
2. Preparation of Balance Sheet and Income statement.

3. Cash flow statement.

Module 3: Analyze information in financial statements for business decision making (Evaluate) (6 hours)

1. Financial Statement Analysis.

Module 4: Apply the basic cost concepts to Profit planning and budgeting. (Analyze) (6 hours)

1. Basic cost management concepts.
2. Cost behaviour and costing.

Module 5: Apply cost management to pricing decisions (Analyze) (6 hours)

1. Profit planning and budgeting.
2. Pricing decisions and cost management.

<u>Recommended Texts & Reference Books/ Materials:</u>

<u>Text Book:</u>

1. Financial and Management Accounting: An Introduction, Pauline Weetman, 8th edition, Pearson.

<u>Reference:</u>

1. Financial Accounting by Narayanswamy, PHI learning, 7th Edition.

2. Cost Accounting: A Managerial Emphasis, Horngren, C.T., Datar, S., Foster, G. (2015).

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course: **Fundamentals of Marketing (FOM) (TBD)**
Credits: **3**
Course category: **Foundation core**
Area: **Marketing**

Course Description

This course introduces the fundamental concepts of marketing management, whichincludes the marketing of goods, services, idea and events. The other objectives of this course are:

1. To develop an understanding and appreciation for the complexities, problems and contributions of marketing from a managerial perspective
2. To learn the "language" to enable improved communication with marketers
3. To foster global & ethical perspectives in marketing.

Course Outcomes& Learning levels

1. Be able to understand and evaluate the fundamental principles of marketing and marketing process in marketing decisions (Understand L2)
2. Be able to apply and evaluate the process, actors, frameworks and performancemeasures in Marketing Strategy (Apply L4, Evaluate L5)
3. Be able to analyze the various marketing mix decisions with respective to objectives (Analyze L4)
4. Be able to understand and evaluate the fundamental principles of Sustainabilityand ethics in marketing decisions (Understand L2)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Marketing (7.5 hours)

1. Understanding Marketing ManagementCreating and Capturing Customer Value.

Module 2: Company & Marketing Strategy (7.5 hours)

1. Analyzing the Marketing Environment.
2. Managing Marketing Information to Gain Customer InsightsConsumer Markets.
3. Consumer Buying Behavior.

Module 3: Marketing Strategy and analysis (7.5 hours)

1. Customer Driven Marketing Strategy – Market Targeting,
2. Differentiation andPositioning
3. The Marketing MixCompetition

Module 4: Marketing Ethics (7.5 hours)

1. Competitive Advantagethe Global MarketplaceSustainable Marketing Ethics and Marketing.

<u>**Recommended Texts & Reference Books/ Materials:**</u>

<u>**Course Text:**</u>

1. Principles of Marketing, Kotler, Armstrong & Agnihotri, 17t Ed. Pearson

Name of the course: **Individual and Group Behaviour Dynamics in Organizations.**
(I&GBDO) (TBD)
Credits: **3**
Course category: **Foundation core**
Area: **Human Resource**

Course Description

   The course focuses on organizational behavior perspectives at the micro-level. It introduces important concepts and theories at three levels: individual, interpersonal, and collective. The theoretical basis of Organizational Behavior (OB) literature is primarily rooted in disciplines like psychology, sociology, socio-psychology, anthropology, political science, etc. This course intends to develop knowledge on understanding individuals' behavior, intergroup relationships, group performance, and decision-making to improve the well-being and effectiveness of employees and the organization. In this course, personality, motivation, and decision-making are the key focus at the individual level. At the intrapersonal level, power, influence, and negotiations are the focal points for discussions. Similarly, leadership and organizational settings are central topics to learn at the collective level.

Course Outcomes& Learning levels

1. Able to assess important concepts, theories, and practices related to interpersonal processes in organizational settings. [L4: Analyze].

2. Able to assess important concepts, theories, and practices related to intrapersonal processes in organizational settings. [L4: Analyze].

3. Able to assess important concepts, theories, and practices related to social processes in organizational settings. [L4: Analyze].

4. Able to critically evaluate organizational behavior-related issues & challenges and develop decision-making strategies. [L5: Evaluate].

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Organizational Behaviour (7.5 hours)

   1. Organizational Behavior Issues & Challenges for Managers.

Module 2: Group or Interpersonal Processes in Organizations (7.5 hours)

   1. Group Dynamics; Work Teams.

   2. Leadership.

3. Conflict and Negotiation.

Module 3: Intrapersonal Processes in Organizations (7.5 hours)

1. Personality, Attitude, and Values.

2. Perception, Attribution, Cognition, and Decision Making.

3. Emotions and Moods; Motivation and Rewards.

Module 4: Social Processes and Decision-making strategies in Organizations (7.5 hours)

1. Psychological Contracts; Social Influence.

2. Social Networks; Persuasion, Persuasion.

3. Power & Politics.

4. Wellbeing at Workplace.

5. Organization Climate & Culture.

Recommended Texts & Reference Books

Course Text

1. Robbins, S. P., Judge, T. A., & Vohra, N. (2022). Organizational behaviour by Pearson 18e. Pearson Education India. [ISBN: 9789356064270]

2. Greenberg, J. (2016). Behaviour in Organizations, 10/e. Pearson Education India. [ISBN: 9789332556997]

Name of the course:	**Statistical Analysis (SA) (TBD)**
Credits:	**3**
Course category:	**Foundation core**
Area:	**General Management**

Course Description

The focus of this course will be on Descriptive and Predictive data analytics. Through this course, we attempt to develop fundamental knowledge and skills for applying appropriate statistical tools and techniques for business decision-making. The theory sessions to discuss the concepts will be supplemented by tutorials where the students will be guided to apply the theory learnt to various problems in different settings and contexts for enhanced understanding.

Course Outcomes& Learning levels

The course aims to impart to a student several data-driven decision-making techniques that would be useful for him/her as a manager in his/her career. The entire course is divided into five modules with distinct learning outcomes for each. On completion of the course, the students should be able to:

1. Able to estimate the likelihood of important events in business (Evaluate)
2. Able to make inferences about populations based on suitable samples (Evaluate)
3. Able to evaluate the hypothesis through suitable statistical tests (Evaluate)
4. Able to develop models to identify causal relationships between variables (Create)
5. Able to make inferences about distribution-free population (Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Able to use probability theory in decision-making in business (6 hours)

1. Basic Probability concepts
2. Conditional Probability
3. Types of distribution, Rando Variables, Use of Expected Value in Decision Making
4. Binomial Distribution & Poisson distributions
5. Normal distributions – Normal distribution table, Normality test & Uniform Distribution.

Module 2: Sampling Distribution and Interval Estimation (6 hours)

3. Introduction to Sampling, Random Sampling, Non-Random Sampling, Errors.
4. Introduction to Sampling Distributions, Conceptual Basis for Sampling Distributions, Sampling from Normal Non-Normal Populations & The Central Limit Theorem Little's law & applications

5. Introduction, Interval Estimates-Basic Concepts, Interval Estimate and Confident Intervals & Interval Estimates of the Mean from Large Samples

6. Calculating Interval Estimates of the Proportion from Large Samples

7. Interval estimates using t distributions & Determining the sample size in Estimation

Module 3: Hypotheses Testing: Two-Sample Tests and Analysis of Variance (6 hours)

4. Hypothesis testing of Differences between Means and Proportions, Testing for difference between Means: Small & Large Sample sizes

5. Testing Differences between Means with Dependent Samples

6. Testing for Differences between Proportions: Large Sample Size

7. The Completely Randomized Design: One-Way ANOVA

8. The Factorial Design: Two-Way ANOVA, Randomized Block Design, Effects

Module 4: Regression Analysis and Inference (6 hours)

4. Simple Linear Regression - Types of Regression, Determining the Simple Linear Regression Equation, Measures of Variation, Inferences About the slope and Correlation Coefficient, Potential Pitfalls in Regression.

5. Introduction to Multiple Regression - Developing a Multiple Regression Model. Adjusted R^2, and the Overall F Test, Residual Analysis for the Multiple Regression Model, Inferences Concerning the Population Regression Coefficients.

6. Testing Portions of the Multiple Regression Model, Using Dummy Variables and interaction Terms in Regression Models.

7. Logistic Regression.

Module 5: Nonparametric Methods (6 hours)

1. Chi-Square Test as a Test of Independence & Goodness of Fit.

2. Testing the Appropriateness of a Distributions.

3. Introduction to Nonparametric Statistics.

4. The Sign Test for Paired Data Rank Sum Tests: The Mann–Whitney U & The One-Sample Runs Test.

Recommended Texts & Reference Books

Course Text:

1. **Statistics for Management** (8th Edition), Richard I. Levin, David S. Rubin, Masood H. Siddiqui & Sanjay Rastogi, Pearson India Pvt Limited

Name of the course:	**Management Information Systems (MIS) (SY302C)**
Credits:	**3**
Course category:	**Foundation core**
Area:	**Information Systems and Analytics**

Course Description

In the contemporary business scenario, the management focus is clearly oriented towards sustained and continuous profitable growth. Information Technology (IT) and solutions built around IT - form the backbone of the growing organizational landscape. Firms leverage IT and Information Systems (IS) for streamlining and capturing a wide variety of business transactions. Technology intensive industries are often at the forefront, leading nations, and economies towards hyper growth. Considering the potential of IT applications, this course seeks to inspire and equip students with fundamental concepts in information systems (IS). The role of IT in business, the stakeholders and the benefits are discussed through various cases and examples. The course will provide a good coverage on the fundamental building blocks of IT systems, an Overview of enterprise business systems, and an Overview of how IS enable decision making at various levels in an organization. This course is the foundational course for all students in MBA programme. This would form the basis upon which the courses related to Data Analytics are built.

Course Outcomes& Learning levels

On completion of this course, students will be able to,

1. Develop a managerial perspective and understand the importance of information technology to drive business operations and decision making (Understand).

2. Apply the concepts related to IS, to arrive at insightful decisions concerning the use of information technologies and tools to achieve business goals and objectives (Apply).

3. Understand the type of IT applications organizations use, and how these applications collectively help organizations solve business problems (Understand).

4. Analyze how IT can be used in generating competitive advantage to meet the strategic goals of a business (Analyze).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: How do firms build competitive advantage using IS? (7.5 hours)

6. Introduction to Information Systems

7. Types of Information Systems

8. Decision making using IS

9. The fundamental aspects related to building competitive advantage

10. Use of IS in building competitive advantage

11. Strategic uses of IT and IS

Module 2: What are the building blocks of IS? (7.5 hours)

8. Overview of Hardware and Software components of IS

9. Overview of Networking components

10. Types of networks and how firms use internet, intranet and extranet

11. Overview of Data Management and Data Governance

12. Overview of Security aspects of IS

Module 3: Applications for the Digital Age   - How do organizations use digital business models to build value for stakeholders? (7.5 hours)

9. Overview of IS and Operational Excellence

10. Building customer intimacy using Customer Relationship Management (CRM)

11. Building process efficiency using Enterprise Resource Planning (ERP)

12. Overview of e-Commerce systems

13. Types of e-commerce systems

14. Enhanced decision making using new generation technologies such as Artificial Intelligence (AI) and Machine Language (ML)

15. Fundamentals of Big Data Analytics and Decision making using Big Data

16. Fundamentals of technologies such as IoT and Block-chain

17. Overview of Enterprise Portals, Decision Support Systems and Knowledge Management Solutions

18. Basics related to Online Analytical Processing, Business Intelligence and Data Warehousing

Module 4: How do organizations build and implement IS? (7.5 hours)

8. Software Development Life Cycle (SDLC) and how organizations follow SDLC to implement IS?

9. Overview of Application Development

10. Project Management related to application development

11. New methodologies for app development such as Agile, etc.

Recommended Texts & Reference Books

Course Text

1. Management Information Systems – 17e (2022) - by Kenneth C. Laudon and Jane P. Laudon.

Reference Books

1. Management Information Systems – 10th Edition – by James O'Brien and George M. Marakas.

Name of the course:	**Human Resource Management (HRM) (HR303C)**
Credits:	**3**
Course category:	**Domain core**
Area:	**Human Resource**

Course Description

Today in the world of complex situations and ever increasing changes happening around, the need is to identify ways and means to succeed by managing relationships in an effective and smart way. Irrespective of the sophisticated technological interventions in the Business Enterprises, success takes its place only when backed up by the human interface. Human Resources are the prime constituents of any organization. The role of Human resources is at the centre stage irrespective of the nature of organizations.

Human Resource Management belongs in all organizations. It is an active constituent of all strategic processes of organizations to make their ventures successful in the global scenario, which calls for a realization that the performance of a firm's human assets must be managed, led and coached for improved effectiveness of organizations.The main objectives of the course are to help participants understand the strategic importance of human resource management activities performed in organizations andenhance participants' ability to understand the functions of HRM and energize participants' skills in the pursuit of their own self-interests in making the organizationmore successful and making their quality of work life more satisfying.

Course Outcomes& Learning levels

The main outcomes of the course are:

1. Analyze and deal with HR scenarios, keeping in mind strategic and legalconnotations of the same (Level 4-Analyse)

2. Present appropriate strategies to build a high performing workforce (Level 6-Create)

Design strategically oriented integrated and comprehensive HR functions foran organization (Level 6 – Create)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Importance and relevance of HRM, functions (7.5 hours)

1. Nature of HRM

2. Functions of HRM

3. Strategic orientation of HRM.

Module 2: Human Resource Planning and Placement (7.5 hours)

1. Work analysis and Job design
2. Job design
3. Hiring and Orientation

Module 3: Managing performance and careers (7.5 hours)

1. Performance Management
2. Compensation and Benefits
3. Training and Development
4. Career planning and development

Module 4: Industrial relations and employee wellbeing (7.5 hours)

1. Collective bargaining
2. Employee safety and welfare
3. Employee retention

Recommended Texts & Reference Books

Course Text

1. Human Resource Management: Gary Dessler and Biju Varkkey, Pearson education
2. Human Resource Management- A South Asian Perspective, Denisi, Griffin and Sarkar, Cengage Learning

Name of the course:	**Financial Management (FM) (FI203C)**
Credits:	**3**
Course category:	**Domain core**
Area:	**Finance**

Course Description

This course builds on the main concepts taught in the financial Accounting course in the 1st trimester. The course helps the students understand the basic framework of Financial Management. The focus of the course is to help the finance manager in making management decisions for maximizing shareholders' wealth.

Course Outcomes& Learning levels

At the end of this course, students will be able to:

1. Outline basic concepts of Financial Management (Understand)
2. Compare investments and select the best investment alternative (Apply)
3. Evaluate different sources of finance and decide the optimal capital structure (Analyze)
4. Plan the working capital requirements for business operations(Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Finance and Time Value of Money (7.5 hours)

1. Data Sources in Finance – A walkthrough.

2. Demystifying Company Annual Reports.

3. Financial Management – Goals, Principles,

4. Risk Return Trade-off Agency Problem.

5. Profit Vs Wealth Maximization

6. Organization of the Finance Function and Role of Finance Managers

7. Nature and Society as stakeholders in financial decision-making

8. Time value of Money: Future Value and Present Value

Module 2: Capital budgeting decisions (7.5 hours)

12. Capital Budgeting

13. Process, concepts of discounted cash flow

14. Appraisal Techniques

15. Payback period,

16. Accounting Rate of Return,

17. Net Present Value,

18. Internal Rate of Return,

19. Modified Internal Rate of Return,

20. Profitability Index or Cost Benefit Ratio

21. Estimation of Project Cash Flows

22. Sources of Long-Term Finance

23. Cost of Capital – specific costs and Weighted Average Cost of Capital

Module 3: Financing Decisions (7.5 hours)

1. Capital Structure Decision

2. Leverage Analysis

3. EBIT-EPS analysis

4. Dividend Decision

5. Dividend Policy and Firm Value – dividend discounting valuation models

6. Gordon model

7. Walter model

8. Modigliani-Miller hypothesis

Module 4: Working Capital (7.5 hours)

1. Working Capital Policy & estimation of net working capital

2. Estimation of net working capital

3. Cash and Liquidity Management, cash budget

4. Credit Management

5. Inventory Management

6. Sources of Short term / Working Capital finance.

Recommended Texts & Reference Books

Text Book and Materials

1. I.M. Pandey. (2011). Financial Management (Edition 12), Pearson India, 7th Reprint 2023. ISBN: 9789390577255[IP]

2. Harvard Business School Simulation and Cases.

Reference Text Books and Materials

1. Fundamentals of Corporate Finance – Richard A Brealey, Stewart C Myers and Alan Marcus – 10th Edition 2019 – McGraw Hill, India [BMM]

2. Principles of Corporate Finance – Richard A Brealey, Stewart C Myers and Pitabas Mohanty – 12th Edition 2019 – McGraw Hill – India [BMAM]

3. Corporate Finance – Stephen A Ross, Randolph W Wester field, Jeffrey Jaffe and Bradford D Jordan – 11th edition 2018 – McGraw Hill – India.

4. Financial Management – Eugene F. Brigham and Michael C Ehrhardt, 14th edition 2016, Cengage Learning – India.

Name of the course: **Marketing Practice (MP) (MM641E)**
Credits: **3**
Course category: **Domain core**
Area: **Marketing**

Course Description

In this core elective you will formally study a crucial tool for all business practitioners, and a necessary prelude to any successfully implemented marketing strategy – how to do a systematic search for potentially useful information, and how to use that information to create value. You will learn best practices in Marketing Research in this digital, data driven world in order to equip you to take better informed decisions in today's competitive, demanding business environment. In addition to the in-class coverage of MR, there will be focused out of class workshops on Digital Marketing and BD. The orientation of the entire course is marketing practice oriented with an eye on both your foundational preparation for a career in Marketing/ MR, as well as equipping you to be better prepared for your Summer Internships.

Course Outcomes& Learning levels

1. Be able to understand and evaluate the complexities of marketing in marketing decisions (Understand L2)

2. Be able to apply and evaluate frameworks and performance measures in Marketing Strategy (Apply L4, Evaluate L5)

3. Be able to analyze the various marketing mix decisions based on analytics (Analyze L4)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: STP (10 hours)

1. Refresh STP

2. Secondary research based exercises on market estimation, sizing and S-T-P

Module 2: Products and Price models (10 hours)

1. Refresh The 4 P framework product decisions.

2. Price models.

3. Place decisions based on research.

4. Introduction to new economy business models, GTM, outbound & in bound sales methodology andtemplates, CLV etc.

5. Promotion mix design Introduction to CRM tools
6. Introduction to SM tools

Module 3: Marketing Management Tools (10 hours)

1. Evaluation of strategic options in a practitioner's toolkit and simulation

Recommended Texts & Reference Books/ Materials:

Course Texts:

1. Principles of Marketing, Kotler, Armstrong & Agnihotri, 17t Ed. Pearson.
2. Marketing Analytics - A Practical Guide to Real Marketing Science, Grigsby, Kogan Page.

Name of the course: **Operations Management (OM) (OM202C)**
Credits: **3**
Course category: **Domain core**
Area: **Operations & Supply Chain   Management**

Course Description

Businesses create value by supplying their products or services to satisfy customer demand. Creating and delivering their products/ services involve numerous activities and processes across the organization. In today's digital economy, in every industry, including manufacturing, customers' expectations are rising, both directly for digital products and services and indirectly for speed, accuracy, productivity, and convenience of value delivery. The promise of digital raises new questions for the role of operations in businesses. With digital advances already making the management of operations more effective, the most significant challenge is to embrace digital innovation with operations management principles. The operations function is being shaped by time, but a strong foundation in fundamental concepts is still required to excel as a business professional in today's economy. The operations function in any business is responsible for setting up processes, monitoring their performance, continuously improving them, uncovering & removing any bottlenecks, and managing resources to create a smooth value creation. It is the largest cost center in a business. To balance costs and facilitate revenue generation to achieve higher operating profits, Operations is in a constant quest to find the most efficient, cost-effective way to create and deliver value.

This core course introduces the Operations function in an organization and helps you to understand how managers design, use, manage and improve processes to create value for their customers effectively and efficiently. The subsequent terms in the programme offer 3-credit electives in various topics in the Operations area – Process Management, Logistics and supply chain management, Project Management, Manufacturing systems, Quality Management, Services Operations, etc.

Course Outcomes& Learning levels

On completion of this course, students will be able to,

5. Identify the key Operations decisions that impact the competitiveness of a business (Analyze).
6. Identify areas of improvement in process performance (Evaluate).
7. Estimate capacity requirements of facilities/processes in long & short terms (Evaluate).
8. Identify major issues in managing inventories (Evaluate).
9. Make quality–related decisions about products & processes using select QC tools (Evaluate).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: How does Operations create Value in a business? (5 hours)
12. Introduction to Operations Management
13. Operations & firm competitiveness
14. Competitive priorities - order winners & qualifiers
15. Productivity

Module 2: How are processes chosen for firms strategically? (5 hours)
13. Process strategy & process choices in manufacturing & services
14. Strategic fit
15. Process bottlenecks
16. Little's law & applications
17. Documenting & mapping processes
18. Process analysis

Module 3: What size is the right size? (5 hours)
19. Fundamentals of capacity & measurement
20. Long-term capacity management
21. Constraint management in the job, batch, and line processes
22. Theory of constraints

Module 4: Why hold inventory & how much? (5 hours)
24. Fundamentals of Inventory
25. Reasons for holding
26. Types and determination
27. Cycle inventory – EOQ & EPL models
28. Price discount models
29. Safety stock
30. Review systems – continuous & periodic

Module 5: How to define & measure quality? (5 hours)
31. Fundamentals of quality
32. Quality costs
33. Product quality: Acceptance sampling
34. Process quality: Statistical Quality Control, Process capability

Recommended Texts & Reference Books

Course Text

1. Operations Management: Process and Supply Chains, Eleventh Edition, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman & Samir K. Srivastava, Pearson.

Reference Books

1. Heizer, J. H., & Render, B. (11th e). Principles of operations management. Pearson Education.
2. Stevenson, W. J., Hojati, M., Cao, J., Mottaghi, H., & Bakhtiari, B. (2007). Operations management. McGraw-Hill Irwin.

Name of the course: **Decision Models in Management (DMM) (TBD)**
Credits: **3**
Course category: **Foundation core**
Area: **Operations – General Management**

Course Description

Management science is a scientific approach to make decisions in real world problems in a wide verity of managerial functions such as planning, organizing, staffing, directing and controlling process. Decision making is an essential process of every manager and it would conceivably affect every segment of the organization. The complexity of decision making is rapidly increasing under uncertain and risky situations. Also, it depends upon many factors like resource constraints in organization, technological constraints, business competitiveness, political, economic and environmental impacts. Quantitative analysis has become an integral part of the logical approach to management science and helps managers to identify the decision factor which helps and positively influences to resolve the complexity of decision making. This course is designed for imparting knowledge and skills in the applications of prescriptive data analytics.

Decision Models in Management course is organized in three modules. The course opens with the introduction of management science modelling and spread sheet applications. It then focuses on the basic concepts of linear programming and its applications in various managerial problems, followed by second module focus on transportation, transshipment, assignment problems, network models such as shortest path problem, maximum possible flow and optimization of nonlinear models. The excel solver tool applications sessions are run along with the theory to reinforce the learning from the class using case problems. The final module focuses on the decision theory for handling problems that have multiple alternatives and discrete set of possible outcomes and Markov analysis for studying the evolution of systems over repeated time periods, analysis of waiting line models and simulation of real system by experimenting with a model.

Course Outcomes& Learning levels

The course aims to impart learning that is required for a student to be a competent business professional and contribute value in a business/organization in his/her early career. It is divided into three modules with distinct learning outcomes for each. On completion of this course, students will be

1. Able to formulate a real-world problem as a management science model and how to interpret the results of those models (Create)

2. Able to recognize the various kinds of managerial problems and apply the appropriate quantitative analytical tools to solve those problems (Analyze)

3. Able to use the prescriptive data analytics tools and techniques, in critical thinking especially in managerial decision making in organizations (Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Linear Programming (10 hours)

1. Introduction to Management Science
2. Linear Programming: Basic Concepts & Graphical Solution
3. Linear Programming: General Applications
4. Linear Programming: Applications in Marketing
5. Linear Programming: Application in Finance
6. Linear Programming: Application in Operations Management

Module 2: Advanced Linear and Nonlinear Optimization Models (10 hours)

1. Transportation & Transshipment Problem.
2. Assignment Problem.
3. Shortest route & Maximal Flow Problem.
4. Nonlinear Optimization models.

Module 3: Decision Models and Application (10 hours)

1. Waiting line models.
2. Simulation.
3. Decision Analysis – Decision Making without probabilities.
4. Decision Making with probabilities.
5. Decision analysis with Sample Information.
6. Markov Processes.

Recommended Texts & Reference Books

Course Text

1. Anderson, D.R., Sweeney, D.J., Williams, T.A., Martin, K., 'An Introduction to Management Science: Quantitative Approaches to Decision Making,' 14th edition, Cengage Learning India Private Limited, 2019.

Reference Books

1. Vohara, N.D. 'Quantitative Techniques in Management', 4th edition, Tata McGraw Hill Education Private Limited, New Delhi. 2010.

2. Gupta, M.P and Khanna R.B, 'Quantitative Techniques for Decision Making', 4th edition, PHI Learning Private Limited, New Delhi, 2011.

3. Hiller, F.S and Hiller, M.S, 'Introduction to Management Science', 6th edition, special Indian edition, Tata McGraw Hill Education Private Limited, New Delhi. 2019.

4. Stevenson, J.W and Ozgur, C, 'Introduction to Management Science with Spreadsheets', First Indian edition, McGraw Hill Education (India) Private Limited, New Delhi. 2007.

Name of the course:	**Introduction to Business Analytics (IBA) (SY103C)**
Credits:	**3**
Course category:	**Domain core**
Area:	**Business Analytics**

Course Description

The widespread adoption and use of Information Technology tools in organizations have not only created new opportunities but are also posing new challenges. A major challenge for managers is no longer the collection of data but the analysis of the vast amounts of data that are available. The volume, velocity, and variety of data have increased manifold. Success lies in how quickly and how best the organization can make use of the available data to make better decisions. The organizations that have this capability stand to gain and prosper. The demand for managers with such skills is also very high.

Course Outcomes & Learning levels

This course aims to introduce you to business analytics (BA) as an important part of your business education. By the end of the course, you will be able to gain an understanding of:

1. What is Business Analytics? (CO1)
2. Why is BA becoming increasingly relevant? (CO2)
3. What are the common tools used for BA and their comparison? (CO3)
4. How business analytics algorithms can be implemented practically? (CO4)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to concepts of Business Analytics (10 hours)

1. Introduction to Business Analytics.

2. Group presentations.

Module 2: Tools used for Business Analytics (10 hours)

1. Tools used for Business Data Management. (Database, SQL, etc.,).

2. Tools used for Business Analytics.

3. Heavy software platforms (Power BI, tableau, etc,)

4. Student Presentations.

Module 3: Introduction to Analytical Algorithms. (10 hours)

1. Classification, clustering of ANN.

2. R language

3. More applications of Business Analytics.

4. Case Studies.

Recommended Texts & Reference Books

Reference books

1. Wickham Hadley (2014) Advanced R, Second Edition, Chapman & Hall/CRC

2. Baesens, Bart. 2014. Analytics in a big data world – The essential guide to data science and its applications. New Delhi: Wiley India Pvt Ltd.

3. Davenport, Thomas. H. & Harris, Jeanne. G. 2007. Competing on Analytics: The New Science of Winning. USA: Harvard Business School Press.

Name of the course:	**Managerial Economics (ME) (TBD)**
Credits:	**3**
Course category:	**Domain core**
Area:	**General Management**

Course Description

Managerial Economics course intends to introduce the basic concepts of micro and macroeconomics emphasizing the application of economic theory to business decision making process. The course will cover the basic concepts of demand analysis and estimation, production and cost analysis under different market conditions. It also gives an overview of macroeconomics variables like output, employment, interest rates, inflation and exchange rates, economic analysis of these variables through models and theories. Monetary policies of central bank and Fiscal policy of governments are discussed.

Course Outcomes& Learning levels

1. Apply demand, supply and elasticity concepts to firm and government decisions making.
2. Analyse the relationship between inputs used in production and the resulting outputs and costs.
3. Analyse a firm's profit maximizing strategies under different market structures.
4. Analyze and interpret the Economic data and measurement of key Economic variables related to output, cost of living & unemployment.
5. Evaluate the role of central bank and monetary policy regulations.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: How Markets work (4.2 hours)

1. The market Force of Supply and Demand
2. Elasticity and its application
3. Supply, Demand and Government Policies

Module 2: The theory of Consumer Choice (4.2 hours)

Module 3: Production, Costs and Industry Structure (4.2 hours)

1. Perfect Competition
2. The Cost of Production
3. Firms in Competitive Markets
4. Monopoly
5. Monopolistic Competition

6. Oligopoly

Module 4: Monetary and Fiscal Policy (4.2 hours)

1. The Monetary System
2. Money Growth and Inflation
3. Policy and Fiscal deficits

Module 5: Introduction to Key Macroeconomics Variable (4.2 hours)
1. Measurement of GDP
2. Inflation, CPI and WPI
3. Theory of Efficiency Wages
4. Relationship between economic growth and public policy

Module 6: Savings & Investment (4.2 hours)
1. Saving Investment and Financial System
2. The Market of loanable funds

Module 7: Money, Inflation and Monetary Policy (4.2 hours)

1. Tools of Monetary policy
2. Simple theory of Inflation
3. Cases of Hyper Inflation
4. Cost of Inflation

Recommended Texts & Reference Books

Course Text

1. N. Gregory Mankiw. (2012). Principles of Management (Edition 6). Cengage Learning India Private Limited.
2. Principles of Microeconomics 2e, Steven A Greenlaw, David Shapiro, Open Stax
3. Economics, David C. Colander, McGraw Hill, 2017.

Name of the course:	**Environmental Management & Sustainable Development (EM&SD) (GM509C)**
Credits:	**3**
Course category:	**Domain core**
Area:	**General Management**

Course Description

This course aims to increase the awareness and understanding of key factors shaping environmental development and sustainable development management. It draws from two MOOC courses: 'The Age of Sustainable Development' from Coursera and 'Planetary Boundaries and Human Opportunities' from Edcast.

The course also includes:

· Anthropocene and Doughnut Economics.

· Society, Ecology, Feedback, Tipping Points, and Resilience

· Focus on SDGs, with September 2015 Paris Convention and its ratification.

· Circular Economy

· Dominant perspectives/lenses on Sustainability

· COP 26 / COP 27 deliberations

The course further incorporates 'Sustainability Literacy Tests (SULITEST)' and Amrita University – UNAI Seminar proceedings while keeping current on Sustainability issues, drawing upon 'Roles I Play' inputs.

The course will focus on the 'Nine Planetary Boundaries' and critically discuss key concepts such as the Anthropocene, Doughnut Economics, Resilience, and Tipping Points. For the first time in the history of our planet earth, we humans are in the driving seat, steering the course of our planet. As future managers, each one of you would play out your roles as a member of this species, and through your choices and your decisions, you have the unique opportunity of making a significant contribution towards the creation of a 'safe and just space' for mankind and nature. We shall draw upon global thought leaders arguing for our economic development to take place within the ceiling defined by the Planetary Boundaries and a floor that assures all human beings lead a life bereft of human depravations.

We also take an in-depth review of discussions centered around the next 15 years (The Sustainable Development Goals) spearheaded by the United Nations. Each one of you would have the potential to play the role of a 'Planetary Steward' as your professional careers begin in a few years. Imagine the unique responsibilities you would be expected to shoulder for the sake of our entire planet, as well as the opportunities you would have towards making meaningful and significant contributions towards achieving these goals. We do hope that this course inspires and enables you to be prepared to meet the challenges and to make your contributions.

Course Outcomes& Learning levels

On completion of this course, students will be

1. Able to consider Nature as a stakeholder.
2. Able to consider Society as a stakeholder.
3. Able to serve Nature.
4. Able to serve Society.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Challenges faced by planet Earth (10 hours)

1. The Anthropogenic: Human in the Driving Seat.
2. Economics, Equity and Ecology: selected concepts of ecology, ecological services, industrial ecology, Earth as a Super organism
3. Brief history of global environmental awareness Stockholm 1972 convention onwards.
4. Planetary Boundaries, Resilience Thinking and tipping points.
5. Climate Change
6. Biodiversity loss or Biosphere Integrity Nitrogen and Phosphorous loading
7. Ozone depletion Land use and Fresh water use
8. Ocean Acidification
9. Novel Substances
10. Aerosol Loading

Module 2: Challenges faced by Human Society (10 hours)

19. A Framework of Global Response to Sustainable Development
20. Millennium Development Goals and Sustainable Development Goals (Reading Sustainable Development Goals UN).
21. Role to play in environmental management and sustainable development as a person, citizen and manager
22. The Paris Convention on Sustainable Development Goals (and the recent COPs)
23. Circular Economy
24. Amrita University – UNAI Seminar (Student Faculty)
25. Sustainability Literacy Test (Student Faculty)

Module 3: Able to serve Nature and Society (10 hours)

   1. Fundamentals of capacity & measurement

   2. Long-term capacity management

   3. Constraint management in the job, batch, and line processes

   4. Theory of constraints

Recommended Texts & Reference Books

Course Materials will be circulated to students in class by faculty.

Name of the course:	**Managerial Values & Business Ethics (MV&BE) (GM610C)**
Credits:	**3**
Course category:	**Value Added**
Area:	**Management**

Course Description

Corporate scandals and frauds (e.g., Enron, Satyam, etc.) affect the business ecosystem in many ways: trust deficits in the business exchange rise, shareholders face losses, employees lose jobs, market collapses, regulatory restrictions are imposed, etc. Each such scandal storms debate on business ethics, corporate responsibilities, ethical decision-making, organizational & managerial values, etc., to reinforce the need of safeguarding common and collective interest. In this respect, understanding the ethical dimensions of exchange becomes essential for business managers. In this course, the initial sessions would help the participant develop self-clarity on his/her value inclinations. The subsequent sessions would focus on different managerial ethical dilemmas and their implications. The course demands active dialogs on fundamentally relevant questions related to ethics and business management practices. Some of such questions are: What is ethical and unethical in business? Why or what kind of ethical issues do business leaders or employees face in their profession? What does employees' ethical behaviour mean to organizations? Do corporates benefit by being ethical? Upon the course's successful completion, the participant is expected to develop competencies in recognizing ethical issues, comprehending possible impacts, and striving for reasonable solution(s).

Course Outcomes& Learning levels

The course aims to impart learning required to have the participant self-clarity on their value inclinations, recognize and resolve managerial ethical dilemmas, and develop a framework for guiding ethical decision-making. A participant, after the successful completion of the course, would gain appropriate advancements in the following key areas:

1. Able to identify and critically assess self-motivation, moral values, and inherent conflicts and reflect upon individual-level value inclinations. (L4 Analyze).

2. Able to diagnose and evaluate the ethical contents, issues, or dilemmas in business/management functions with various perspectives (L5 Evaluate).

3. Able to map relevant stakeholders and their stakes and evaluate the situation by applying appropriate theories and tools (L5 Evaluate).

4. Able to develop ethical decision-making strategies and adopt an appropriate action plan to deal with ethics-related issues or dilemmas (L6 Create).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Moral Values & Conflicts and theoretical Foundation (7.5 hours)

1. Facets of Morality: Consensus, Contradictions, and Conflicts.
2. Philosophical perspectives: Consequentialist and Deontological stands of Morality
3. Psychological approaches to moral reasoning
4. Moral Universals, Justice & Fairness, and Ethics of Care
5. Moral dilemmas in professional life: Duties, ethics, and conflicts.

Module 2: Values and Ethics in Business and Functional areas of management (7.5 hours)

1. Ethical Dilemmas and Decision Making.
2. Ethics in Marketing
3. Ethics in Operations Management.
4. Ethical Issues in Financial & Accounting Management
5. Ethical issues in Human Resource Management
6. Ethics and the Environment.

Module 3: Managing Organizational Ethics (7.5 hours)

1. Employee and employer ethical roles & responsibilities
2. Ethical Codes of Conduct and Ethics Audit
3. Ethical Leadership.
4. Organizational Ethical Climate and Ethical Culture
5. Ethical Trade and Ethical Supply Chain & Value Chain

Module 4: Ethics and Indian Business (7.5 hours)

1. Corruption in India
2. Corporate Ethics and Whistleblowing
3. Social Responsibility and Indian Corporation
4. Project Presentation

Recommended Texts & Reference Books

Course Text

1. Velasquez, M. G. (2012). Business Ethics: Concepts and Cases, Edition Seventh.

Name of the course:	**Strategic Management (SM) (GM407C)**
Credits:	**3**
Course category:	**Business core**
Area:	**Business**

Course Description

Strategic Management is a course, which assumes a broad view of the business eco system, which covers all stakeholders and influencing factors like buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by risk. The course takes a general management perspective, viewing the firm holistically and examining how policies in each functional area are integrated into an overall competitive strategy. Decision Making tools for developing competitive strategies, creating and defending competitive advantages, defining firm boundaries and allocating critical resources over long periods are discussed. Given a "flat world" it is imperative that decisions from a global perspective and multi sided markets are exposed to the students

Course Outcomes& Learning levels

Students of the course will be able to:

1. Critically assess the external environment and the internal organizations of firms by using tools like SWOT, Porter's five forces model and the resource based model. (Analyze).

2. Evaluate organizational decision-making with respect to different business level and corporate level strategies. (Create).

3. Apply corporate governance concepts to understand ethical and socially responsible managerial behaviour. (Create).

4. Identify the dimensions of international business environment and examine choice of various entry modes followed by businesses. (Create).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Strategic Inputs (7.5 hours)

1. Strategic Management and Strategic Competitiveness

2. The External Environment: Opportunities, Threats, Industry Competition and Competitor Analysis.

3. The Internal Organization: Resources, Capabilities, Core Competencies and Competitive Advantage.

4. Paper Discussion.

Module 2: Formulation of Strategic Outcomes (7.5 hours)
1. Business Level Strategy

2. Competitive Rivalry and Competitive Dynamics.

3. Paper Discussion.

4. Corporate-level Strategy.

Module 3: Corporate and International Strategies (7.5 hours)
1. Merger and Acquisition Strategies.

2. International Strategies.

3. Paper Discussion.

Module 4: Implementation of Strategic Actions (7.5 hours)
1. Cooperative Strategy

2. Corporate Governance

3. Organizational Structure and Controls.

4. Strategic Leadership

5. Strategic Entrepreneurship

Recommended Texts & Reference Books
Course Text

1. Hitt, M.A., Ireland, R.D., Hoskisson, R.E., and Manikutty, S. (2016) Strategic Management:

    A South Asian Perspective, Ninth Edition, Cengage

Name of the course:	**Legal Aspects of Business (LAB) (GM305C)**
Credits:	**3**
Course category:	**Business core**
Area:	**General Management**

Course Description

Law and legal institutions play a major role in the conduct of business. In India, there are a number of regulatory mechanisms that have application on day-to-day basis in any kind of business. Business students are expected to have a good understanding of business laws as every business concern has to function in accordance with the statutory framework of the country. This ensures good corporate governance.

The Competition Act, 2002, amendment Act ,2007, follows the philosophy of modern competition laws. The Act prohibits anti-competitive agreements, abuse of dominant position by enterprises and regulates combinations (acquisition, acquiring of control and M&A), which causes or likely to cause an appreciable adverse effect on competition within India. The objectives of the Act are sought to be achieved through the Competition Commission of India, which has been established by the Central Government with effect from 14th October 2003. The module on the competition Acts and Anti-Competitive practices will help students to analyze anti-competitive practiced by the companies and report it.

This is the only core course in the programme that introduces legal aspects of business. Besides introducing the various legislations listed below along with their primary facets, the latest amendments therein will also be discussed in class.

Course Outcomes& Learning levels

1. Understand the various aspects of the law of contracts including the details of essentials of a contract, different types of contracts and remedies in the event of infringement; the legal issues concerning sale of movable properties; the salient features and the regulatory mechanisms related to consumer protection; the various provisions relating to the nature of partnership firms from formation to dissolution; the various features of negotiable instruments; the various provisions relating to the nature of companies from incorporation to winding up; categories and emerging issues in intellectual property. **(L2).**

2. Appreciate and **apply** the various aspects and the basic underlying principles of various mercantile law statutes namely Indian Contract Act, 1872, Sale of Goods Act, 1932, Consumer Protection Act, 2019, Indian Partnership Act, 1932, Negotiable Instruments Act, 1881, Companies Act, 2013, and the statutes relating to intellectual property rights in required circumstances. **(L3).**

3. Develop a skill of reasoning in dealing with legal issues. This widens legal acumen and develops an attitude of **analysis** which is a characteristic managerial quality. **(L4)**

4. Analyze anti-competitive practiced by the companies and report it. **(L4).**

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to the course, overview of business laws (5 hours)

1. Basic Principles of Contract Law

2. Indian Contract Act, 1872 - definition of contract, essentials, offer and acceptance, consideration, free consent, capacity to contract, legality of object, void agreements, quasi contract, contingent contract, performance, discharge, remedies for breach.

3. Special Contracts.

4. Indemnity and guarantee- definitions, types, rights and duties of parties, nature of surety's liability.

5. Bailment and Pledge-definitions, ingredients, types, rights and duties of parties, finder of lost goods, pawn.

Module 2: Law relating to Agency, Sale of Goods and Partnership (5 hours)

1. Agency- features, types, rights and duties of principal and agent, personal liability of agent, termination.

2. Sale of Goods Act,1930- types of goods, conditions and warranties, transfer of ownership, transfer of title by non-owners, rights of unpaid seller.

3. Indian Partnership act, 1932- features, types of partnerships and partners, minor in partnership, registration and effects, rights and duties of partners, reconstitution, dissolution.

Module 3: Law relating to Negotiable Instruments (5 hours)

1. Negotiable Instruments Act, 1881- definition, characteristics, promissory note, bill of exchange, cheque, classification, types of endorsements, dishonor.

Module 4: Consumer Protection Law (5 hours)

1. Consumer Protection Act, 2019 - objective of the law, who is a consumer-rights and responsibilities, grounds and procedure to file complaint, restrictive and unfair trade practices, protection councils, redressal machinery, regulatory mechanism, mediation cell.

Module 5: Company Law (5 hours)

1. Introduction, definitions, characteristics, types, formation, Memorandum of Association, Articles of Association, prospectus, company management, company meetings, winding up and dissolution.

Module 6: **The competition Acts and Anti-Competitive practices (5 hours)**
1. The Competition Act, 2002, amendment Act, 2007, and Competition commission of India, Perfect Competition, Monopolistic Competition, oligopoly, monopoly.

Recommended Texts & Reference Books

Text book
1. Kumar, R. (2021). Legal Aspects of Business. New Delhi: Cengage Learning India.

Reference Books
1. Pathak, A. (2018). Legal Aspects of Business. Tata McGraw-Hill Education.

2. Mathur, S. B. (2018). Business Law. Tata McGraw-Hill Education.

3. Sheth, T. (2012). Legal Aspects of Business: For GTU. Pearson Education India.

4. Kapoor, N. D. (2017). Elements of mercantile Law. Sultan Chand & Sons.

Name of the course: **Innovation and Entrepreneurship (I&E) (GM512C)**
Credits: **3**
Course category: **Business core**
Area: **Business**

Course Description

This class will help make you a better businessperson in India or abroad, by giving you a view ofthe business as a set of intertwined areas, where problems arise and are solved by managers. These entrepreneurial managers possess content knowledge from books, blended theory and practical knowledge from courses such as this, understanding of society, and actual work experience. Theyare frequently challenged at work through assignments that ask them to help make commercially viable innovations, through a product, process or business segment.

The better entrepreneurial managers develop an intuitive skill in diagnosing a problem and solvingit, within the confines of what that business, societal imperatives, and geo-political environment allow. These skills are valid in starting a new venture, either for profit or socially, and also for working in a large company.

In a large company, innovation process skills are at a high demand. Moreover, in socially motivated businesses, problems are solved that can help society regain its balance from a market-oriented context that brought us to this unbalanced juncture. The course will continue to look at for profit businesses being driven by increase in shareholder value throughReturn on Invested Capital and its perceived importance. However, societal imperatives including a reformatting of the current economic understanding to one that looks at ecosystem balancing, along with rapid digitization, reduced globalization, and a more country centric society, will be brought to the class discussion.

This new social business problem-solving style is not easily taught in MBA programs, but we aregoing to try. Since the course is an introductory one, we will scratch the surface on the topics of innovation, entrepreneurship and social business. Also, for people wanting to start a side business(social or otherwise) or a complete startup in the future, this course will give you the thinking process to improve your success rate from the usual 1 out of 500 success rate to 1⁄5 or better, we hope. The course elective in Term 5 or 6, for Business Plans Development, and other choices in Term 5 and 6, will give you a chance to practice making business plans and thinking processes, behind this ratio improvement.

Course Outcomes& Learning levels

There are five learning goals which are derived from the mission statement of DOM Kochi as shown in the table below. The mapping of the four outcomes of this course are mapped to thesefive

learning goals in the manner shown in the table. All the sessions, the assignments and the learning diaries exercise are designed to help the participants enhance their leadership skills, their ability to think critically and integrative, and to communicate their thoughts clearly in written as well as oral formats. These three are our first, second and fifth learning goalrespectively at the school level. The learning goals of 'ethical reasoning' and 'societal and environmental awareness' are also served to some degree by this course as shown in the table.

The students are exposed to the thoughts and strategies of some very effective real life innovators and entrepreneurs through videos and small cases. These videos which share the practical aspects of innovation and entrepreneurship reinforce the various theories, tools and techniques that are shared through the reading materials and classroom discussions with the instructor. One of the important evaluation components of this course is the worksheets that thestudents write and submit at periodic intervals. They are required to summarize their learning from the classroom discussions and use them to advance their understanding of developing an entrepreneurial idea, formed through innovative practices. This gives them excellent practice of using their critical and integrative thinking faculties, and to write down their thoughts in a clear and succinct manner.

Specifically, to match the Bloom's taxonomy:

1. To introduce the student to the basic theories and concepts that underlie a survey study ofInnovation, Entrepreneurship and Social Business /Social Entrepreneurship (IE).

2. To understand how to generate good large company or startup business ideas / societalideas, and refine these ideas, to substantially increase chances for success in the marketplace

3. To explore a sample process for developing a range of innovations from evolutionary, todisruptive, as a set of tools with a good chance for a corporate innovation, and for new startups/ social businesses.

4. To choose Financing sources for various stages in the life of a startup and social business and draft appropriate documents to present the startup

5. To rigorously apply the various tools of IE, including Design Methods, Lean Entrepreneurship, Innovation Processes, Business Model Canvas and its Lean and Digital variations, SWOT and Porters' 5 forces and Value Chain model, ending with a business plan formats for startups, corporate new businesses, and social businesses.

6. To become skillful in analyzing news and expert opinions about all aspects of innovationand IE. *We will primarily use articles from The Ken.*

7. To become skillful at analyzing research findings, in a beginning way, to develop a healthyskepticism for the facts presented by people and books! *We will use MIT Sloan Innovation Review, HBR and Seminal Research papers equally, through course.*

<u>Course Contents (With an approximate distribution of hours/sessions)</u>

Module 1: Concepts of Entrepreneurship, Innovation & Social Entrepreneurship (3.75 hours)

1. Introduction to Entrepreneurship & social Entrepreneurship
2. Fundamentals of Innovation & Go to market thinking
3. The Entrepreneurial mind-set
4. Corporate entrepreneurship
5. Generating and exploiting new entries
6. Social impact innovation save world.

Module 2: Generating and exploiting new opportunities (3.75 hours)

1. Personal and Organizational Creativity
2. More on Innovation & Go to Market thinking
3. Innovation Pipeline
4. 15 Lessons from Behavioral economics
5. Generating and exploiting new entries

Module 3: Sources of capital to start and grow your business (3.75 hours)

1. Why do people and organizations fund start-ups?
2. Various funders at different stages of a start-up
3. What is an IPO? Why use it versus alternatives?

Module 4: How do I get started? In a large company or on our own (3.75 hours)

1. Identifying great ideas. Role of canvas.
2. Introduction to Crowd Funding
3. Fabozzi chapter Presentation, focused on business model example 1,2
4. Mechanics of starting company and IP Protection

Module 5: Business Plans & Elevator Pitches (3.75 hours)

1. Why is a business plan needed? What is in it?
2. How do Innovation Search, Canvas etc., fir in?
3. What is an elevator pitch? How do I do one?

Module 6: Social Entrepreneurship (3.75 hours)

1. Social Impact Innovation save world (revisited)
2. Why is a Social Business Plan Needed? What is in it?
3. How do Innovation search, canvas etc., fit in with design methods?
4. How do I get funded? What is an elevator pitch for Social Entrepreneurs?

Module 7: Functional Plans & Growth of Business (3.75 hours)

1. Why is a Functional plan needed? What is in it?
2. How do Financial plan get done?

3. What is a sales plan?

4. How do I grow my Business?

5. The future of platforms

6. Business Plan Development guide.

Module 8: Digital Transformation (BCG etc.,) Post Covid Environment Start-ups (3.75 hours)

1. 3 most likely scenarios for next year for world, India?

2. Which post Covid industries lend themselves to digital and other disruptions as   Start – up ideas?

3. How are the fields covered in this survey class changing? Sources of ongoing learning?

Recommended Texts & Reference Books

Course Text

1. Operations Management: Process and Supply Chains, Eleventh Edition, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman & Samir K. Srivastava, Pearson.

Reference Books

1. Heizer, J. H., & Render, B. (11th e). Principles of operations management. Pearson Education.

2. Stevenson, W. J., Hojati, M., Cao, J., Mottaghi, H., & Bakhtiari, B. (2007). Operations management. McGraw-Hill Irwin.

Name of the course: Business Research Project (BRP) (BRP001E)
Credits: **3**
Course category: **Core**
Area: **Business**

Course Description

The 'Business Research Project' (BRP) is an opportunity for students to conduct academic research designed to support students' academic and professional qualifications for the degree by presenting research findings. BRP aims to impart critical thinking, analytical and problem-solving skills required for conducting full-fledged academic research on a smaller scale. While helping the students gain a deeper understanding of their domain knowledge, the course also provides an opportunity to integrate the knowledge critically and methodically by identifying, formulating, and analyzing complex issues in their domain.

Students work with a faculty mentor in the research project leading to a publication in a journal or a presentation at a conference. As a part of the course, instruction in research methods is offered in the first two terms of the program to prepare the students to undertake the research. It reinforces critical thinking through the coursework, and the learning outcomes are aligned with the deliverables from the research work. This course thus has two parts: 1st part would involve instructions in research methods through term 1 to term 3. 2nd part is the research project that students do with individual faculty members. The outcomes of each module are delivered from their research work.

Course Outcomes & Learning levels

At the end of this course, students will be able to:

1. Identify a set of original research questions which they will systematically & scientifically attempt to find answers. **(L6 Create)**
2. Write a literature review for the chosen research topic to identify research gap and possible research questions for their projects to take forward **(L4 Analyze)**
3. Write a research proposal including appropriate research methodology appropriate for the research questions identified **(L6 Create)**
4. Collect relevant data and analyze using appropriate techniques. **(L5 Evaluate)**
5. Writing research paper and communicating through presentation / publication **(L6 Create)**

Course Contents (With an approximate distribution of hours/sessions)

Term 1: Module 1: Research foundations & Fundamentals
1. Introduction to business research.
2. Research Process
3. Types of Variables

Term 2: Module 2: Literature review
1. What is literature review (LR), & how it is done?
2. Citation and referencing (APA style)

Term 3: Module 3: Research Design: An Overview
1. What is a research design?
2. Classification of research designs?
3. Research questions and hypotheses
4. Sampling Design

Term 4: Module 4: Data Collection and Data Analysis methods

Term 5: Module 5: Report writing and Communication through presentation / publication

Recommended Texts & Reference Books

Course text
Schindler, Business Research Methods, McGraw Hill Education (Book only)

Other References

1. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods. Cengage Learning.
2. Bryman, Alan & Bell, Emma (2015). Business Research Methods (Fourth Edition), Oxford University Press.
3. Haney, C., Banks, W. C., & Zimbardo, P. G. (1973). A study of prisoners and guards in a simulated prison. Naval Research Review, 30, 4-17.
4. McLeod, S. A. (2017). Zimbardo - Stanford Prison Experiment.

   Retrieved from www.simplypsychology.org/zimbardo.html

Name of the course: **MA OM Mastery Over Mind (MAOM) (GM515C)**
Credits: **2**
Course category: **Amrita Core**
Area: **General Management**

Course Description

Mastery Over Mind (MA OM) is an Amrita initiative to implement schemes and organize university-wide programs to enhance health and wellbeing of all faculty, staff, and students (UN SDG -3). This program is part of our efforts for sustainable stress reduction. It gives an introduction to immediate and long-term benefits of MA OM meditation and equips every attendee to manage stressful emotions and anxiety, in turn facilitating inner peace and harmony.

With a meditation technique offered by Amrita Chancellor and world-renowned humanitarian and spiritual leader, Sri Mata Amritanandamayi Devi (Amma), this course has been planned to be offered to all students of all campuses of AMRITA, starting off with all first years, with sessions including theoretical aspects of meditation and practical guided meditation. The theory section comprises lecture hours with a structured syllabus and will include invited guest lecture series from eminent personalities from diverse fields of excellence. This course will enhance the understanding of experiential learning based on the University's mission: "Education for Life along with Education for Living", and is aimed to allow learners to realize and rediscover the infinite potential of one's true Being and the fulfilment of life's goals.

Course Outcomes& Learning levels

On completion of this course, students will be able to:

1. To be able to describe what meditation is and to understand its health benefits (Understand)
2. To understand the causes of stress and how meditation improves well-being. (Understand))
3. To understand the science of meditation (Apply)
4. To learn and practice MA OM meditation in daily life (Apply)
5. To understand the application of meditation to improve communication and relationships (Apply)
6. To be able to understand the power of meditation in compassion-driven action (Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Meditation Concepts (2 hours)

1. What is Meditation?

2. Benefits of Meditation

3. Preparation for Meditation

Module 2: Meditation and Stress Relief *(2 hours)*

1. Causes of Stress

2. Impact of Stress

3. Stress Management

Module 3: The Science of Meditation (2 hours)

1. History of the Science of Meditation

2. Scientific Research on the Benefits of Meditation

Module 4: The Practice of MA OM Meditation (10 hours)

1. Guided Meditation Sessions

Module 5: Meditation and its Impact on Communication and Relationships (2 hours)

1. Importance of Communication and Interpersonal Relationships

2. Research on the Impact of Meditation on Interpersonal Communication

3. Research on the Impact of Meditation on Relationship Quality

Module 6: Meditation and Compassion Driven Action (2 hours)

1. What is Compassion and Why is it Important

2. Research on the Impact of Meditation on Compassion Driven Action

Recommended Texts & Reference Books

Course Text

1. *Amritam Gamaya* (2022). Mata Amritanandamayi Mission Trust.

Reference Books

1. Awaken Children Volumes 1 –7, Mata Amritanandamayi Mission Trust

Name of the course:	**Corporate Skills (CS) (GM409C)**
Credits:	**2**
Course category:	**Amrita Core**
Area:	**General Management**

Course Description

The course is intended to complement the current academic curriculum and fully prepare the job aspirants to be industry ready. This curriculum has been designed with inputs from the feedback of the different organizations on the performance of the MBA students during the placement processes. Corporate skill education aims at providing students with strategies to make healthy choices that contribute to a meaningful personal and professional life. Corporate skill training will enable the students to face the real-world challenges with less stress and more confidence. The course covers three modules, namely Presentation skills, Group discussion and interpersonal skills, Self -presentation and interview skills

Course Outcomes& Learning levels

By the end of the course, the student should have a clear life goal, the confidence and strategy to move towards the same. The achievement of this outcome will largely depend on the motivation level and intellectual commitment of the students.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Communication and assertiveness (2 hours)

1. By the end of the course, the student should have a clear life goal, the confidence and strategy to move towards the same. The achievement of this outcome will largely depend on the motivation level and intellectual commitment of the student.
2. Listening skill and Emphatic listening
3. Assertiveness and self-esteem.
4. How to deliver a self -introduction effectively?

Module 2: Goal Setting (2 hours)

1. The concept of goals and its importance, personal values and personal goals
2. Goal setting theory, the process of goal setting, six areas of goal setting, how to set a SMART goal

Module 3: Time Management (2 hours)

1. The concept of time and why managing it is important
2. Understanding the time killing habits

3. What is procrastination and how to overcome it?

4. Managing energy to effectively manage time.

5. Stephen R Covey's Time Management Matrix.

Module 4: Stress Management (2 hours)

1. The concept of stress, Types of stressors, what are your stressors

2. The process of stress, different approaches to manage stress effectively, creating an action plan for stress management

Module 5: Presentation skill (2 hours)

1. The process of presentation, adult learning principles.

2. The do's and don'ts of effective presentation.

3. Effective use of audio -visual aids.

4. Preparation and planning, practice, delivery and use of voice and body language.

Module 6: Resume Writing (2 hours)

1. What is a resume and its importance in a job interview?

2. The difference between a resume and a curriculum vittae

3. The common mistakes while preparing a resume.

4. How to prepare a resume (written and video)?

Module 7: Group Discussion (2 hours)

1. What is a group discussion? What makes a group discussion effective

2. Group discussion as a measure of interpersonal skill, performing in a virtual group discussion.

Module 8: Conflict Management (2 hours)

1. The concept of conflict management, its impact and importance in personal and professional live

2. Understanding the Thomas Kilmann conflict mode instrument.

3. Understanding Stephen R Covey's process of synergy as an alternative for managing conflict.

Module 9: Group Problem Solving (2 hours)

1. The process of group problem solving.

2. The challenges involved in solving problems in a group.

3. The knowledge and skills required to effectively solve problems in a group.

Module 10: Self Awareness (2 hours)

1. The art and science of self -analysis and self -development, understanding of FIRO - B and Big Five psychometric assessments.
2. The concept of SWOT analysis.
3. The concept of Johari Window.

Module 11: Personal Values (2 hours)

1. Understanding of Values and its importance.
2. Terminal Values and Instrumental Values, Motivational properties of Values.
3. Values, decision making and attitude formation, components of attitude and behaviour.

Module 12: Interview Skills (2 hours)

1. What is the purpose of a job interview, types of job interviews?
2. How to prepare for an interview, Do's and Don'ts of an interview.

Module 13: Managerial Excellence (2 hours)

1. What are managerial skills, its importance and how to improve them.
2. How to develop action plans for managerial excellence.

Module 14: Thinking Skills (2 hours)

1. Analytical thinking, Critical thinking.
2. Design Thinking.
3. Stephen R Covey's Circle of Influence and Circle of Concern

Recommended Texts & Reference Books

References books and resources

1. **Communication and Listening Skills**
- Andrew J Durbin, Applied Psychology: Individual and organization effectiveness. Pearson – Merril Prentice Hall, 2004
- Michael G Aamodt, An Applied Approach, 6th edition, 2010, Wadsworth Cengage Learning
2. **Personal Values and attitudes its impact on behaviour**
- Brief, A.P. (1998) Attitudes in an around organizations, housand Oaks, CA: Sage
- Organizational Behaviour: Foundations, Theories and Analyses, John B Mines, 2002 Oxford University
- Drive: The Surprising Truth About What Motivates Us, 2011, Daniel H Pink, Canongate Books
3. **Self- perception and Self- Confidence**

- Mark J Martinko, Attribution Theory: an organizational perspective. St. Lucie, 1995
- Attribution Theory: Social and Functional Extensions (Paperback) Miles Hewstone, Blackwell Publishers, an attributional theory of motivation and emotion, Bernard Weiner, Springer-Verlag, 1987

4. Time Management

- The habits of highly effective people, Stephen Covey, Free press Revised edition 2004
- The 25 Best Time Management Tools and Techniques: How to Get More Done Without Driving Yourself Crazy, Kenneth H Blanchard, 2005, Peak Performance Press, First edition
- The One Minute Manager Kenneth H. Blanchard and Spencer Johnson, Publisher: William Morrow 1984

5. Stress Management

- Michael G Aamodt, An Applied Approach, 6th edition, 2010, Wadsworth Cengage Learning Stress Management for Life, Michael Olpin, Margie Hesson, Cengage Learning, 2009
- Organizational Behaviour, Stephen P Robbins, Timothy A Judge, Seema Sanghi, Pearson Prentice Hall, 2009

6. Leadership Development

- Full Leadership Development: Building the Vital Forces in Organizations, Bruce J Avolio,Sage 1999
- High Flyers: Developing the Next Generation of Leaders Morgan W. McCall Jr. Harvard Business Press; First edition (January 15, 1998)
- How to Grow Leaders: The Seven Key Principles of Effective Development (The John Adair Leade) John Adair Kogan Page; Re issue edition (March 1, 2009)

Name of the course:	**Self-Awareness & Personal Growth (SA&PG) (GM515C)**
Credits:	**Proposed to be a Pass / Fail (with no credits)**
Course category:	**Amrita Core**
Area:	**General Management**

Course Description

1) The course on Self-Awareness and Personal Growth is essentially an experiential learning programme based on the teachings and revelations of enlightened minds of the past and present of different countries/places, especially, Bharatavarsha.

2) In this course the primary emphasis is on the individual, the person and his/her entire personality structure, both the inner as well as the outer.

3) In this course the participants/students are encouraged to begin a process of self-study and self-observation, starting from NOW, for self-unfoldment and eventual self-realization.

4) The course endeavors to instill a firm foundation for the holistic development and growth of the individuals in all spheres and dimensions of existence, which help one to live life in all its depth, glory and benediction.

5) The course, as it proceeds, will deeply and objectively go into the various perceptions/views of great seers, scientists and thinkers of all ages and cultures, which will be shared and discussed in order to help the participants/students discover for themselves the truth or falseness of it all.

6) This course, in its interactive proceedings, is a sincere attempt to create a congenial ambience, in which both the teacher and the taught ask, nourish and sustain fundamental questions with an abiding sense of urgency, concern and openness without being carried away by superficial explanations and verbal wranglings.

7) By offering a variety of inputs drawn from different sources from all over the world, the course strives to bring about a conscious shift of focus from the ordinary to the extraordinary; unreal to the real; transitory to the eternal; mediocrity to excellence through a process of dynamic dialogues and penetrating insights.

8) This course is an effort to revive the deep felt need for self-knowledge first and foremost before anything else.

9) This course, one should understand, is not an end in itself. It is just a beginning, a voyage on an uncharted boundless sea. There is no goal to be reached, no rewards, no punishments either. It is a pointer, pointing towards the Unknowable.

Course Outcomes& Learning levels

  1) To wake up, to observe and learn about oneself; to self-inquire and learn to look within, to be self-aware, thus leading one to inner awakening.

  2) To explore the possibilities, ways and means that would help the individual to bring out/unfold his or her hidden potentialities and creativity and pave way for an integrated, harmonious and total human growth and spiritual flowering.

  3) To inspire and inculcate an abiding interest in the cultural and spiritual heritage of Bharatavarsha,

  4) To study and explore the teachings/revelations of fully awakened beings.

  5) To study the various universal approaches towards the objectives.

Course Contents (With an approximate distribution of hours/sessions)

1. Self-knowledge

2. Understanding self

3. Personality

4. Individuality Emotional

5. Intelligence Spirituality: misconceptions and facts

6. Human being: nature, evolution and possibilities

7. Body-Mind complex

8. Understanding stress and its management

9. Yoga: misconceptions, history, theory, practice, application Concentration and Meditation

10. Integral Psychology – glimpses

11. A brief history of Arya Varta.

12. Cultural and spiritual heritage of Bharatavarsha

13. The Universe

14. Food and nutrition

15. Selections from the sacred texts of India

16. Selected biographies of great sages, seers and thinkers

17. Teachings/sayings of awakened beings

18. Stories and anecdotes

19. Social problems - a universal outlook

20. Environmental awareness

21. Selected poetic outpourings

22. Selections from literary treasures of the world

23. Audio-visual clips

24. Music, chants, hymns and sound

Name of the course: **Reporting and Analysis for Management Decisions (RAMD) (TBD)**
Credits: **3**
Course category: **Core Elective**
Area: **Finance - Taxation and Consulting**

Course Description

Good financial accounting provides the owners, managers and other business stakeholders with information required for decision making and keeps the business under control. Cost Accounting helps business to identify product and process profitability, help in pricing decisions as well as Make or Buy decisions etc. It also focuses on Variances as a starting point to reduce cost or control costs. Contemporary cost management scenario is built around the latest business complications like large variety of products as well as processes with focus on faster cycle time and increased productivity.

This course covers both financial and management accounting.

Course Outcomes& Learning levels

6. To apply accounting standards and principles in preparation and analysis of financial statements. (Apply)

7. Prepare financial statements in accordance with GAAP (Create)

8. Analyze information in financial statements for business decision making (Evaluate)

9. Take decisions from various financial and non-financial reports (Analyze)

10. Apply cost management in decision making (Apply)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: To apply accounting standards and principles in preparation and analysis of financial statements. (Apply) (6 hours)

1. Review of basic financial accounting process.

2. Accounting and emerging technologies.

3. Introduction to annual report and integrated reporting.

4. Indian accounting standards and principles.

5. Auditing and assurance.

6. The concept of accrual accounting.

Module 2: Prepare financial statements in accordance with GAAP (Create) (6 hours)

1. Recording inventory.

2. Recording long lived assets.

3. Recording financial liabilities.

4. Recording equity.

Module 3: Analyze information in financial statements for business decision making (Evaluate) (6 hours)

1. Analysis of financial statements.

Module 4: Take decisions from various financial and non-financial reports (Analyze)

(6 hours)

1. Non-financial reporting and disclosures.

2. Sustainability reporting.

Module 5: Apply cost management in decision making (Apply) (6 hours)

1. Costing in complex and fast changing environment.
2. Operating performance measures and Decisions in Costing.

Recommended Texts & Reference Books/ Materials:

Text Book:

1. Financial and Management Accounting: An Introduction, Pauline Weetman, 8th edition, Pearson

Reference:

1. Financial Accounting by Narayanswamy, PHI learning, 7th Edition.

2. Cost Accounting: A Managerial Emphasis, Horngren, C.T., Datar, S., Foster, G. (2015).

Name of the course:	**Investment Analysis and Portfolio Management (IA&PM) (FI509E)**
Credits:	**3**
Course category:	**Core Elective**
Area:	**Finance - Capital Market and Investment Banking**

Course Description

This course builds on the main concepts from the Basic and Advanced Accounting courses, and Financial Management course learnt in the trimesters 1-3. This course introduces the concept of investment management, relevant finance theories and the issues faced by portfolio managers & investors in general. The perspectives provided will be both global and from Indian stand point. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and portfolio management. The course will discuss the asset allocation and portfolio management from an investment professional's point of view. The course involves playing a virtual investment game which will enhance the cognitive learning of the enrolled students.

Course Outcomes& Learning levels

1. Describe the various investment concepts and relate to the language of investors
(Blooms Taxonomy level: K2 – Understand)

2. Analyze key investment theories and develop an overall perspective
(Blooms Taxonomy level: K4 Analyze)

3. Assess various investment instruments and use recommended practices for analysis.
(Blooms Taxonomy level: K5 Evaluate)

4. Create and manage equity investment portfolios.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Investment Environment (7.5 hours)

1. The Investment Environment.

2. Asset Classes and Financial Instruments.

3. Nature and Society as stakeholders in investment decision-making.

4. How securities are traded.

5. Security Market Indices.

Module 2: Security analysis (7.5 hours)

1. Macroeconomic analysis.

2. Industry Analysis.

3. Company analysis.

4. Technical Analysis.

5. Technical Analysis.

6. Capital Asset Pricing Model.

Module 3: Asset Valuation (7.5 hours)

1. Risk, Return analysis

2. Single asset

3. Portfolio of assets

4. Equity Valuation

5. Single period valuation

6. Multi-period valuation

7. Constant growth model

8. two-stage growth model

9. three-stage growth model

10. P-E valuation model

Module 4: Portfolio Management (7.5 hours)

1. Portfolio Management – Investment Policy and Strategy

2. Asset Allocation

3. Portfolio Theory (Markowitz, Sharpe Index model)

4. Arbitrage Pricing Theory

5. Optimal Risky Portfolios

6. Portfolio Performance Evaluation

7. Portfolio Revision

Recommended Texts & Reference Books/ Materials:

Text Book and Materials

1. Prasanna Chandra. (2021). Investment Analysis and Portfolio Management (Edition 6). McGraw Hill Education (India) Private Limited. ISBN: 9789354600074. [PC]

2. Harvard Business School Cases

3. Virtual Investment Game

Reference Text Books and Materials

1. Bodie, Zvi; Kane, Alex; Marcus, Alan J.; Mohanty, Pitabas. (2019). Investments (Special Indian Edition 11). Chennai: McGraw Hill Education (India) Private Limited. [BKMM]

2. Reilly, Frank K.; Brown, Keith C. (2016). Analysis of Investments and Management of Portfolios (Edition 10). Delhi: Cengage Learning India Private Limited.

3. Maginn, John L.; Tuttle, Donald L.; McLeavey Dennis W.; Pinto, Jerald E. (2007). Managing Investment Portfolios: A Dynamic Process (Edition 3), CFA Institute Investment Series. New Jersey: John Wiley & Sons Inc.

4. NISM Series-XV: Research Analyst Certification Examination – study material. NISM-Series-V-B: Mutual Fund Foundation Certification Examination – study material. NISM Series-XII: Securities Markets Foundation Certification Examination – study material.

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course:	**Financial Markets and Institutions (FM&I) (FI631E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Finance - Capital Markets and Investment Banking**

Course Description

The course aims to help students to appreciate and understand how financial markets and institutions operate. It introduces financial institutions and other market participants, their roles in the financial system and the ways they interact with each other. The main objective of the course is to enable the students to see financial markets in right perspective so that it enables them to make informed decisions both as users as well as managers of financial markets. A second and equally important objective is to help students to understand commonly used financial instruments and how they work.

Course Outcomes& Learning levels

5. Outline the role and structure of the financial system
   (Blooms Taxonomy level: K2 – Understand)

6. Compare the concepts and functions of different types of financial instruments.
   (Blooms Taxonomy level: K3 Apply)

7. Analyze theories on financial markets and institutions.
   (Blooms Taxonomy level: K4 Analyze)

8. Evaluate the regulatory framework that supports ethical practices.
   (Blooms Taxonomy level: K5 Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Financial System (7.5 hours)

1. Overview of the Indian financial system
2. Objectives, Needs, and Interactions of components in the financial system
3. Accessing financial data from popular sources

Module 2: Introduction to Financial Markets (7.5 hours)

1. Money market
2. Bond Market & Government securities
3. Stock market
4. Mutual Funds
5. Insurance market

Module 3: Introduction to theories of financial markets (7.5 hours)

1. Interest rates and valuation
2. Term structure and interest rates in bonds
3. Efficient financial markets

Module 4: Introduction the o regulatory framework of financial markets & Institutions (7.5 hours)

1. Financial institutions and market efficiency
2. Global financial crisis
3. Failures in regulatory oversight and financial scams

Recommended Texts & Reference Books/ Materials:

Text Book:

1. Mishkin, Frederic S.; Eakins, Stanley G., Jayakumar, Tulsi and Pattnaik, R. (2018). Financial Markets and Institutions (Edition 8). Noida: Pearson India Education Services Pvt. Ltd.

Reference:

1. Madura, J. (2015). Financial Institutions & Markets (Edition 10). Delhi: Cengage Learning India Private Limited.

2. Anthony Saunders, Marcia Millon Cornett, Anshul Jain (2021). Financial Markets and Institutions (Edition 7). McGraw Hill Education (India) Private Limited.

3. Bhole, L. (2017). Financial Institutions and Markets - Structure, Growth & Innovations (Edition 6). Chennai: McGraw Hill Education (India) Private Limited.

4. Fabozzi, Frank J.; Modigliani, Franco; Jones, Frank J.; Ferri, M. G. (2002). Foundations of Financial Markets and Institutions (Edition 3). New Delhi: Pearson Education Inc.

5. NISM Series-XII: Securities Markets Foundation Certification Examination – study material.

Name of the course: **Financial Derivatives (FD) (FI512E)**
Credits: **3**
Course category: **Elective**
Area: **Finance**

Course Description

This course introduces derivatives such as forwards, futures, swaps, and options. Students will learn how these instruments can be used for arbitrage, trading and hedging and also learn pricing of these derivative instruments using DerivaGem software.

Course Outcomes& Learning levels

At the end of the course, students will able to,

1. Analyze derivatives in managing risk, arbitrage and speculation.

2. Apply appropriate models to price forwards, futures, and options.

3. Apply option trading strategies to limit risk, hedge, or speculation.

4. Measure the option's price sensitivity to changes in the Greeks.

5. Identify ethical risks associated with financial derivatives.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Analyze derivatives in Managing Risk, arbitrage and speculation (6 hours)

1. Introduction to options, futures and forwards

2. Hedging strategies using futures, forwards and options.

Module 2: Apply appropriate models to price forwards, futures and options. (6 hours)

1. Determination of forwards and future prices.

2. Option pricing models: Binomial tress.

3. The Black – Scholes – Merton model.

Module 3: Able option trading strategies to limit risk, hedge or speculation (6 hours)

1. Trading strategies involving options.

Module 4: Measure the option's price sensitivity to changes in the Greeks (6 hours)

1. The Greek Letters: Delta, theta, Gamma, Vega and Rho

Module 5: Identify ethical risk associated with financial derivatives (6 hours)

1. Ethical risks associated with financial derivatives.

<u>**Recommended Texts & Reference Books**</u>

<u>**Course Text:**</u>

1. Hull, John C. Options, Futures, and Other Derivatives, 10th Edition, Pearson, 2018.

Name of the course:	**Financial Modeling and Valuation (FM&V) (FI636E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Finance**

Course Description

This course provides an appreciation of the fundamentals and techniques needed to build financial models for valuing companies. The valuation methods explored in this course can be applied by different types of investors, in different market environments, and for different types of transactions. No single valuation technique suits all investors in all types of transactions, and this course adequately recognized that fact. The course will be conducted through lectures and video presentations.

Course Outcomes& Learning levels

After completing this course, students should be able to:

1. Build cash flow based valuation models using excel spreadsheets.

2. Build relative valuation models using excel spreadsheets.

3. Define a logical and coherent investment strategy, based on an appraisal of the range of valuations and risks associated with the stock, in the context of current market conditions.

4. Write a clear, concise and well-structured report, presenting the argument as to the intrinsic value of the stock and the investment advice relevant to that stock.

Course Contents (With an approximate distribution of hours/sessions)

Module 1&2:

#1 Able to build cash flow based valuation models using excel spreadsheets.

#2 Able to build relative valuation models using excel spreadsheets. (15 hours)

1. Review of FinancialStatements.

2. Introduction to equity valuation: application and processes

3. Selecting the appropriate valuation model.

4. Equity risk premium

5. Required rate of return, WACC.

6. Introduction to Industry and Company Analysis: Classifications, peer group

7. Industry and Company Analysis: Porters Five Forces.

8. Forecasting Income Statements: Revenue.

9. Forecasting Income Statements: Earningsand other items.

10. Forecasting BalanceSheet.

11. Forecasting Cash FlowStatement.

12. DDM.

13. Free Cash Flow conceptand calculations.

Module 3& 4:

#3 Define a logical and coherent investment strategy, based on an appraisal of the range of valuations and risks associated with the stock, in the context of current market conditions.

#4 Write a clear, concise and well-structured report, presenting the argument as to the intrinsic value of the stock and the investment advice relevant to that stock (15 hours)

1. Equity Valuation and Firm Valuation Models: FCFE
2. Equity Valuation and Firm Valuation Models: FCFF
3. Relative Valuation Models: Method of Comparable.
4. Communicating Valuation Results.

Recommended Texts & Reference Books/ Materials:

Text Book:

1. Corporate Valuation: A guide for Analysis, Managers, and Investors, McGraw Hill

Reference Book:

1. Equity Asset Valuation, 3rd edition, 2015, Jerald E. Pinto, Elaine Henry, Thomas R Robinson, John D Stowe, Wiley Damodaran on Valuation, 2nd Edition, 2006, John Wiley & Sons.

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course: Bank Management and Financial Service (BM&FS) (FI408E)
Credits: 3
Course category: Elective
Area: Finance and Banking

Course Description

Market for financial services is rapidly changing around the world. Banks are the oldest and most familiar financial institutions, which continue to change and adapt to the new ways of doing business in this technology driven times. This course provides a comprehensive understanding of financial service industry and the role of banking in this industry. The course covers topics including the principal services provided by banks, how they are regulated by governments and role of central banks in a country, their performance evaluation and challenges faced by them in the global economy today.

Course Outcomes& Learning levels

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

1. Evaluate the role of central bank and monetary policy regulations.

2. Analyze the performance of banks based on measures studies in the course.

3. Prepare a case study based on a banking crisis of recent past.

4. Identify different kinds of risks that banks undertake in their day-to-day activities.

5. Determine the criteria and priority set for different types of customers and loans provided by banks.

6. Identify future trends in financial services with a global perspective.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to the Business of banking and financial - Services Management (6 hours)

1. Introduction to the course.

2. Indian Banking System:

    - Role as financial intermediary.

    - Role of money market.

    - History and reforms in Indian banking sector & classification of types of banks: Scheduled Commercial Banks (SCBs), Regional Rural Banks, Small finance banks.

3. Role of the Central Bank; analysis of monetary policy instruments & assessment of latest monetary policy announcement by RBI.

4. Global Financial Crisis: Origins, Causes and implications for banking sector Insurance services, Mutual funds, securities trading, universal banking and credit rating.

Module 2: Banks Financial Statement Analysis (6 hours)

1. Analysis of Bank Financials: Analysis of Banks balance sheet using Ratio Analysis as a tool. Identify sources of banks funds & uses offunds.

Module 3: Tools for Management and Hedging against risk. (6 hours)

1. Managing credit risk: Management, treatment and credit risk models & mitigation.
2. Managing market risk, regulating bank capital: Approaches to VaR calculation, BASEL norms for prudential lending and capital adequacy.
3. Interest Rate and Liquidity Risk Management in Banks: Asset Liability Management (ALM) in a bank.

Module 4: Providing Loans to Business and Consumers (6 hours)

1. Lending Business Firms and Pricing Business Loans: Lending concept and principles.

2. Different types of corporate banking services loan products (Working Capital financing – Cash Credit and WCDL, Bill discounting; explanation of each product).

3. Consumer Loans, Credit cards and real estate lending.

4. Credit appraisal process and credit delivery in banking.

5. Credit Monitoring, sickness and review

    - Triggers of financial distress

    - Debt restructuring and rehabilitations of sick units.

6. Altman's Z Score.

7. Retail Banking: KYC, retail lending free – based products.

Module 5: Global trends in Banking and Financial Services (6 hours)

1. Foreign exchange and trade finance, Future of Banking and Financial – Services.
2. Group Project Presentations.

Recommended Texts & Reference Books/ Materials:

Text Book:

1. Management of Banking and Financial Services (4th Edition) – Padmalatha Suresh & Justin Paul, Pearson.

Reference Book:

1. Peter S Rose and Sylvia C Hudgins, Bank Management and Financial Services. McGraw Hill Education.

2. Kanhaiya Singh and Vinay Dutta, Commercial Bank Management. McGraw Hill Education.

3. Annual reports of various Banks in India and Speeches made by RBI Governor and Deputy Governors.

4. Students are expected to follows news related to the course in various newspapers including Mint, Business Line, Business Standard, Financial Express, Economic Times.

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course:	**FinTech Innovations & Transformation in Financial Services (FI&TFS) (FI518E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Finance & Banking**

Course Description

Financial Technology or "Fin Tech" refers to financial technology development in recent years that continue to disrupt and revolutionize the way financial services industry functions. Organizations today need to familiarize themselves with the new innovative technologies and their regulatory framework to better equip themselves to the changing landscape of financial service delivery across industries. The present course focuses on introducing the evolution of these technologies, its major applications in financial services with a focuses on introducing the evolution of these technologies, its major application in financial services with a focus on Asia and India in particular. The course would help get insights into how the current Fin Tech companies are filing the gap left by exiting financial institutions in serving the changing needs of customers. Through the course you would explore the opportunities, challenges and limitations of financial technology.

Course Outcomes& Learning levels

1. Assess the landscape of fintech and transformation of financial services across the world
2. Assess the integration of innovation and technology in fintech services (block chain, machine learning, artificial intelligence and big data).
3. Evaluate the trends, opportunities and challenges associated with Fin Tech application in banking and financial service industry.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Fintech (10 hours)
1. Introduction to Fintech – how it is transforming financial services
2. Global trends and recent Developments
3. Reviewing the Fintech sector and its future growth prospects
4. India FinTech Insights
5. Fintech Adoption and Economic Forces.
6. Challenger banks and neo banks.
7. Fin Tech –financial Inclusion
8. Fin Tech and remittances.

Module 2: Innovation and technology adoption in fintech (block chain, machine learning, artificial intelligence & big data) (10 hours)

1. Block chain Technology: What it is, how it works. Its advantages and limitations.

2. Block chain technology and its applications in financial service

3. Cryptocurrencies – bit coin, Ethereum, XRP – risk and return opportunities; Stable coin – what it is and its opportunity and risk

4. Retail central bank digital currency

5. Data issues – Big data, data collection, social media, misuse of data.

6. Artificial Intelligence, Machine Learning and Deep Learning.

7. Natural Language Process.

8. AI in financial services- NLP, chatbots and voice assistants.

9. Implications of robots for employment.

Module 3: Fintech application in financial application in financial service industry (10 hours)

1. Digital payment system – What it is, how it works, trends opportunities and challenges

2. Group presentation on "Digital Payments in India" & "Payment interface".

3. Credit Lending – types, factors impacting the supply & demand, trends of fintech and big tech.

4. Group project presentation on "Credit Lending in India".

5. Case study discussion on "Fair cent – powering P2P Lending solution" will highlight the Indian P2P market.

6. Digitization of Trading – what gets done and how? – Opportunities and challenges.

7. Group Presentation on "Capital Market".

8. Trends in InsurTech and impact of technology application on insurance value chain.

9. Group Project presentation on "Insurtech".

10. Case discussion of Lemonade – Insurtech & Behavioural economic Market developments in RegTech and Sup Tech.

11. Group Project Presentation on "RegTech and SupTech".

12. Impact of AI in financial services.

13. Group project presentation on "AI applications in financial services".

Recommended Texts & Reference Books/ Materials:

1. Fintech and the Remaking of Financial Institutions by John Hill Elsevier (2018).

2. The Fintech Book Sussanne Chrishti and Janos Barberis, Wiley, 2016.

Name of the course:	**International Finance (IF) (TBD)**
Credits:	**3**
Course category:	**Elective**
Area:	**Finance & Accounting**

Course Description

Businesses are operating in an increasingly interconnected global environment. Businesses today are directly or indirectly exposed to international competition. Hence, the ability to analyze currency risks and assess the global financial environment is necessary to work in global organizations. This course aims to provide students with an in-depth knowledge of these issues. The main topics covered in this course are forex markets, international Parity conditions, forex risks, currency derivatives and hedging issues, issues with currency investment strategies, issues with cross-border financing decisions, and cross-border investment decisions.

Course Outcomes& Learning levels

On completion of this course, students will be able to,

CO1: Demonstrate a basic understanding of the foreign exchange market and exchange rates

CO2: apply tools like foreign exchange derivatives to manage foreign exchange exposures of firms.

CO3: analyze the issues relating to multinational financing and investment decisions and recommend courses of action.

CO4: analyze issues in multinational finance by using international finance theories.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: International financial system, foreign exchange market and exchange rates (7.5 hours)

1. Balance of payments

2. International monetary system

3. International financial markets

4. Foreign exchange markets

5. Exchange rate determination

Module 2: Forex derivatives and foreign exchange exposures (7.5 hours)
1. Foreign currency derivatives

2. Forward, Futures, Options, Swaps.

3. Currency exposure measurement.

Module 3: Multinational financing and investment decisions (7.5 hours)

1. International investing and International Capital Budgeting

2. International financing – short-term and long-term

3. International cash/liquidity management

4. International capital structure and cost of capital

Module 4: Theories in international finance & global issues in finance (7.5 hours)

1. Balance of Payment theories

2. International Parity theories

3. International monetary system and reform

4. Financial network and banking crisis

5. Global imbalance and crisis

7. Sovereign debt crisis

Recommended Texts & Reference Books

Course Text

1. Cheol S. Eun and Bruce G. Resnick, International Financial Management, 9th edition, McGraw-Hill, 2021.

Reference Books

1. Alan C. Shapiro, Multinational Financial Management, 11th edition, John Wiley, 2019.

2. David K. Eiteman, Arthur I. Stonehill and Michael H. Moffett, Multinational Business Finance, 15th edition, Pearson Education, 2021

Name of the course:	**Financial Statement Analysis (FSA) (FI511E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Finance & Accounting**

Course Description

Accounting and its end product, the financial statements, play an important role in the decision making at all levels of management. The course is an extension of the "Financial accounting" course offered in the first term which covers preparation of financial statements and ratio analysis. The financial statements serve as a foundation for credit and security analyses, lending and investment decisions and other decisions that rely on financial data. However, in the last decade in addition to financial data, the security market participants have relied heavily on the disclosures made by management via traditional as well as nontraditional channels. And the advent of social media has exponentially increased the avenues for management to communicate with the various stakeholders.

An effective analysis of financial statements requires an understanding of the firm's business, the strategies of the firm and the accounting principles and procedures underlying the firm's financial statements. The objective of the course is to help the students to develop an intuitive approach to researching, interpreting, and analyzing financial statements and other information with this understanding.

Course Outcomes& Learning levels

The course is divided into five modules with the following learning outcomes. On completion of the course, the students should be able to:

1. Analyze the operations of the firm from the financial information with the help of tools and techniques of financial analysis. (Evaluate).
2. Interpret and draw insights from the Income Statement (Evaluate).
3. Interpret and draw insights from the Balance Sheet (Evaluate).
4. Interpret and draw insights from the Cash Flow Statement (Evaluate).
5. Prepare a report on firm environment and performance from consolidated financial statement and other information which incorporates and synthesizes the tools and techniques covered in the course. (Evaluate).

<u>Course Contents (With an approximate distribution of hours/sessions</u>

Module 1: Able to analyze the operations of the firm from the financial information with the help of tools and techniques of financial analysis (6 hours)

1. Introduction to the course.

2. Quiz, overview of FSA.

3. Identify the industry.

4. Evaluation during the class; Case 2.

Module 2: Able to interpret and draw insights from the Income Statement (6 hours)

1. Income measurement, Expense recognition.

2. Non-recurring and non-operating items, extraordinary items.

3. Analysis using tools and techniques.

4. Project Presentation.

Module 3: Able to interpret and draw insights from the Balance Sheet (6 hours)

1. Debt, Leases, contingencies, Cash and cash equivalents.

2. Inventories, long term assets, investments, introduction to consolidated financial statements.

3. Equity.

4. Project Presentation.

Module 4: Able to Interpret and draw insights from the Cash Flow Statement (6 hours)

3. Project Presentation.

Module 5: Able to Interpret and draw insights from the Cash Flow Statement (6 hours)

1. Understanding and analyzing the firm environment

2. Du point analysis – Case 3.

<u>Recommended Texts & Reference Books/ Materials:</u>

<u>Text Book:</u>

1. International Financial Statement Analysis, Robinson, Greuning, Henry and Broihahn, CFA Institute Investment Series, available at: https://books.mec.biz/tmp/books/G2L68QLOCEX7RSFY1UU1.pdf

2. Cases and other material will be provided during the class

<u>Reference Books</u>

1. Subramanian, Financial Statement Analysis, 11th Edition (Tata McGraw-Hill).

Name of the course: **Socially Responsible Investing (SRI) (TBD)**
Credits: **3**
Course category: **Elective**
Area: **Finance & Investment**

Course Description

Socially responsible investment, or SRI, is an investment strategy that focuses on the financial returns from an investment and its impact on environmental, ethical, or social change. The goal of this course is to develop an understanding of sustainable investing. The principal aim of this course is to understand ESG factors in investment decisions, which involves understanding climate risk and the role of finance in averting it and measuring and managing the impact of investments.

Course Outcomes& Learning levels

1. To be able to understand environmental reporting (Analyze).

2. To be able to understand the ESG factors and their role in finance (Analyze).

3. To be able to evaluate sustainable investment opportunities (Apply).

4. To be able to develop and apply theories of change (Apply).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Sustainable Development Goals

1. What are sustainable development goals?

2. Integration of SDGs in Business.

3. Role of public policy.

Module 2: Overview of Sustainable Investing

1. What Is Sustainable Investing?

2. The Relevance of Sustainable Investing.

3. What Are ESG Factors and How They Relate Firm Value?

4. Introduction to Principals of Responsible Investing.

Module 3: Impact Investing

1. Impact investing in Public Equities

2. Role of Venture Capital and Private Equity

3. Sustainable Debt

4. Measuring, Managing, and Accounting for Impact

Module 4: Climate Financing

1. Sustainable Development.

2. Corporate Social Responsibility.

3. Green Financing.

4. Green Bonds.

5. Green washing.

5. Environmental Disclosures and Risk Assessment.

Module 5: Theories of Change

1. What is theory of change and why it is needed?

2. Key principles.

3. Steps in developing a theory of change.

Recommended Texts & Reference Books/ Materials:

Text Book:

1. Sustainable Finance and Impact Investing, by Dr Alan S. Gutterman, O' Reilly, 2021.

Reference Book

1. Socially Responsible Investment - A Multi-Criteria Decision-Making Approach, Edited by Enrique Ballestero, Blanca Pérez-Gladish, and Ana Garcia-Bernabeu, O' Reilly, 2015

Name of the course:	**Appraisal and Financing of Green Projects (A&FGP) (TBD)**
Credits:	**3**
Course category:	**Elective**
Area:	**Green and Sustainable Finance**

Course Description

This course intends to inculcate in students an understanding of the green project with a focus on measuring social impact and financing sources for such projects. The students will understand the nuances of green project management and green financing, which includes measuring the feasibility of such projects, their impact, the choice of finances available, and risks associated with them.

Course Outcomes& Learning levels

1. To develop understanding of green projects and their appraisal (Analyze)

2. To be able to apply tools of appraisal of green projects (Apply)

3. To be able to identify sources of financing of green projects (Apply)

4. To be able to analyze risks associated with green projects (Apply)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Project appraisal and preparation (7.5 hours)

1. Project: Definition, Characteristics, and Types

2. General overview of project appraisal

3. Project appraisal: Defining Social Impact of a project

4. Analysing financial, regulatory, and environmental feasibility of a project

Module 2: Estimating costs and financing of a project (7.5 hours)

1. Estimation of a Project costs

2. Methods of Financing (Traditional and Alternative)

3. Projecting cash flows using appraisal criterion

4. Introduction to Principals of Responsible Investing

Module 3: Social Cost Benefit Analysis (7.5 hours)

1. Introduction and rationale for Social cost-benefit analysis

2. Overview of UNIDO

3. Little and Mirrlees Approach for analysis of social cost

4. Public Private Partnerships

5. Environmental Impact Assessment

Module 4: Risk Analysis (7.5 hours)

1. Overview of Risk Analysis

2. Analysis of Stakeholder Related Risks

3. Internal Risks (project, top management)

4. Economic and Environmental Risk

5. Sensitivity Analysis, Monte Carlo Simulation, and Decision Tree Analysis

Recommended Texts & Reference Books/ Materials:

Text Book:

1. Projects: Planning, Analysis, Financing, Implementation & Review, Prasanna Chandra, McGraw-Hill India (2019).

Reference Book:

2. Green Project Management, Richard Maltzman and David Shirley, Routledge (2010).

Name of the course: **Enterprise Transition (ET) (TBD)**
Credits: **3**
Course category: **Elective**
Area: **Green and Sustainable Finance**

Course Description

       With the intensifying climate crisis, it has become imperative for industries and institutions to formulate policies to transit to more sustainable energy sources. The major hurdle faced in this initiative is the economic consequences and financing of such initiatives. Therefore, future managers must learn about energy transition's role in business. This course will help the students develop an understanding of the energy transition along with its various dynamics. They will learn about energy transition, the costs associated with it, and the methods to select the energy sources to move to.

Course Outcomes& Learning levels

1. To be able to develop basic concepts relating to Energy Transition (Analyze).

2. To be able to apply energy solutions (Apply).

3. To be able to understand the financing of energy transition (Apply).

4. To be able to implement decarbonization policies (Apply).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Energy Transition (7.5 hours)

1. Introduction to traditional sources of energy and their contribution to emission.

2. Challenges to Energy Transition.

3. Energy Transition and Geopolitics.

4. Economic Theories on Imperfect Markets.

Module 2: Energy Economics (7.5 hours)

1. Foundations of Energy Economics.

2. Introduction to Energy Markets.

3. Renewable Sources of Energy and Nuclear Energy.

4. Overview of Energy Accounting.

5. Merit Order Model and Levelized Cost of Energy Calculation (LCOE) Model.

6. Economics and Politics of Energy Prices.

Module 3: Decarbonization (7.5 hours)

1. Introduction to Decarbonization.

2. Carbon Pricing.

3. Carbon Emission Trading.

Module 4: Green Finance (7.5 hours)

1. Introduction to Climate Finance.

2. Green Finance and Green Bonds.

3. Financing energy transition.

4. Reporting on Emissions and ESG activities.

Recommended Texts & Reference Books/ Materials:

Text Book:

1. Energy Finance Analysis and Valuation, Risk Management, and the Future of Energy, (Robert W. Kolb Series) Betty Simkins, Russell Simkins, Wiley (2013) (Textbook)

2. Carbon Finance_ The Financial Implications of Climate Change, Sonia Labatt, Rodney R. White, Wiley (2007) (Textbook)

3. OECD: Green Investment Banks: Scaling up private investment in low-carbon, climate-resilient infrastructure (Reference Book)

4. Energy Transition - Financing Consumer Co-Ownership in Renewables, Jens Lowitzsch, Springer (2019) (Reference book)

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course:	**Strategic Financial Management (SFM) (Fl633E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Finance**

Course Description

Strategic financial management refers to specific planning of the usage and management of a company's financial resources to attain its objectives as a business concern and return maximum value to shareholders over the long run. Strategic financial management involves precisely defining a company's business objectives or goals, identifying and quantifying its available or potential resources, and devising a plan for utilizing finances and other capital resources to achieve its goals. This course is designed to acquaint the students with concepts of financial management from strategic perspective and help them to familiarize with various Techniques and Models of Strategic Financial Management.

Course Outcomes& Learning levels

At the end of the course, the students will be able to:

1. Be able to apply the appropriate Corporate Governance and ethical management practices (Apply).
2. Evaluate competing projects for optimum resource allocation (Evaluate).
3. Analyze different capital structures and impact of these on the cost of capital (Analyze).
4. Evaluate different approaches to Mergers and Acquisitions (Evaluate).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Corporate Governance and Business Ethics (6 hours)

1. Identifying Stakeholders – Internal as well as external.

2. Corporate governance & its objectives.

3. Agency relationships and conflict of interest.

4. Board of Directors -Role, Responsibilities and Constitution.

5. ESG Factors and its impact on a company's future & valuation.

Module 2: Capital Budgeting (6 hours)

1. Capital Projects – Types, evaluation and section methodology.

2. Tools to evaluate Capital projects.

3. Real options and evaluating projects with real options.

4. Models for valuation viz Economic Profit, Residua Income and Claims valuation.

5. Vale Based Management Approach.

Module 3: Capital Structure and Cost of Capital (6 hours)

1. Calculating and interpreting WACC and impact of taxes on WACC.

2. Capital Structure and various theories related to it.

3. Understanding Country risk premiums and its impact on cost of capital.

4. Interpreting Beta and valuing equity.

5. Understanding and evaluating various forms leverage and its impact on profitability.

Module 4: Dividends and Share Repurchases (6 hours)

1. Calculate and interpret various forms of dividends and its impact on financial ratios.

2. Understanding various methods of share repurchase and its impact on financials of a company.

3. Different dividend actions and its signaling effect and impact of these on clientele.

4. Understanding different dividend policies and interpreting their impact.

Module 5: Mergers and Acquisitions (6 hours)

1. Classification and motivation for M&A vis-à-vis Industry life cycles and various types of mergers.

2. Understanding pre- and post-offer takeover defense mechanisms and anti-trust challenges.

3. Understanding and applying various Models for target company valuation.

4. Understanding Restructuring and its need.

Recommended Texts & Reference Books/ Materials:

Text Book:

1. Strategic Financial Management – Managing Value Creation, by Dr Prasanna Chandra, McGraw Hill Edition, 2018

2. A good reference book will be "Corporate Finance – Theory and Practice" by Aswath Damodaran (2nd edition, Wiley, 2014)

Name of the course: **Corporate Fraud and Internal Control (CF&IC) (FI606E)**
Credits: **3**
Course category: **Elective**
Area: **Finance and Management**

Course Description

Internal control and checks date back to ancient times as back as 300 BC when Chanakya, also known as Kautilya introduced the concept of auditing in his book Arthaniti. In the ancient civilisations of China, Egypt and Greece, it was found in the form of ancient checking activities. In 1528 AD, Birbal gave his 'Independent opinion' to emperor Akbar on several complex issues with evidence. The focus on internal audit and compliance concentrating on the accuracy of record keeping has gradually shifted to internal control in the 1990s due to the international corporate scandals and frauds coming to light with the growth of the corporate form of organisation. The demand for sound corporate governance has moved from reactive mode to the need for corporates to deal fraud proactively. Companies, management and auditors are responsible for safeguarding the assets of the company. Companies have to ensure that their internal control systems are equipped to deter, detect and where required, prove fraud. This course is an attempt to introduce the students to the concept of internal control in a corporate environment and also to enable them to identify and defend themselves against fraudulent and corrupt practices within and against their future organisation.

Course Outcomes& Learning levels

1. Achieve a foundation understanding of fraud and internal control in a corporate environment
2. Identify common red flags of fraud and the lacunae in the internal control systems that may expose companies to fraud
3. Identify the legal requirements pertaining to corporate governance and internal control
4. Understand key challenges, the role of ethics, and tools and techniques in fraud prevention and detection.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to concepts (6 hours)

1. Introduction to the Course: Overview of Syllabus Course Materials

2. Introduction to fraud: Definition of fraud, Types of fraud RM:

3. Elements of fraud, the fraud triangle, Fraud diamond, Red flags

Module 2: Frauds and case studies (6 hours)

1. Case Discussion 1.

2. Frauds against the organization.

3. Case Discussion 2.

4. The fraudster

Module 3: Corporate Governance (6 hours)

1. Corporate Governance.

2. Case Discussion 3.

3. Corporate governance and fraud prevention.

Module 4: Models and Frameworks for fraud prevention (6 hours)

1. Beneish model; Altman Score.

2. The internal control framework; COSO framework; internal financial controls.

3. The legal environment.

4. Case Discussion 4 & 5.

5. Fighting corruption: Bribery, law against corruption, developing an anti-corruption culture.

Module 5: Fraud Investigation and Corporate Ethics (6 hours)

1. Fraud investigation: Red flags, indicators of fraud and tools to prevent and detect fraud.

2. Whistle Blowing.

3. Industry related fraud opportunities.

4. Role of Ethics.

Recommended Texts & Reference Books/ Materials:

Study material will be given to students during class.

Name of the course: **Logistics & Supply Chain Management (LSCM) (OM506E)**
Credits: **3**
Course category: **Domain Core - Elective**
Area: **Operations & Supply Chain** **Management**

Course Description

The COVID-19 pandemic has tested supply chains like no other event in recent history. With the global populations isolating, distancing, and quarantining, the demand for certain products is sky-rising while demand for others is plummeting. Companies' supply of parts & materials and labor from around the world is being severely disrupted due to people not being able to go to work. In response to this supply chain shock, we are seeing larger companies beginning to build regional chains, and smaller ones resorting to technology to get flexible. There is a massive challenge of balancing efficiency with resilience in supply chains that is being faced by companies around the globe, and it is not an easy one. Thomas Friedman, in his book 'The World is flat', names 'Supply chaining' as one of the 10 significant forces that have 'flattened' the world economically. With growing competition, supply chains will have to become more and more robust, resilient, and efficient. The world we live in depends on logistics and supply chain managers to make products available to customers. They are the ultimate back-office power players moving millions of rupees' worth of products daily. Problems in any part of the supply chain may create significant issues for business, and as you see in the present, even more significant issues to human well-being. That is why good logistics and supply chain managers are such valued professionals. This course aims at building better decision-making skills needed for good-quality LSC managers.

Course Outcomes& Learning levels

The 3- credit Operations elective course **Logistics and Supply Chain Management (LSCM)** is designed in four modules, taking the class from understanding the basic concepts through various analytical methodologies for the analysis of supply chains to designing a supply chain strategy. In this course, the students shall able to,

1. To Build the strategic framework to analyze supply chains (Evaluate)
2. To Design the Supply chain network (Evaluate)
3. To Plan and manage inventories in the Supply chain (Evaluate)
4. To Design and plan transportation networks (Evaluate).

<u>Course Contents (With an approximate distribution of hours/sessions)</u>

Module 1: Building a Strategic Framework to Analyze Supply Chains (7.5 hours)

1. Understanding the Supply chain, Achieving strategic fit in a supply chain.
2. Financial Measures of Performance & Supply chain drivers and metrics.

Module 2: Designing the Supply Chain Network (7.5 hours)

1. Factors influencing Distribution Network Design.
2. Design options for a distribution network and, Online sales. Network design in the Supply chain.
3. Introduction, Capacitated plant location model, Gravity models, Models for allocating demand, locating production facilities, On shoring and offshoring decisions.
4. Designing global Supply chain networks - Decision tree analysis.

Module 3: Planning and Managing Inventories in a Supply Chain (7.5 hours)

1. Managing economies of scale in a supply chain: Cycle inventory, Aggregating Multiple Products in a Single Order & Quantity Discounts.
2. Managing uncertainty in a Supply chain – Safety inventory: Factors affecting the optimal level of product availability.
3. Impact of supply uncertainty on safety inventory.
4. Impact of aggregation on safety inventory.
5. Factors affecting the optimal level of Product availability.
6. Managerial levers to improve supply chain profitability & optimizing availability of maintenance, repair, and operations inventories.

Module 4: Designing and planning transportation networks (7.5 hours)

1. Modes of transportation and their performance Characteristics & Transportation infrastructure and policies.
2. Design options for a transportation network.
3. Trade-offs in transportation design, Tailored transportation.
4. Case Discussion & Mumbai Dabbawalas: a highly responsive distribution Network.

<u>Recommended Texts & Reference Books</u>

<u>Course Text</u>

1. Sunil Chopra and Dharam Vir Kalra, Supply Chain Management: Strategy, planning & Operation, 7th ed, Pearson.

Name of the course: **Total Quality Management (TQM) (OM502E)**
Credits: **3**
Course category: **Domain Core - Elective**
Area: **Operations & Supply Chain Management**

Course Description

Quality Management is a description of the culture, attitude and organization of a company or a business that aims to provide, and continue to provide, its customers with products and services that satisfy their needs. The culture requires quality in all aspects of the company's or business operations with the aim to perform things right at the very first attempt and defects and waste are eradicated entirely from operations. Quality Control, Quality Assurance, Total Quality Management and Six-sigma are varied nomenclatures used in literature to achieve the goal of quality. It is the quality of the product or services at a reasonable cost with good design that can bring the country to the top of the technologically advanced nation today. Quality Management optimizes the entire business processes to achieve business excellence.

This course introduces major concepts of quality, statistical techniques and problem-solving tools used in quality management. It introduces quality management and its role in enhancing value creation. Emphasis is given to familiarize the students with the basic foundations of quality with customer, process and workforce focus, statistical methods in quality management, design for quality and product excellence, measuring and controlling quality, process improvement and six sigma. Several cases have been suitably mapped for every module for class discussion.

Course Outcomes& Learning levels

On successful completion of the course, students will be able to apply quality principles to real-world scenarios and improve business processes both in manufacturing and services. On completing the course, students will be able to,

1. Evaluate the principles of Quality Management and explain how these principles can be applied (Evaluate)
2. Use appropriate tools and techniques to design the quality system (Evaluate)
3. Measure and control the quality of a business through appropriate tools and techniques (Evaluate)
4. Analysis of the quality of the business process through appropriate tools and techniques (Evaluate)
5. Continuously Improve the business to achieve business excellence (Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: TQM Principles (6 hours)

1. Quality Concepts - Definition of Quality, Dimensions of Quality, Cost of Quality and Quality Gurus.
2. TQM Philosophy - Principles of TQM, Deming's Philosophy, Juran's Philosophy & Crosby's Philosophy.
3. Quality Management System – ISO.
4. Customer Focus, Supplier partnership and Employee Involvement.

Module 2: Design for Quality (6 hours)

1. Detailed Design - Product Development & Quality Function Deployment (QFD), Target and Tolerance Design, Taguchi Loss Function for Tolerance Design.
2. Design for Reliability - Mathematics of Reliability & System Reliability.
3. Design Optimization - Fault Tree Analysis, Design for manufacturability, environment responsibility and excellence.
4. Total Productive Maintenance (TPM) – Concept & Improvement Needs.

Module 3: Measuring & Controlling the Quality (6 hours)

1. Statistical Fundamentals - Sampling Distributions, Confidence Intervals, Measures of Central Tendency and Dispersion, Population and Sample, Normal Curve.
2. Measuring the Quality - Measurement of Quality control, system evaluation and process capability measurement.
3. Controlling the Quality - Statistical Process Control for Variables & Attributes.

Module 4: Analysis & Improve the Quality (6 hours)

1. Seven QC Tools - Stratification, Check Sheets, Control Chart, Histogram, Pareto Chart, Cause-and-effect diagram & Scatter diagram.
2. New Management and planning tools - 5 Why Analysis, Affinity Diagram, Interrelationship Digraph & Tree Diagram, Matrix Diagram, Matrix Data Analysis, Process Decision Program Chart and Arrow Diagram.

Module 5: Improve for Quality Excellence (6 hours)

1. Continuous Process Improvements - Benchmarking, PDCA Cycle, 6S, Kaizen, Lean and Six-Sigma principles.
2. Leadership - Characteristics of Quality Leaders, The 7 Habits of Highly Effective People, Ethics & The Deming Philosophy.

Recommended Texts & Reference Books

Course Text

1. Managing for Quality and Performance Excellence, 9th Edition, James R Evans and William M. Lindsay, Cengage Learning.

Reference Books

1. Dale H. Besterfield, Carol Besterfield Michna, Glen Besterfield, Mary Besterfield Sacre, Hemant Urdhwareshe & Rashmi Urdhwareshe "Total Quality Management", Pearson.
2. Suganthi.L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 2006.
3. Janakiraman. B and Gopal.R.K., "Total Quality Management – Text and Cases", Prentice Hall (India) Pvt. Ltd., 2006.

Name of the course: **Services Operations Management (SOM) (OM618E)**
Credits: 3
Course category: **Elective**
Area: **Operations & Supply Chain   Management**

Course Description

'Why own when you can rent?' This question is one of the most intriguing issues of business today. Suddenly the concept of buying manufactured hardware seems obsolete. Building, industrial & electronic equipment is today available for rent; no blowing big bucks on the stuff you might need only for a short while or even just once. In the sharing economy, even garments are available for rent! Businesses today rent almost everything - dinner gowns, data storage & computing power. It has become more than a niche. According to the market research firm IDC, by 2023, the global economy will reach digital supremacy — the point at which products and services provided by digitally transformed enterprises will account for more than half of the total global GDP.

The switch from manufacturers selling products in a one-time transaction to a rental service with aftercare – a model known as "Servitization" or the digitally enabled "Uberization"– is the biggest thing to hit manufacturing since the internet. Apart from the conventional services- hospitality, healthcare, professional, education, government's tertiary services & many others, even manufacturing is becoming a service today. Services are becoming crucial in a country's development for achieving Millennium Development Goals - poverty reduction & access to basic amenities, like education, water & health. For countries like ours, services are giving an all-new visibility for businesses in the global arena. Services –medical treatment, legal/financial advice, or art performances, are highly differentiated and customized, while those like ATM and movie shows are standardized. While costs still need to be managed, services throw an entirely new set of challenges in the time & quality dimensions. Strategy is different in services businesses and so are the operations because services are not the same as products. The knowledge of managing conventional manufacturing processes is not adequate to take on the service operations management challenges of today. Given the differences between the nature of services & products, it is critical to understand systematically the design & delivery of the services in order to be successful in business. This course explores how to design & manage service models, & create systems to manage employees & customers, with the goal of consistently delivering exceptional and profitable services.

Course Outcomes& Learning levels

The course aims to impart learning that is required for a student to be a competent business professional and contribute value in a service organization in his/her early career. It is divided into five modules with distinct learning outcomes for each. On completion of this course, students will be

5. Able to identify operations challenges in a service business (Analyze).
6. Able to resolve quality issues in service operations (Evaluate).
7. Able to critically evaluate design processes for intended customer service experience (Create).
8. Able to measure service process performance for improvement (Evaluate).
9. Able to develop a service operations strategy for a service business (Create).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Challenges in a service business (6 hours)

1. Role of services in an economy
2. Differences between products & services
3. Service characteristics & unique challenges
4. Service taxonomy & related challenges
5. Service as an open system, Service package, Service concept. Related challenges

Module 2: Defining & measuring service quality (6 hours)

1. Customer satisfaction, Expectation – Perception gap
2. Identifying fail points with Service blueprint
3. Service quality dimensions, Gaps in quality
4. Measuring service quality / SERVQUAL & Walk-through audit
5. Gap analysis, Service design for quality -tools: Taguchi/ Poke-yoke/ QFD/ Kano models

Module 3: Designing services (6 hours)

1. Servicescape, Customer experience analysis
2. Service Processes
3. Repositioning services
4. Strategies for change
5. Technology in services

Module 4: Improving service processes (6 hours)

1. Measuring customer satisfaction
2. Pressures on service delivery & issues for providers,
3. Strategies for managing/motivating employees,

4. Service profit chain

5. Service capacity, Long & short- term capacity strategies,

6. Yield management & Queue management

7. Service failure, recovery & guarantees

Module 5: Designing service strategy (6 hours)

1. Competitive advantage with services, Defining service strategy, Product – Experience space

2. Order winners & qualifiers in services

3. Strategic service vision for service businesses

4. SWOT Analysis, Porter's 5- force model

5. Strategy formulation, Drivers of strategy, Issues in designing service strategy.

Recommended Texts & Reference Books

Course Text

1. Fitzsimmons, James A., Mona J. Fitzsimmons, and Sanjeev K. Bordoloi, *Service Management: Operations, Strategy, and Information Technology*, 8th ed., McGraw-Hill Education.

Reference Books
2. Successful Service Operations Management. Richard Metters, Cengage.

Name of the course: **Cases in Supply Chain Management (CSCM) (OM406E)**
Credits: **3**
Course category: **Elective**
Area: **Operations & Supply Chain   Management**

Course Description

The COVID-19 pandemic has tested supply chains like no other event in recent history. With the global populations isolating, distancing, and quarantining, the demand for certain products is sky-rising while market for others is plummeting. Companies' supply of parts & materials and labour from around the world is being severely disrupted due to people not being able to go to work. In response to this supply chain shock, we are seeing larger companies beginning to build regional chains and smaller ones resorting to technology to get flexible. There is a massive challenge of balancing efficiency with resilience in supply chains that companies around the globe are facing, and it is not easy. In his book 'The World is flat,' Thomas Friedman names 'Supply chaining' as one of the ten significant forces that have 'flattened' the world economically. With growing competition, supply chains will have to be more robust, resilient, and efficient. Our world depends on supply chain managers to make products available to customers. They are the ultimate back-office power players moving millions of rupees worth of products daily. Problems in any part of the supply chain may create significant issues for business, and as you see in the present, times even more significant issues to human wellbeing. That is why good logistics and supply chain managers are such valued professionals. This course aims at building better decision-making skills needed for good quality SC managers, predominantly through discussion of carefully chosen case studies that each reflect a crucial issue in contemporary supply chain management.

Course Outcomes& Learning levels

The course aims to impart the learning required for a student to be a competent business professional and contribute value to a service organization in his/her their career. It is divided into five modules with distinct learning outcomes for each. On completion of this course, students will be,

1. Able to identify unique challenges and opportunities in supply chains (*Evaluate*).
2. Able to identify issues caused by disruptions and risk in supply chains (*Evaluate*).
3. Able to critique supply chain strategies (*Evaluate*).
4. Able to identify opportunities and challenges for supply chains in a new economy (*Evaluate*).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Identifying opportunities & challenges in supply chain (7.5 hours)

1. CASE DISCUSSION #1: Amazon.com: Supply chain management
2. SC and performance metrics

3. CASE DISCUSSION #2: Rethinking the medical SC at Shanghai General Hospital

4. Strategic alliances in SC

Module 2: Managing supply chain risk (7.5 hours)

1. CASE DISCUSSION #: iPhone's SC under threat

2. Risk management in SC

3. CASE DISCUSSION #4: Univ. of Chicago medicine: Transformation & sustainment of the SC & adapting to COVID 19

4. Process management in SC

Module 3: Supply chain strategy for new-economy business models (7.5 hours)

1. CASE DISCUSSION #5: Tesla Inc.: Accelerating sustainable profits

2. Operations strategy and SC

3. CASE DISCUSSION #6: Pairing the fashion industry with the sharing economy-Style Theory's entrance into Singapore's fashion industry

4. Business models and SC

Module 4: Some Supply chain issues & resolution (7.5 hours)

1. CASE DISCUSSION #7: SC analytics to manage blood at VHS blood bank

2. Decision-making tools for SC

3. CASE DISCUSSION #8: Can Block chain help Chateau Lafite fight counterfeits?

4. Technology in SC.

Recommended Texts & Reference Books

Course Text

1. Coyle, Langley, Novack & Gibson, 'Supply Chain Management: A a logistics perspective'. Cengage, 10e.

Reference materials

2. Copies of cases & Copies of readings.

Name of the course:	**Manufacturing Systems (MS) (OM509E)**
Credits:	**3**
Course category:	**Domain - Elective**
Area:	**Operations & Supply Chain Management**

Course Description

Modern industry requires managers who can effectively deploy modern approaches to manufacturing. In recent times, flexible, lean and agile manufacturing has become a major area of attention to managers owing to its strong impact on profitability and efficiency. Manufacturing firms are increasingly adopting lean and agile systems to gain competitive advantage. Lean systems could eliminate wastes and streamline the manufacturing process. Agile systems enable the speedy production and deliver variety of products in a cost effective manner. Although many manufacturing organizations around the world have adopted a combination of lean and agile systems in practice, cohesive procedures are yet to evolve for successful implementation. In this context, this course is designed for imparting knowledge on modern manufacturing systems which are largely dominated by flexible, lean and agile manufacturing principles.

Manufacturing Systems course is organized in three modules. It opens with the basic concepts of Flexible Manufacturing System (FMS), and then focuses on lean manufacturing principles with their application procedures in both traditional and modern organizations. It then focuses on the agile manufacturing principles and its implementation under four drivers: management, technology, manufacturing strategy and competitiveness. This course uses case studies related to application of flexible lean and agile manufacturing for effective learning to manage modern manufacturing systems and face challenges in competitive markets.

Course Outcomes& Learning levels

The course aims to impart learning that is required for a student to be a competent business professional and contribute value in a manufacturing organization in his/her early career. It is divided into three modules with distinct learning outcomes for each. On completion of this course, students will be,

6. Able to identify the differences between past and present methods of managing manufacturing systems and importance of flexible manufacturing systems. (Analyze).

7. Able to apply lean tools and techniques, in waste elimination in manufacturing systems (Create).

8. Able to analyze the agile manufacturing systems, applications in moderate and smart manufacturing firms. (Evaluate).

Course Contents (With an approximate distribution Of Hours/Sessions)

Module 1: Flexible Manufacturing Systems (FMS) (10 hours)

1. FMS Introduction, Manufacturing Cell, Group Technology, Machining Centers.
2. Automated Material Movement and Storage System.

Module 2: Lean Manufacturing Systems (10 hours)

1. Lean Manufacturing through Waste Elimination.
2. Value Stream Mapping, Kaizen in Lean Manufacturing Paradigm, Pull Production through Kanban Card System.
3. One Piece Flow Production System, Visual Management, Lean Manufacturing through Total Productive Maintenance.
4. Implementation of Lean Manufacturing Paradigm in Traditional and Moderate Organizations.

Module 3: Agile Manufacturing Systems (10 hours)

1. The Fundamental Structure of Agile Manufacturing Paradigm.
2. Agile Manufacturing through Management Driver.
3. Agility through Technology Driver.
4. Agility through Manufacturing Strategy Driver.
5. Agility through Competitive Driver,
6. Implementation of Agile Manufacturing Paradigm in Moderate and Smart Organizations.

Recommended Texts & Reference Books

Course Text

1. Devadasan, S. R., Sivakumar, V. M., Murugesh, R., Shalij, P. R.,"Lean and Agile Manufacturing: Theoretical, Practical and Research Futurities," 2012, Prentice-Hall of India Pvt. Ltd. India.

Reference Books

1. Kaighobadi, M., & Venkatesh, K. (1994). Flexible manufacturing systems: an overview. International Journal of Operations & Production Management, 14(4), 26-49.
2. Mishra, R., K. Pundir, A., & Ganapathy, L. (2014). Assessment of manufacturing flexibility: A review of research and conceptual framework. Management research review, 37(8), 750-776.

Name of the course: **Project Management (PM) (OM 403E)**
Credits: **3**
Course category: **Elective**
Area: **Operations & Supply Chain Management**

Course Description

Modern industry requires project managers who can effectively deploy modern approaches to projects. Projects signify a very critical phase where investments are made to build an operating system that is expected to deliver goods / services throughout its useful life span. A fundamental challenge in managing project operations arises out of the conflicting goals of assuring customer satisfaction and on time project completion, while maintaining a high degree of resource productivity. Conceptually, the entire field of Project Management may be broadly divided into four parts: project initiation, project planning and scheduling, project execution and control, project closing.

Project Management course is organized in three modules. It opens with the project initiation, and then focuses on project planning. The second module focuses on project execution and control. The last module discusses the project organizations and management. This course uses case studies related to application of project planning and executions for effective learning to manage modern project management systems and challenges faced by project organizations.

Course Outcomes& Learning levels

The course aims to impart learning that is required for a student to be a competent business professional and contribute value in a project organization in his/her early career. It is divided into three modules with distinct learning outcomes for each. On completion of this course, students will be,

1. Able to evaluate the project planning and project completion time in modern projects (Evaluate).
2. Able to apply project control tools in the project execution phase (Create).
3. Able to analyze the various project organization structures and management functions in modern projects firms (Analyze).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Project Initiation and Planning (10 hours)

1. Introduction to Project Management, Project Selection and Prioritization.
2. Chartering Projects, Organizational Capability: Structure, Culture.

3. Roles, Leading and Managing Project Teams, Stakeholder Analysis.
4. Communication Planning, Scope Planning & Scheduling Projects.

Module 2: Project Execution and Control (10 hours)

1. Resourcing Projects, Budgeting Projects, Project Risk Planning.
2. Project Quality Planning and Project Kickoff.

Module 3: Project Organizations and Management (10 hours)

1. Project Supply Chain Management, Determining Project Progress.
2. Results, Determining Project Progress and Results.
3. Finishing the Project and Realizing the Benefits.

Recommended Texts & Reference Books

Course Text

1. Kloppenborg et al., (2019). Contemporary Project Management. 4th edition, Cengage Learning India Limited. (Indian Reprint).

Reference Books

1. Mubarak, S. A. (2015). Construction project scheduling and control. John Wiley & Sons.
2. Larson, E. W., & Gray, C. F. (2011). Project management: The managerial process, 6th Edition, McGraw Hill Education (India).
3. Arun Kanda, Project Management: A life cycle approach, PHI Publishers, India
4. Pannerselvam, R., & Senthilkumar, P., Project Management, PHI Publishers, India

Name of the course:	**Process Flow Management (PFM) (OM622E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Operations & Supply Chain**

Course Description

Organizations achieve financial success when they provide products that meet customer expectations at a cost that is significantly lower than the value perceived by the customers. Organizations like Toyota and Walmart demonstrate that their success is closely linked to how their business processes are planned, designed, and executed. Understanding and managing processes enable organizations to align business functions with customer needs and help executives determine how to deploy, monitor, and measure company resources. When properly executed, process management has the ability to enhance efficiency and productivity, reduce costs, and minimize errors and risk – thereby optimizing results. Providing visibility into how well an organization is succeeding in meeting its goals, process management is becoming a mission-critical capability for businesses today. For students of business, particularly for those specializing in Operations, it is, therefore, worth learning how organizations understand and categorize the customer expectations that they seek to fulfil, what kind of metrics they use to monitor and manage their process performance, and how they structure their processes to deliver superior financial performance. This course helps students understand how managers can design and control processes in both manufacturing and service contexts and explore ways in which business processes can be improved to perform better using process drivers.

Course Outcomes & Learning levels

At the end of the course, the students will be able to:

1. Assess the strategic fit between the competitive priorities of a business and its process design (L4- Analyze).
2. Evaluate process flow measures (L5- Evaluate).
3. Analyze the process flows times (L5- Evaluate).
4. Assess process flow rates, and capacities (L5-Evaluate**).**

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Business competitiveness and processes (6 hours)

6. Strategic positioning & operational effectiveness

7. Processes & process types

8. Process view of organizations

9. Process performance measures

10. Process competencies

Module 2: Processes flow measures (8 hours)

5. Process flows & measures

6. Little's law: Time, rate & inventory

7. Various flows in processes: time, customer, material, cash & service

8. Assessing financial flows using financial statements

9. Assessing operations performance using financial information

Module 3: Process flow times & variability (8 hours)

6. Flow time measurement

7. Levers for managing flow times

8. Managing flow variability using safety inventory

Module 4: Process flow rates and capacity analysis (8 hours)

8. Capacity & capacity measures

9. Inventory ordering decisions

10. Process Control & Capability

Recommended Texts & Reference Books

Course Text

1. Managing business process flows; Principles of Operations Management, Second Edition, Anupindi, Ravi and Chopra, Sunil, Pearson.

Name of the course: Production Planning and Control (PPC) (OM620E)
Credits: **3**
Course category: **Elective**
Area: **Operations & Supply Chain Management**

Course Description

Firms are bound to deliver the value that they commit to their customers in order to sustain and thrive. Towards this end, firms need to use their scarce resources in the best possible way to maximize service quality, productivity at most minimum costs. Production planning and control therefore, is of great importance for the competitive position of manufacturing firms. It is an integral function in businesses, critical in linking the planning activities across functional areas (like marketing, operations, finance, and engineering), enhancing the quality of their primary process- order fulfilment.

The course will describe the tactical use of planning and control systems to manage material flow and capacity in operations, primarily within the firm. The course covers demand management, master production scheduling, production planning, inventory management, material requirements planning, capacity management, and just-in-time techniques in light of the changing manufacturing environment. In particular, this course will emphasize the overall structure of the planning and control function in managing manufacturing and service operations and how this function coordinates activities with other internal business areas. Developing a broad perspective of the operations function and also an understanding of the details of operations planning and control system techniques is intended.

Course Outcomes& Learning levels

The course demands the students to bring together the concepts from the other operations courses - Operations Management and Logistics and Supply Chain Management. The course outcomes support the program learning outcome of "Critical and Integrative Thinking".

On completion of this course, students will be able to

1. Forecast demand using the techniques discussed in the course (L5 – Analyze)

2. Evaluate sales &operations plan to identify appropriate planning strategies (L6 – Evaluate)

3. Make a Master production schedule using information from BoM and inventory records (L6 – Evaluate)

4. Make a MRP with the given information (L6 – Evaluate)

5. Make a distribution requirement plan for a channel with the given information (L6 – Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1. Production Planning & Control and Demand management

1. Context & scope of PPC: Definition, Framework & History
2. Forecasting methods
3. Forecast evaluation
4. Demand management strategy & techniques

Module 2: **Sales & Operations Planning**

1. Process
2. Plan trade-offs
3. Exploring alternative techniques for operations planning

Module 3: **Master Production Scheduling**

1. Basics & techniques
2. Bill of Materials
3. MPS
4. Issues & management

Module 4: Material Requirement Planning & Enterprise Resource Planning

1. Process of MRP
2. Applications and issues
3. ERP& MPS fit
4. Metrics for evaluation

Module 5: Distribution Requirement Planning Capacity planning & Utilization

1. Linkages and Techniques for DRP
2. Issues and applications
3. Capacity requirement planning and scheduling
4. Techniques

Recommended Texts & Reference Books

Course Text

1. Vollmann, T.E., W.L. Berry, D.C. Whybark, and F.R. Jacobs (2012) Manufacturing Planning and Control for Supply Chain Management, Fifth Edition, Tata McGraw-Hill, New Delhi.

(Back to Top)

Name of the course: **Supply Chain Analytics (SCA) (TBD)**
Credits: **3**
Course category: **Elective**
Area: **Operations & Supply Chain   Management**

Course Description

The course is an application oriented one and most of the exercises have to be done with industrial data. During the course basic concepts regarding supply chain management will be revised and applied using industrial data. Various capabilities of R environment and computational routines in R for supply chain analysis will be introduced in a comprehensive manner.

Course Outcomes& Learning levels

The course covers a reasonable curriculum in supply chain analytics

At the end of the course the student should be able to

1. Analyze and model supply chains

2. Enhance supply chain visibility

3. Develop data driven rules to manage volatility

4. Plan inventory flow of goods and services.

5. Forecast demand and to predict and monitor supply and replenishment policies

Course Contents (With an approximate distribution of hours/sessions)

Module 1: How does Operations create Value in a business? (5 hours)

1. Basics of Supply Chain Management

2. Supply Chain Management – An Overview

3. Supply Chain Analysis

4. Types of Supply Chains

5. Advanced Planning

Module 2: How are processes chosen for firms strategically? (5 hours)

1. Concepts of Advanced Planning Systems

2. Structure of Advanced Planning Systems

3. Strategic Network Planning

4. Demand Planning

5. Master Planning

6. Demand Fulfillment and ATP

7. Production Planning and Scheduling

8. Purchasing and Material Requirements Planning

9. Distribution and Transport Planning

10. Coordination and Integration

11. Collaborative Planning

Module 3: What size is the right size? (5 hours)

1. Implementing Advanced Planning Systems

2. The Definition of a Supply Chain Project

3. The Implementation Process

Recommended Texts & Reference Books

Course Text

1. Stadler Hartmut and Kilger Christoph (2005), "Supply Chain Management and Advanced Planning: Concepts, Models, Software and Case Studies", Third Edition, Springer, ISBN-3-540-22065-8.

2. Márquez Adolfo Crespo (2010) "Dynamic Modelling for Supply Chain Management: Dealing with Front-end, Back-end and Integration Issues", Springer.

3. Simchi-Levi, David, Chen, Xin, Bramel, Julien (2014), "The Logic of Logistics Theory, Algorithms, and Applications for Logistics Management", Third Edition, Springer, ISBN- 978-1-4614-9149-1.

4. Tang Christopher S, Teo Chung-Piaw and Wei Kwok-Kee (Eds) (2008), "Supply Chain Analysis: A Handbook on the Interaction of Information, System and Optimization", Springer, ISBN-13: 978-0-387-75239-6.

Name of the course: **Technology Management (TM) (TBD)**
Credits: **3**
Course category: **Elective**
Area: **Operations & Supply Chain   Management**

Course Description

Technology Management (TM) is a course offered to MBA students. It teaches students about how technologies are helpful in various vital functions of Operations and Supply Chain Management and how to manage them effectively for a sustainable workplace. It focuses on the advance of business leaders in the technological world who can manage current and future technologies and make a quick adoption culture in the agile and competitive world. TM is a combination of two aspects which are Technology and Business Administration.

The TM is like a cherry on the cake for MBA – Operations & Supply Chain Management students, which helps them to improve their knowledge in management in the technology world. It would benefit the students as the technology increase Industry 4.0 & 5.0, higher demand in the technology management domain.

Course Outcomes& Learning levels

1. Able to understand the basic concepts and adoption of Technology Management.
2. Able to apply project management tools on the planning process.
3. Able to apply the technologies on different phases in the production process.
4. Able to apply the technologies on the supply chain management process.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction and Adoption of TM (7.5 hours)

1. Introduction: Why do we need Technology Management for Engineering products manufacturing?
2. Advantages, the resistance of transformation, into technology management & Benefits of Technology Management.
3. Technologies Adoption- Technology Strategy – Top management commitment – product life cycle reduction because of dynamic market conditions – Cost pressures – Making required profit in less time.
4. Benefits of Technology Management in Product Life Cycle Management

Module 2: Technology Management on Planning (7.5 hours)

1. Planning Technology Management.

2. Project Management Tools – Hoshin Kanri X Matrix

3. Business objectives – Key focus areas –

4. key performance indicators – executable action plans – fixing the responsibility with authority at execution level.

Module 3: Technology Management on Production Process (7.5 hours)

1. Production development phase – Concepts – Ideas – Selection – Engineering validation – Engineering BOM.

2. cost analysis – product acceptance by top management – building prototype – test – modify.

3. Develop the product as per expectation – approvals – Complete product data management.

Module 4: Technology Management on Supply Chain Process (7.5 hours)

1. Process identification, process trials, Data capturing, Data integration.

2. Identification of in-house/outsource process - machinery & equipment selection – vendor identification, developing process.

3. SOPs, Trials, Complete Process data management, Increasing efficiencies.

4. Supply Chain Management – Enterprise Resource Planning, Customer Relationship Management.

5. Revenue Enhancement methods – Effective marketing & sales – Ensuring customer delight – Product Life Cycle Management (PLM) – Technologies available – Technologies developed – Cost-benefit Analysis.

Recommended Texts & Reference Books

Course Text:

Course Material will be shared by faculty members during class.

Name of the course:	**Organizational Theory, Structure, Design, & Dynamics.**
	(OTSD&D) (TBD)
Credits:	**3**
Course category:	**Core Elective**
Area:	**Human Resource**

Course Description

Understanding organizational theory, how organizations are structured, and how they can be designed are key to understanding the dynamics of the rise and fall of organizations. Theory of organizations can enable us to comprehend what happened in the past and what we might expect in the future so that we can manage organizations more effectively.

Course Outcomes& Learning levels

Upon the completion of this course, you will be able to:

1. Explain how an organizations design is related to its strategy, and to the organizations' external environment [Level 2: Understand].

2. Analyze how an organizations' internal processes are related to an organization's design [Level 4: Analyze].

3. Analyze how an organization's internal factors are related to an organizations' design structure [Level 4: Analyze].

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Concepts of Organizational Theory (10 hours)

1. Intro to organizational Theory and its evolution.
2. Dimensions of organizational design and organizational configurations.
3. Organizational Structural design for its strategy and effectiveness.
4. Relationship between an organizations external environment and its design

Module 2: Organizational Management (10 hours)

1. Organizational power, politics, and conflict.
2. Organizational decision making and corporate culture and values.

Module 3: Organization Control & Management (10 Hours)

1. Organizational information and control processes.

2. Organizational size and life cycle.

3. Workplace technology and design.

Recommended Texts & Reference Books

Course Text

1. Daft R.A., (2013) Understanding the Theory and Design of Organizations.

Name of the course: **Industrial Laws and Industrial Relationships (IL &IR) (TBD)**
Credits: **3**
Course category: **Core Elective**
Area: **Human Resource**

Course Description

Compliances with industrial and labor laws are critical to an organization's functioning, and employee relations are key to human resource management. This course includes important aspects of industrial laws and industrial relations.

Course Outcomes& Learning levels

The course aims to impart comprehensive knowledge of industrial laws and industrial relations.

1. Able to develop a comprehensive understanding of industrial laws and compliances.

2. Able to identify the critical perspectives of industrial relations.

3. Able to diagnose issues and challenges in various disputes related to industrial laws and industrial relations.

4. Able to develop risk management strategies to deal with issues of industrial relations.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Industrial Laws (7.5 hours)

5. Various perspectives on industrial laws.
6. Important Acts and Amendments (e.g., Payment of Wages Act (1936), Minimum Wages act (1948), Employees Compensation Act (2009), Factories Act (1948), The Employees PF & MP Act (1952), The Employees State Insurance Act (1948), Maternity Benefit Act (1961), Payment of Bonus Act (1965), Payment of Gratuity Act (1972), Industrial Employment Standing Orders Act (1946), Contract Labour and Abolition Act, etc.).
7. Labour Codes.

Module 2: Laws on Industrial Relations (7.5 hours)

1. Introduction to Industrial Relations.
2. Trade Union or Labour Union.
3. Industrial Dispute Act – 1947 (i.e., Salient features, Causes, Resolution mechanisms, Types of settlements, Special Provisions relating to Public Utilities, Protected workmen provisions, Strikes, and its handling, Retrenchment of Workmen.
4. Discipline in Industries.

5. Industrial Harmony.

Module 3: Risk Management (7.5 hours)

1. Risk Management (Non-compliance and its consequences).

   2. Cases on Industrial laws.

Module 4: Risk Mitigation (7.5 hours)

1. Risk Mitigation & Management.
2. Cases on Industrial relations.

<u>**Recommended Texts & Reference Books**</u>

<u>**Course Text**</u>

1. Industrial Relations and Labour Laws by S C Srivastava.

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course   : Talent Acquisition & Learning and Development
                             (TA & LD) (TBD)
Credits   3
Course category   : Elective
Name of the Career Path : Organizational Development & Management

Course Description

Acquiring the 'right' talent for an organization is a critical component to an organization's functioning. Training this talent and developing their competencies are core to the functional area of human resource management. This course includes important aspects of talent acquisition, training, and development.

Course Outcomes& Learning levels

The course aims to impart comprehensive knowledge and understanding of the talent acquisition, training, and development process. In this course students will learn:

1. To understand the concepts, principles, issues, and processes of acquiring human resources. [Level 2]

2. To create effective talent and career development plans in the context of existing and future business needs. [level 3 and 6]

3. To assess and examine training needs and design training programmes in an organizational setting [level 4 and 6].

4. To appraise the levels, tools, and techniques involved in evaluation of training effectiveness [level 5].

Course Contents (With an approximate distribution of hours/sessions)

Module 1: (7.5 Hours)

1. Concepts, principles, and processes of acquiring human resources.
2. Ascertaining talent needs (supply and demand) within the organization.
3. Recruitment process and sources.
4. Talent engagement models.
5. Job analysis in talent acquisition.

Module 2: (7.5 Hours)

1. Issues in Talent management: succession planning, downsizing, managing mergers, acquisitions and takeovers.
2. Strategic issues in talent management.

3. Career planning.

4. Career development: issues and challenges.

5. Role of mentoring and coaching in talent management.

Module 3: (7.5 Hours)

1. Principles of Training and Development.

2. Theoretical perspectives of L&D.

3. The Learning Process.

4. Theory on the principles of Strategic Training.

5. Identify training and learning needs.

6. Conducting a needs assessment.

7. Developing a L&D programme design.

Module 4: (7.5 Hours)

1. Appraising the basics of evaluating a L&D programme.

2.   Basics of constructing evaluation designs.

3. Appraising the return of interest for a L&D programme.

4. Constructing an evaluation of the L&D programme.

Recommended Texts & Reference Books

1. Human Resource Selection: Gatewood, Field and Barrick, Cengage Learning

2. Staffing Organizations: Herbert Heneman and Timothy Judge, McGraw Hill

3. Strategic Human Resource Planning: Monica Belcourt and Kenneth J McBey, Cengage Learning

4. Noe and Kodwani (2018) Employee Training and Development, 7e, McGraw-Hill Education.

5. Garavan et al (2020) Learning and Development Effectiveness in Organizations: An Integrated Systems-Informed Model of Effectiveness, Palgrave McMillan. [An electronic version of this book is available at Amrita University's online library).

Name of the course : **Performance Management and Compensation (PM&C)**
                           (TBD)
Credits: **3**
Course category   : **Elective**
Name of the Career Path : **Organizational Development & Management**

Course Description

Performance Management and Compensation is a course designed to acquire in-depth critical reasoning and skill development. The course enhances participants' leadership skills and managerial skills to make then analyze, evaluate, apply and create suitable Performance Management and Compensation programs. This is an HR elective that builds in-depth skills to analyze the organizational context and design appropriate strategically oriented performance management programs. This course is an integral course for those who are looking at Strategic management and leadership positions in organizations. It builds on strong conceptual knowledge skills to design and implement such programs.

Course Outcomes& Learning levels

The course involves strategic-oriented systems that integrate employee competencies with business strategy and includes developing performance management systems for the organization. The main thrust of the course is to help participants understand the framework of Performance management and its integration with compensation systems and strategies in the context of business realities and develop relevant strategies and frameworks that would suit the organization. The following are the specific outcomes of the course:

1. Analyze the strategic linkages of Performance Management (Level 4).
2. Create Performance management system for various roles in an organization (Level 6).
3. Evaluate design and implementation issues of Performance Management system (Level 5).
4. Apply the linkages of Performance management to Compensation in an organization (Level 3).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Performance Management (7.5 hours)

1. Introduction to the course.
2. Strategic planning and Performance Management.
3. What is Performance?
4. Performance planning.
5. Performance management process.

Module 2: Competency Mapping (7.5 hours)

6. Competency mapping and performance.
7. PMS and Competency Mapping.
8. Competency mapping and career planning.
9. Assessment Centers.
10. Development centers.
11. PMS and Balanced Score Card.

Module 3: Performance Measures and Analysis (7.5 hours)

1. Performance Measurement; Performance Analysis and Review.
2. Performance discussion and counseling; Multirater feedback.

Module 4: Implementing PMS (7.5 hours)

8. Implementing PMS; Performance based compensation.
9. Team based Performance assessment.
10. Mapping KRAs and Incentives.
11. Performance accounting and audit.
12. Ethical and Legal issues in Performance Management.
13. Projects and Presentation.

Recommended Texts & Reference Books

1. Performance Management Systems and Strategies, Dipak Kumar Bhattacharya, Pearson Education

Name of the course:	**HR Metric and Analytics (HRM&A) (HR602E)**
Credits:	**3**
Course category:	**Elective**
Area:	**HR Analytics and Information System Management**

Course Description

Human resource management is the process of delivering competitive advantage through people. HR managers are facing several issues pertinent to managing human resources in an efficient manner. The major challenges faced by the HR managers are employee engagement, employee performance, diversity and inclusion, staffing practices and employee attrition. This course is intended to cover how HR analytics techniques are helping the HR managers to tackle their HR-related issues. Through this course, the student will be able to understand the role of HR analytics in managing the human resources available in the organization.

Course Outcomes& Learning levels

At the end of the course students will be:

1. Able to develop necessary skills to identify and apply analytics to solve HR problems (Analyze).
2. Able to demonstrate the ability to measure and monitor the progress of human resources using different metrics (Create).
3. Able to demonstrate the competence in developing and analyzing the HR data using descriptive, predictive and prescriptive data analytics techniques and communicate the results for decision making (Create).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Fundamental of HR Analytics (7.5 hours)

  1. Introduction to HR Analytics; Measures, Metrics and Data Visualization;

  2. Creating HR Dashboards; Diversity analytics.

Module 2: HR Analytics Measures (7.5 hours)

  1. HR Survey Measures (Predictive, Reliability, and Factor analysis);

  2. Latent profile Analysis.

Module 3: Predictive modeling (7.5 hours)

  1. Predicting the employee performance; Renege Modeling.

  2. Employee recruitment and preference analysis.

Module 3: Behavioral modeling and Practices (7.5 hours)

1. Behavioral modeling - Structural equation modeling using R.

2. Project presentation.

Recommended Texts & Reference Books

Course Text

1. Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page Publishers.

2. Fitz-Enz, J., & John Mattox, I. I. (2014). Predictive analytics for human resources. John Wiley & Sons.

3. Phillips, J., & Phillips, P. P. (2014). Making human capital analytics work: Measuring the ROI of human capital processes and outcomes. McGraw Hill Professional.

4. Sesil, J. C. (2013). Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. FT Press.

Name of the course   : **Cross-Cultural Management (CCM) (GM623E)**
Credits   3
Course category   : **Elective**
Name of the Career Path   : **Organizational Development & Management**

Course Description

Managing cultural differences is now recognized as a key factor in achieving organizational objectives. Your success in business today will be influenced by your cross-cultural competence. Cross-cultural competence refers to the ability to understand, adapt and work effectively across different cultures. This course introduces the major frameworks and concepts used in the field of cross-cultural management. The different models of culture and the underlying dimensions of these models can help to analyze business situations where culture plays a critical role. Culture has multiple layers and this course offers an appreciation of the complexity of these different layers of culture at the national, regional, local, professional, and organizational level. Throughout the course, emphasis is laid on developing cross-cultural competence. Cross-cultural competence or cultural intelligence entails cognition, emotions and behavior. This course will seek to help you develop all these three dimensions, by giving you the knowledge of cultural norms and values (*cognition)*, motivating you to understand and engage with different cultures in a sensitive manner (*emotions*) and giving you tips on appropriate *behavior* in different cultures.

This course will help you develop an understanding of the impact of culture on different dimensions of management and associated business practices. Understanding cultural similarities and differences is as relevant to the online world as to the offline world. Cultural intelligence has been shown to lead to better performance in virtual teams. The course becomes very relevant in today's world given the increase in the hybrid models post the COVID19 pandemic era as what you learn in this course will help you connect and communicate with ease with your work colleagues and clients across the globe

Course Outcomes& Learning levels

On completion of this course, students will be able to,

1. Explain the different theoretical frameworks of culture **(Understand)**
2. Display cross-cultural communication skills **(Apply)**
3. Analyze cross-cultural scenarios in business management **(Analyze)**
4. Create a case-based role play on multicultural teams **(Analyze).**

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Theoretical Frameworks of Culture (7.5 hours)

1. Values and Beliefs
2. Edward Hall: Language of Time, Space and Context
3. Geert Hofstede's Dimensions of Culture
4. Fons Trompenaars: Reconciling Differences
5. GLOBE Project and Review of Models

Module 2: Intercultural Communication (7.5 hours)

1. Language and Presentation Styles
2. Barriers to Intercultural Communication
3. Non Verbal Communication

Module 3: Negotiation and Marketing (7.5 hours)

1. Negotiating Across Cultures
2. Culture and Market Research
3. Culture and Products
4. Culture and Promotion
5. Culture and Pricing and Distribution

Module 4: Global Teams (7.5 hours)

1. Global Teams
2. Global HRM
3. Expatriate Management

Recommended Texts & Reference Books

Course Text

1. Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi.

Reference Books

1. Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi.

2. Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi.

Name of the course : **Organizational Change and Development (OC&D)**
                                    (HR512E)
Credits   **3**
Course category : **Elective**
Name of the Career Path : **Organizational Development & Management**

Course Description

Organization Development is both a professional field of social action and an area of scientific inquiry. The practice of Organization Development covers a wide spectrum of activities, with seemingly endless variations upon them. Organization Development applies to the strategy, structure and processes of an entire system of an organization. It is based on behavioral science knowledge and practice, including micro concepts such as group dynamics and work dynamics and macro approaches such as strategy, organization design and international relations and is oriented to improving organizational effectiveness.

Course Outcomes& Learning levels

Organization Development is more an adaptive process for planning and implementing change than a blue print of how things should be done. The main objectives of the course therefore may be stated as: (i) Help participants understand and manage change (ii) enhance participants' ability to manage the culture of the organization in such a way that the goals and purposes of the organization are attained at the same time that human values of the organization are furthered and (iii) energize participants' skills in the pursuit of their own self-interests in making the organization more successful and making their quality of work life more satisfying.

1. Understand the life cycle and macro level changes in organizations.
2. Appreciate the impact of macro level changes on the organizational functioning.
3. Fit appropriate Organizational change strategies that fit appropriately.
4. Design appropriate system and process level OD interventions that suit the organizations.
5. Implement appropriate context relevant change strategy in organizations.
6. Lead and manage Organizational Changes.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Concepts of Organizational Development (7.5 hours)

1. What is OD
2. Contributors to OD, Values and Stems of OD
3. Perspectives of Organizational Change and OD

4. Organizational Change Levers

Module 2: Various approaches of Organizational Development *(7.5 hours)*

1. Approaches to OD
2. Gestalt Approach and Appreciate Inquiry.
3. Action Research
4. Organizational Diagnosis

Module 3: Understanding various models and management of Organization (7.5 hours)

1. Organizational Diagnosis: Weisbord's six box model.
2. Analyzing Diagnostic Information.
3. Individual Level interventions: Role Analysis
4. Interpersonal interventions.
5. Conflict Management and Team Building

Module 4: Development Methods of Organization (7.5 hours)

1. Career Development.
2. Managing Performance.
3. Organizational transformation: Models.
4. Cultural Transformation.
5. TQM Journey
6. Learning Organization.
7. Future of OD.

Recommended Texts & Reference Books

Course Text

1. Organizational Change and Development, R G Priyadarshini, Cengage Learning.

Name of the course	: Strategic Human Resource Management (SHRM) (TBD)
Credits	3
Course category	: Elective
Name of the Career Path	: Organizational Development & Management

Course Description

Over the years, Human Resource Management as a discipline has evolved without great levels of integration across different HR functions such as Recruitment and Selection, Training and Development, Performance Management, Compensation Management and Employee Engagement. Organizations which used the narrow and micro functional approach to people management problems in the past have realized the ineffectiveness of such approaches as they have limited ability to provide competitive advantage in isolation. Thus, both scholars and practitioners emphasize on recognizing the importance of establishing greater linkages between the business practices and HR practices which provide sustained competitive advantages to firms. Therefore, the purpose of this course is to provide a distinctive approach to human resource management as a strategic function by highlighting the issues with vertical integration of HR Strategy with Business Strategy as well as the horizontal integration of variousHR functions.

Course Outcomes& Learning levels

As a result of succeeding in this course, participants will be able to achieve the following the objectives.

1. Be able to establish the linkage between firm strategy and HR practices of the firmthrough Resource-based view of Competitive Advantage and Sustained Competitive Advantage.

2. Be able to understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioral perspective and cybernetic systems.

3. Be able to identify the Non-Strategic HR practices which derive from institutional and political forces within the firm as well as outside the firm and the negative impact of such practices on firm performance.

4. Reading Material: Course Reading Material "Strategic HRM" by the Instructor.
   ## Course Contents (With an approximate distribution of hours/sessions)

Module 1: Theoretical Frameworks of Culture (7.5 hours)

1. Decoding CompetitiveAdvantage

Module 2: Intercultural Communication (7.5 hours)

5. Language and Presentation Styles

6. Barriers to Intercultural Communication

7. Non Verbal Communication

Module 3: Negotiation and Marketing (7.5 hours)

6. Negotiating Across Cultures

7. Culture and Market Research

8. Culture and Products

9. Culture and Promotion

10. Culture and Pricing and Distribution

Module 4: Global Teams (7.5 hours)

8. Global Teams

9. Global HRM

10. Expatriate Management

Recommended Texts & Reference Books

Course Text

1. Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi.

Reference Books

1. Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi.

2. Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi.

Name of the course : **Employee Engagement (EE) (TBD)**
Credits   3
Course category : **Elective**
Name of the Career Path : **Organizational Development & Management**

Course Description

During the period of Industrial Revolution, there probably was not much of mention of the need to "engage" with the growing workforce to improve its industrial output. Labour in 19th century and early 20th century was motivated purely by work and the wage received which permitted the bare necessities to the working class which was food and water on the table and a place to live rather than anything intrinsic. This was reinforced by the situation that the supply of labour was more than the demand placed on it and work itself was motivational enough. Later however, unlike that of the animal Kingdom, human nature has an inherent desire to do more than simply survive but to grow and prosper well.

Moving to the present day, we know in spite of appalling level of unemployment in the younger population work alone is not enough for many of them. Although the supply is more than the demand, employers still find they have to work to do their best to attract young talent and to offer more than work itself to retain and unleash their full potential for productive use of the organization.

For many people work is not just about money, but being motivated by such things as working environment, the people within it, product and service, policies, social commitments, value systems and even the brand.

Employee engagement is now widely accepted as an important factor in achieving performance. Evidence suggests that the employee engagement has a significant effect on Organizations. It influences positively on productivity, profitability and safety.

The research done by CIPD reveals that the Employee Engagement and wellbeing are key for productivity, performance and success of Organizations and second the what the employees are managed is a vital determinant to their engagement.

It is an Organization's interest that we create the conditions in which employees offer more than their capability and potential. To give their best each day committed to the organization's goals and values. Stay motivated to contribute to organizational success, with an enhanced sense of their own well-being.

The objective is to help students understand what Employee Engagement is, why it is required, how to create better workplace to engage the employee positively and the methods, understand the new dimensions in technology and social media era. It is also very important to make students know the ways that can help sustaining Employee Engagement.

Course Outcomes& Learning levels

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Basics of Employment Engagement (6 hours)

1. Introduction to Employee Engagement: Basics of employee engagement, definition and meaning.

2. Business case for employee engagement, its importance and how it can improve performance?

3. Importance of Communication – Employee voice.

Module 2: Models of Engagement (6 hours)

1. Models of Engagement: Strategies for Engagement.

2. Creating Employee Centric Organization.

3. Creating authentic Mission Statement.

4. Flexibility, Philosophies, Policies and procedures.

Module 3: Employee Engagement Strategies (6 hours)

1. Employee Engagement Strategies: Communication

2. Safety and Employee well-being.

3. Orientation Role Clarity, Goals and responsibilities.

4. Value systems, charitable and social programme branding.

Module 4: Managing Sustainable Employee Engagement (6 hours)

1. Empowering Employee.

2. Suggestions – TEI Employee relations.

3. Learning & Development performance Management.

4. Selection and Assessment Intrapreneurship.

Module 5: Drivers of Employee Engagement (6 hours)

1. Leadership.

2. Driving Multi – Generational workforce for engagement.

3. Team building and team working barriers.

Recommended Texts & Reference Books

Course Text

1. Employee Engagement: A Practical Introduction (HR fundamentals) 2nd edition, by Emma Bridger, CIPD Kogen page.

Name of the course : Social Psychology for Managers (SPM) (HR518E)
Credits 3
Course category : Elective
Name of the Career Path : Organizational Development & Management

Course Description

Social psychology has been defined as the scientific attempt to understand and explain how the thoughts, feeling, and behavior of individuals are influenced by the actual, imagined, or implied presence of others. In other words, we get insights into: (a) how we think about ourselves; (b) how we think, feel and act in the social world; and (c) how our thoughts, attitudes and behaviors shape our social world. Social psychology is used widely in the fields of communication, marketing, behavioral economics and human resource management.

Understanding the psychology of communication can help you reach your audience more effectively in both social media and alternative media. Marketers use psychological principles to understand consumer decision-making and buyer behavior. For a manager, learning about self-presentation and maintaining a positive self-concept can be important. The course will help us become aware of the variety of cognitive biases that we are vulnerable to that can cause errors in making judgments and negatively impact decision-making. NGOs use principles from social psychology to persuade their audience to give up harmful behaviors such as smoking and adopt productive behaviors such as a regular physical exercise regimen. Managers can improve their strategies to increase work motivation, organizational commitment, job satisfaction and organizational citizenship behavior by drawing on social psychology concepts. HR managers can learn to avoid stereotypes, prejudice and discrimination that may unfairly influence recruitment and promotions. Studying social behavior helps us to understand group processes, group influence and how to improve group decision making. Team leaders can learn to improve team performance and reduce harmful group behavior such as groupthink and social loafing. In short, social psychology can help you to know yourself better, understand the behavior of those around you, and through this improve your effectiveness in the workplace, at home and contribute to your overall well-being.

Course Outcomes& Learning levels

On completion of this course, students will be able to:

1. Explain selected key theories in social psychology including social comparison theory, theory of cognitive dissonance, attribution theory, social cognitive theory and social identity theory (Understand).

2. Analyze cross-cultural scenarios in Students will be able to apply social psychology principles to analyze scenarios in communication, marketing, and organizational behavior. (Apply).

3. Analyze and present social psychology research published in peer-reviewed journals (Analyze).

4. Create original content on social psychology in everyday life integrating concepts learned from theories in social psychology (Create).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction and Research Methods (6 hours)

1. Research Methods used by Social Psychologists
2. Intrinsic and Extrinsic Motivation

Module 2: Self-Perception; Social Perception, Social Cognition (6 hours)

1. Understanding Ourselves – Self-esteem and Social Comparison Theory
2. Understanding Others – Non Verbal Communications and Attribution Theory
3. Understanding We Think: Cognitive Biases and Cognitive Dissonance

Module 3: Social Influence (6 hours)

1. Attitude Formation and Change
2. Theory of Planned Behaviour
3. Social Norms and Conformity; Obedience to Authority

Module 4: Group Processes and Identities (6 hours)

1. Group Processes: Social Facilitation and Social Loafing;
2. Group Think
3. Social Identity Theory
4. Stereotypes, Prejudices and Discrimination

Module 5: Interpersonal Interactions (6 hours)

1. Interpersonal Attraction
2. Aggression
3. Prosocial Behaviour.

Recommended Texts & Reference Books

Course Text

   1. Aronson, Elliot, Timothy D. Wilson, Robin M. Akert, Samuel R. Sommers, Veena Tucker. 2020. Social Psychology. Tenth Edition. Pearson India.

Reference Books

   2. Baron, R. A., Byrne, D., & Branscombe, N. R. (2006). Social Psychology, 11/E. Pearson India
   3. Baumeister, R. F., & Bushman, B. J. (2020). Social Psychology and Human Nature. Cengage Learning.

Name of the course   **: Corporate Social Responsibility (CSR) (TBD)**
Credits   **3**
Course category   **: Elective**
Name of the Career Path   **: Organizational Development & Management**

Course Description

Corporate Social Responsibility (CSR) is an evolving area in the management discipline. The course emphasizes responsible business practices and effective social development interventions. It aims to impart knowledge and understanding of how corporates can contribute to reducing conflicts & distress in society and foster equitable growth and productivity to serve the overarching interest of people, planet, & profit.

The Government of India has mandated CSR under the Companies Act, 2013. The trends show substantial growth in corporate engagements in social and development interventions. Many companies have dedicated teams to look after CSR affairs effectively and strategically. This marketplace opens enormous possibilities for aspiring CSR managers and qualified professionals. The course is designed to develop participants' critical perspectives on the dominant and competing paradigms of CSR.

Course Outcomes& Learning levels

The course aims to impart the learning required to develop a comprehensive understanding of Corporate Social Responsibility (CSR). The participants will learn normative, functional, and strategic aspects of CSR. They will also develop critical perspectives on the dominant and competing paradigms of CSR. A participant, after the successful completion of the course, would gain appropriate advancements in the following key areas:

1. Able to assess different concepts, theories and practices of responsible business management and CSR. [L4: Analyze]

2. Able to assess Indian CSR Perspectives and Mandates. [L4: Analyze]

3. Able to diagnose and evaluate the critical issues in managing and implementing of CSR projects. [L5: Evaluate]

4. Able to develop a compliance-based reporting system for a company engaged in CSR activities. [L6: Create].

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Fundamentals of CSR (7.5 hours)

1. Historical Evolution of Social Responsibility;

2. The CSR Landscape of CSR;

3. Different terminologies and perspectives;

4. Traditional Arguments (for and against) of CSR; Different Theories of CSR.

Module 2: CSR: Indian Perspectives and Mandates (7.5 hours)

1. Legal framework of the Nonprofits in India.

2. Similarities and differences in different legal provisions.

3. Indian CSR Perspective; CSR Policy and Guidelines.

4. UNSG and Indicators.

Module 3: Managing CSR Prorgramme and Implementation (7.5 hours)

1. Programme area and Intervention plan.

2. CSR Programme: Planning and Assessment.

3. Stakeholder' Engagement: Cooperation and Collaboration.

4. CSR Projects: Monitoring & Evaluation.

5. CSR Impact Assessment: Tools and Techniques.

Module 4: Standards & Guidelines of Responsible Business and Emerging Areas in CSR. (7.5 hours)

1. CSR Accounting and Social Audit.

2. Important standards & guidelines, framework, and disclosure & sustainable reporting.

3. Emerging Areas in CSR; Project and presentations.

Recommended Texts & Reference Books

Course Text:

1. Srinivasan, G., & Srinivasan, N. (2019). India CSR Report 2019: Trends and Prospects of CSR. SAGE Publications India.

2. Burlingame, D. F., & Young, D. R. (1996). Corporate philanthropy at the crossroads. Indiana University Press.

Name of the course	**: Management Beyond Profit: The Heart of Sustainable Business (MBP) (GM654E)**
Credits	**3**
Course category	**: Elective**
Name of the Career Path	**: Organizational Development & Management**

Course Description

The course 'Management Beyond Profit: The Heart of Sustainable Business" is designed to equip MBA students with the knowledge and skills to support social initiatives or even become social change-makers themselves. This course will help students gain an understanding of sustainable business and CSR. India is one of the first nations to make CSR mandatory for qualifying firms under Section 135 of the Indian Companies Act. India's Two Percent CSR bill, while being a positive step for the social engagement of businesses, is not without its challenges. In this course, we will explore the implication of this law for Indian businesses. In order to engage in effective CSR, we need to understand issues of poverty and underdevelopment. The course will seek to deepen our understanding of the complex issues surrounding poverty and inequality by exploring the lives of the poor through real-life exercises, discussions and readings. We will seek to gain a better understanding of the lives of the poor and their (seemingly irrational) behaviours such as not saving (when they could), not investing in education or (what appears as) excessive spending on addictions.

In this course, we will enter the world of social entrepreneurs — individuals with innovative solutions to pressing social, cultural, and environmental challenges. We will learn how each one of us can be a change-maker if we have the desire and the commitment. We will also gain exposure to the legal compliance aspects of running an NGO in India.

The final section of the course focuses on social marketing, a tool that can be used to bring about positive social change. Social marketing uses marketing principles to influence behaviour that benefits both individuals and society. Social marketing has been used successfully to bring about positive impact in programmes on HIV/AIDS prevention, polio eradication, childhood obesity, environmental protection, and community development, wearing helmets and increasing recycling. The final project in the course is designing a social marketing strategy for a pressing social or environmental issue.

Course Outcomes& Learning levels

On completion of this course, students will be able to:

1. Explain what corporate social responsibility is and the legal framework of CSR in India according to the Companies Act (Understand).

2. Analyze the causes of poverty and suggest poverty alleviation measures (Apply).

3. Compare different strategies adopted by social entrepreneurs to bring about positive social change (Analyze).

4. Apply knowledge of legal aspects of NGO Management to a scenario (Apply).

5. Create a social marketing campaign to address a social issue (Create).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Corporate Social Responsibility (6 hours)

1. What is CSR

2. CSR in India: The Two Percent Bill

3. The CSR Debate

Module 2: Legal Aspects of NGO Management (6 hours)

1. Laws Governing NGOs.

2. Fundraising.

Module 3: Poverty (6 hours)

1. What is Poverty.

2. Inequality.

3. Building Empathy for the Disadvantaged.

Module 4: Social Entrepreneurs (6 hours)

1. What is Social Entrepreneurship.

2. Characteristics of Social Entrepreneurs.

Module 5: Social Marketing (6 hours)

1. Principles of Social Marketing.

2. Frameworks to Understand Target Audience.

3. Principles of Designing a Social Marketing Campaign.

Recommended Texts & Reference Books

1. Deshpande, Sameer and Nancy Le e (2013) Social Marketing in India. Sage Publications

2. Kotler, P. T., & Lee, N. R. (2009) Up and out of poverty: The social marketing solution. Pearson Prentice Hall.

3. Banerjee, Abhijit and Duflo, Esther (2019) Good Economics for Hard Times. Hachette Group.

4. Chambers, Robert (1983). Rural Development: Putting the Last First. Longman Scientific and Technical. New York.

5. Laws, Sophie, Caroline Harper and Rachel Marcus (2003) Research for Development. Vistaar Publications. New Delhi.

Name of the course	: **Leadership Skills (LS) (HR502E)**
Credits	**3**
Course category	: **Elective**
Name of the Career Path	: **Human Resource People Management**

Course Description

Leadership is one of the most widely and extensively discussed and researched topicsin the area of Organization Behaviour. Every organization, community or group needsleaders to lead them towards the goals that they choose for themselves. There has been an old debate about whether leadership qualities are something that one is bornwith or is it a set of skills which can be learned by anyone if he/she chooses?

Research is gradually accumulating which suggests that leadership is not only some mystical qualities which only some people are born with, but certain attitudes which the good leaders exhibit and also certain skills which can be learned by an individualif he/she so chooses.

Modern psychology, as well as the wisdom traditions from all over the world, believesthat attitudes can be modified under the stimulus of greater self-awareness & sustained and systematic practice. This implies that if a student so chooses, he/she canidentify his/her weaknesses and learn from research on leadership about the typical leadership attitudes and skills (warmth, friendliness, openness to experience, confidence, good communication skill etc.) that great leaders exhibit and try to develop those attitudes and skills consciously. The leadership skills can also be learned through systematic training and disciplined practice.

Hence the focus of the course will be on primarily helping the students to identify themost important leadership skills and attitudes that they could learn and develop in order to become effective leaders for their future organizations.

Course Outcomes& Learning levels

The main outcomes of the course are:

1. Analyse the most important attitudes and values shared by a large number ofeffective leaders (Level 4 – Analyze).

2. Analyse different schools of leadership and practices in organizations and present appropriate decisions for organizational situations (Level 5- Evaluate).

3. Create new ways to lead and influence in the workplace (Level 6 – Create).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Building Leadership qualities (6 hours)

1. Building Respect and Credibility.

2. Build Trust and Influence.

3. Building a shared vision.

Module 2: Empowering Individuals (6 hours)

3. Encouraging self-leadership.

4. Developing individual competence & confidence.

5. Providing choices for opportunities for self-growth & development.

Module 3: Empowering teams (4 hours)

1. Building Self-Managed teams.

2. Building climate of trust, collaboration and mutual interdependence.

Module 4: Building organizations (8 hours)

1. Leadership styles.

2. Leadership strategies.

Recommended Texts & Reference Books

1. Leadership Challenge: How to make extraordinary things happen in organizations, Sixth edition, James M. Kouzes & Barry Z. Posner, PHI, New Delhi.

Name of the course:	**Marketing Research (MR) (MM641E)**
Credits:	**3**
Course category:	**Core Elective**
Area:	**Marketing**

Course Description

In this core elective you will formally study a crucial tool for all business practitioners, and a necessary prelude to any successfully implemented marketing strategy – how to do a systematic search for potentially useful information, and how to use that information to create value. You will learn best practices in Marketing Research in this digital, data driven world in order to equip you to take better informed decisions in today's competitive, demanding business environment. In addition to the in-class coverage of MR, there will be focused out of class workshops on Digital Marketing and BD. The orientation of the entire course is marketing practice oriented with an eye on both your foundational preparation for a career in Marketing/ MR, as well as equipping you to be better prepared for your Summer Internships.

Course Outcomes& Learning levels

At the end of the course, the students will be able to:

1. The students will understand the core principles of Marketing Research (MR) *L2.*

2. The students will learn how to analyze a managerial decision situation for its informational needs, and design the MR that helps get the necessary information. *L3, L4, L5.*

3. The students will learn how to apply the basic methods of both Quantitative and Qualitative MR *L2, L3.*

4. The students will learn how to evaluate, plan (create), execute and report a complete MR project *L3, L4, L5, L6.*

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to concept of Marketing Research (7.5 hours)

1. Introduction to Marketing Research.
2. The Research Process.
3. Asking the research Question.

Module 2: Research Designs (7.5 hours)

1. Developing an approach to the problem.
2. Research Design.
3. Research Design – Secondary Research.
4. Research Design – Qualitative Research.

Module 3: Types of Research (7.5 hours)

1. Research Design – Qualitative Research
2. Research Design – Descriptive Research (survey and questionnaire design.
3. Research Design – Casual Research.

Module 4: Data Preparation and Data Analysis (7.5 hours)

1. Sampling & Fieldwork.
2. Data preparation & Data Analysis.
3. Research Insights & Reporting.
4. Final Project Presentations.

Recommended Texts & Reference Books/ Materials:

Reference Text Book:

1. Malhotra, Naresh and Satyabhusan Dash (2019), Marketing Research: An applied Orientation (7e), Pearson education.

Name of the course: **Sales and Distribution Management (SDM) (MM403E)**
Credits: **3**
Course category: **Core Elective**
Area: **Sales & Marketing**

Course Description

Sales and Distribution Management is the core of any marketing activity. From the value-based frameworkof marketing, this is the organizational function where value exchange happens, and hence critical to every firm. This course aims to introduce the concepts and practice of sales and distribution management, imparting the learning that is required for a student to be a competent sales professional starting his/her career.

The essential understanding of sales, as a process, and selling, as a skill, is imparted to the students using theory, readings, discussions, cases and interactions with industry experts.

Course Outcomes& Learning levels

Student's attitude towards the Sales Process will be positively reformed; their understanding of handling channels, customers, and negotiations will be explored. They will develop a thorough understanding of thefunction of distribution. By various case-lets, and illustrations of real life situations, students are made to look at various issues in many situations and are required to take befitting ethical decisions. The course addresses how technologyhas changed the sales landscape, and how IT is the backbone of sales now. SDM inculcates critical and integrative thinking by exposing students to various dynamic sales situations and real-life examples.

At the end of the course, the students will be able to:

1. Identify the process, actors and performance measures in sales management, meetingorganizational objectives. (Evaluate)
2. Analyze distribution needs of a given situation, identify core issues and create a territory plan. (Analyze, Create)
3. Identify situations that present ethical dilemmas of working in the field of Sales & Distribution Management. (Evaluate).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Able to define the course expectation, various myths surrounding sales as a profession and salespeople and define sales, selling and sales, selling and sales management (6 hours)

1. Introduction to SDM, Students' to write about their perception

2. Myths about a sales person, sales personality, persuasiveness, key to selling

3. Definition of selling', barriers to 'Buying'

Module 2: Able to define the sales as a process, and evaluate situations and most appropriate sales tools, articulate the components of sales process. (6 hours)

1. The selling process: Prospecting, D.M

2. Prospect categories and strategies for handling sales message, handling objections, convincing.

Module 3: Able to delineate the sales call and types of selling, to analyse and evaluate situations, basic concepts of distribution (6 hours)

1. Closing the 'sale', types of closing, Consultative selling, handling difficult customers.

2. Negotiations, Commercial terms.

3. Overview of Physical Distribution Management

4. Marketing Channels, Channel Planning and Management.

5. Project Presentation 1.

Module 4: Able to analyse CM Strategies (6 hours)

1. Assessing Channel performance and Managing Channel conflicts

2. Territory Management: Establishing territories, time management, productivity, efficiency, effectiveness, routing.

3. Organization Structure, Selection recruitment and training of sales persons, Territory Management, Forecasting techniques, Targets;

4. Sales Planning & budgeting: benefits of planning, planning process. Setting goals & Objectives, selecting strategies – tactics, sales budgets, controlling the plan.

Module 5: Able to identify and articulate various aspects of sales management (6 hours)

1. Nuances of sales team management – directing, motivating, controlling and evaluating sales persons.

Recommended Texts & Reference Books
Course Text:

1. Sales and Distribution Management |Sixth Edition| by Pearson Paperback – 26 July 2017by Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri

2. Selling Today: Partnering to Create Value |Fourteenth Edition| By Pearson Paperback – 31 August2019 by Gerald L. Manning, Michael Ahearne, Barry L. Reece

Name of the course:	**Applied Marketing Research for Marketing Decisions (AMR) (MM642E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Marketing**

Course Description

The world of business is increasingly turning towards data driven decision making where key decisions that managers take need to be backed by valid research and credible data. Marketing Research (MR) becomes an increasingly valuable skill in such an environment no matter what your functional specialization is as a practicing manager. This course aims to provide an in-depth understanding of Marketing Research as practiced in the industry to enable future business managers utilize information and make an impact in their business.

Course Outcomes& Learning levels

On completion of this course, students will be

1. Able to delineate marketing problems and suggest appropriate research designs(Create)
2. Able to analyze and meaningfully interpret data (Analyze)
3. Able to provide solutions to business problems using market research(Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Research (10 hours)
1. Introduction to the course.
2. Research Objectives.
3. Information Areas.
4. Research Design.

Module 2: Data Collection and tools (10 hours)
1. Designing a research instrument.
2. Sampling Methodology.
3. Data Collection Methods.
4. Data Analysis: Tools and Techniques.
5. Interpreting findings.

Module 3: Research Studies and types (10 hours)
1. Types of Research Studies: Brand & communication

2. Types of Research Studies: Business Research

3. Types of Research Studies: Customer Experience Measurement

4. Types of Research Studies: Behavioural Measurement

5. Types of Research Studies: Qualitative Research

6. Marketing Analytics.

Recommended Texts & Reference Books/ Materials:

Reference Text Book:

1. Malhotra, Naresh and Satyabhusan Dash (2019), Marketing Research: An applied Orientation (7e), Pearson education.

Name of the course: **Consumer Behaviour (CB) (MM506E)**
Credits: **3**
Course category: **Elective**
Area: **Marketing**

Course Description

This course introduces the theory of consumer behaviour and relates it to the practice of marketing. As future marketers, you will take one step closer towards understanding what goes in the minds of the customer (the buyer's black box) as they make decision with respect to purchase and consumption of products and services. The course will present relevant concepts drawn from psychology, anthropology, social and behavioural sciences within the framework of the consumer decision process and its main influencing factors

Course Outcomes& Learning levels

This course aims to introduce concepts in Consumer Behaviour and provide a basic and fundamental understanding of how consumers behave in the marketplace so as to help you predict and influence the consumers with appropriate marketing strategies. The course is divided into four modules with distinct learning outcomes for each. At the end of this course, you will

(1) Be able to explain concepts and theories of Consumer Behaviour and apply them to marketing strategy (**Apply**);

(2) Be able to predict consumer behaviour in the market place and resolve issues and challenges related to them (**Evaluate**);

(3) Be able to develop effective marketing strategies and programs to influence consumer behaviour (**Create**); and

(4) Be able to work effectively in a team to prepare professional, logical and coherent report and presentation on consumer behaviour issues and marketing strategies (**Create**).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Able to explain concepts and theories of Consumer Behaviour and apply them marketing strategy (7.5 hours)

1. Consumer behavior as an interdisciplinary subject- Application of consumer behaviour-Linkages to advertising, brand management, retailing and strategy.

2. Consumer Decision Making Model: Factors influencing consumer behaviour- implications for practice, Impact of digitalization on consumer behavior - **Article discussion**

3. Consumer Motivation and buying behaviour Motivation theories, Application of Motivation in Marketing Practice

4. Personality and Self, Structure of personality, Theories of personality

5. Application of Personality theories to Marketing strategy, Brand personalities, Personality and product adoption

6. Nature of Perception, Sensory perception, Perception and Marketing, Heuristics and biases

7. Consumer Perception and Marketing Strategy (product design, positioning) - **Case Discussion**

8. Learning theories, Information Processing and learning, Outcomes of learning.

9. Attitude and its components- **Case Discussion.**

10. Family and Consumer Behavior, Lifestyles, Family and households, Family Life Cycle

11. Socio-cultural influences Purchase decisions, culture and cultural values.

Module 2: Able to predict consumer behaviour in the marketplace and resolve issues and challenges related to them (7.5 hours)

1. Consumer Research, Research Methods in CB, Discussion on insights from video

2. Consumer Segmentation and Marketing Strategy, Segmentation Methods, Consumer Persona

3. Consumer Decision Making, Overview of consumer decision making process, Types of decisions, Problem recognition, Search and evaluation

4. Purchase, post-purchase, Choice overload, Product disposition - **Case discussion**

Module 3: Able to develop effective marketing strategies and programs to influence consumer behaviour (7.5 hours)

1. Reference Group Influence, Reference groups and communities, opinion leaders and word   of mouth

2. Targeting segments, Consumers and social media, Media effectiveness

3. Attitude models, Attitude and brand equity, Product involvement, positive Vs negative reinforcement and attitude change

4. Marketers ethics and social responsibility.

5. Case discussion.

Module 4: Able to work effectively in a team to prepare professional, logical and coherent report and presentation on consumer behaviour issues and marketing strategies (7.5 hours)

1. Student presentations in groups.

Recommended Texts & Reference Books

Course Text:

1. Leon G. Schiffman, Joseph Wisenblit, S Ramesh Kumar, 12e, Consumer Behaviour, Pearson
2. Michael R Solomon, Consumer Behaviour - Buying, Having and Being, 12e, Pearson.

Recommended Texts & Reference Books

Course Text:

Name of the course:	**Foundation of Management Consulting (FMC) (TBD)**
Credits:	**3**
Course category:	**Elective**
Area:	**Marketing**

Course Description

Business/Management consulting is one of the top three career choices for MBA professionals and is predominantly a day zero company for placements in most B-schools. Apart from pureconsulting organizations, many mainstream firms have specialist teams embedded within theirorganizations for internal consulting assignments. Consulting skills are a prerequisite for business analyst roles in technology firms such as Accenture, Capgemini, IBM (and like) as well as firms such as Cisco, Dell-EMC and a host of Global In-house centers/captive firms based in India. In addition, new age firms such as amazon, Uber and Ola who work on a matrixHR structure significantly appreciate consulting skills. In short, consulting skills are increasingly being considered as base line requirement in an MBA professional.

Despite its importance in the industry, the required consulting skills are not comprehensively covered in the B School curriculum or for that in any of the professional PG courses leaving the newly hired consultants struggling to adapt to the demands of the industry. Consulting skillscan be acquired through a combination of classroom training by practitioners and/or apprenticeship in consulting centric organizations. This elective program aims at accelerating the skill acquisition process and involves opportunity to learn from professionals with hands- on consulting experience. In addition to enhance the learning, the course will include live sessions from active consulting professionals drawn from the industry.

Course Outcomes& Learning levels

This course aims to introduce the world of business / management consulting to students. The course involves understanding the nuances of business consulting as well as aid acquisition ofkey management skills for a career post-MBA. The course will directly help students to inculcate an "analytical" / consultative approach in problem identification and framing, analysis and problem solving, making recommendations that are heard and finally the skills needed for execution.

By the end of the course, students should be able to

1. Demonstrate an ability to be at ease with abstract business problems and identify clearbusiness objectives as part of strategic focus.

2. Demonstrate an ability to analyze critical business issues.

3. Demonstrate an ability to scan the external environment to identify business headwinds

   Demonstrate an ability to formulate a strategy for the business.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Overview of Management Consulting landscape (6 hours)

1. Introduction to Consulting as a discipline

2. Practice Structure

3. Consulting Process

Module 2: Problem Identification. (6 hours)

1. Problem identification and definition

2. In-Class Activity

3. Simulated ideation workshop

Module 3: Research Analysis (6 hours)

1. Data collection techniques – 1

2. Data collection techniques – 2

3. Analysis framework and techniques – 1

4. Analysis framework and techniques – 2

5. Analysis framework and techniques – 3

6. Analysis framework and techniques – 4

7. Mid-course group presentation (graded)

8. Analysis frameworks and techniques – 5

9. Analysis framework and techniques - 6

Module 4: Recommendation and Implementation (6 hours)

1. Structuring findings and recommendations

2. Program Management

3. Program Management Workshop – 1

4. Program Management Workshop – 2

5. Change Management

6. Change Management Workshop – 1

7. Change Management Workshop - 2

Module 5: Final Project Presentation (6 hours)

1. Group Presentation (graded)

Recommended Texts & Reference Books

1. Ethan, M. R. (1999). The McKinsey Way, *McGraw- Hill*

2. Rigby, D. K. (2015). Management tools 2015. *An Executive's Guide, Bain & Company*.

3. Block, P. (2011). *Flawless consulting: A guide to getting your expertise used.* John Wiley& Sons.

Name of the course: **Business to Business Marketing (BTB) (MM610E)**
Credits: **3**
Course category: **Elective**
Area: **Marketing**

Course Description

B2B Marketing is the corporate priority of the 21st century. In spite of the advent of the Internet and Digital Marketing, organizations are looking for managers with B2B perspective. The conceptual understanding will help them to succeed in an era marked by the intense business activity and competition.

Course Outcomes& Learning levels

This course is designed to give the students a broad-based understanding of B2B business. The course focuses on determining the product markets, in which the business should compete; developing product and pricing strategies; establishing relations, designing appropriate distribution channels and achieving sustainable competitive advantages in the market place.

Students are exposed to various situations in many organizations, wherein befitting and apt ethical decisions are arrived at.

At the end of the course, the students will be able to:

1. Identify the process, actors and performance measures in B2B Marketing and Sales, meeting organizational objectives. (Evaluate)
2. Analyze the needs of a given client situation, identify core issues and create a marketing plan. (Analyze, Create)
   Identify situations that present ethical dilemmas in B2B management roles (Evaluate)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Overview of Business to Business marketing (7.5 hours)

1. Introduction to B2B marketing – students to write about their perception
2. B2B Marketing, compare and contrast with B2C
3. Value propositions in B2B Marketing – Relevant illustration by a case.

Module 2: Able to define and evaluate situations in Business. (7.5 hours)

1. Segmentation of Business markets, nested segmentation
2. Tools like nested segmentation, sales funnel etc.
3. SaaS business models.

Module 3: Analyze and evaluate basic concepts of Business, accounting and management (7.5 hours)

1. Management of Key Account Relationship
2. B2B distribution, distinctive Aspects of B2B channels
3. B2B pricing & B2B buyer centre
4. B2B communication, B2B advertising effort
5. Territory Management

Module 4: Able to identify the concepts and templates of B2B Marketing (7.5 hours)

1. Commercial terms, sales documentation, RFPs, BOQs etc
2. Strengthening ties & reseller performance
3. The various aspects of ethics in B2B management
4. Conclusion

<u>**Recommended Texts & Reference Books**</u>

1. Business Marketing Management *by Anderson, Narus, Seshadri and Narayadas*
2. Industrial Marketing Strategy *by F.E. Webster, JR.*
3. Business Marketing– Strategy, cases, concepts and applications by *V. Kasturi Rangan, Benson P. Shapiro and Rowland T. Moriarty, JR.*

Name of the course:	**Digital Marketing (DM) (MM408E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Marketing**

Course Description

Value offering to customers and channel partners has become dynamic in the digital world. Marketing has been dynamic since the inception of digital penetration among the target groups through various touch points. Marketers have started using mediums, portals, tools, channels, and technology to create customer value. While this value creation exercise through digital sources has been called a plethora of names, we call it Digital Marketing here. Digital marketing refers to creating, communicating, delivering, and offering value with the help of various digital tools and touch points. Ever since the role of digital marketing has become present across the industries, the job and career opportunities in this line have grown. This course will bring academic and industry perspectives to the classroom.

Course Outcomes& Learning levels

The course aims to discuss practical and academic knowledge in digital marketing. The expected outcome of the course is given as below:

1. To gain knowledge from both industry and academic perspectives in terms of value creation (Analyse)

2. To understand the market knowledge and able to apply the same in classroom activities (Evaluate)

3. To learn to analyse different content formats across the digital medium and interpret it for decision making (Evaluate)

4. To prepare a comprehensive digital marketing plan (Create)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Digital Marketing (6 hours)

1. Introduction to Marketing and its evolution to Digital Marketing

2. Digital Marketing – Organic and Inorganic perspective

3. Business models – First party to third party market place

4. Case Discussion

Module 2: Web 2.0 Marketing trends. (6 hours)

1. Website world – Creation to maintenance.

2. Behavioural tracking – Computational, contextual advertising.

3. Search Engine Marketing – Optimization, Ad words, role of content.

4. Case Discussion.

Module 3: Social Media Marketing Strategies (6 hours)

1. Outline revenue patterns
2. Social Media marketing
3. SIECAAT framework
4. Building leads through social media.
5. Case Discussion.

Module 4: Digital and Technology role in Marketing – Control and Management (6 hours)

1. Marketing through digital meta verse
2. Online Metrics
3. Online Metrics 2
4. Online Marketing – Artificial Intelligence and Deep Learning
5. Case Discussion.

Module 5: Google Analytics (6 hours)

1. Google Ad words
2. Google Analytics and Visualization.
3. Digital Marketing simulation in excel.
4. Student presentations and discussions.

Recommended Texts & Reference Books

Course Text:

1. Puneet Singh Bhatia "Fundamentals of Digital Marketing" 2/e – Pearson Publisher
2. Copies of readings

Name of the course: **Marketing Analytics (MA) (MM510E)**
Credits: **3**
Course category: **Elective**
Area: **Marketing**

Course Description

The marketing landscape has fundamentally been restructured with the new digital technologies over the last decade and have led to a drastic shift in the quality and quantity of information we are able to store, access, analyse and interpret. The marketers who can crack this data are the data consumers of this digital analytics era. With this proliferation of data, there is a huge demand among the businesses to crack and decode various consumer behaviour patterns that evolve in order to measure and create a strategic marketing plan at the right time. The market need, for strategic marketing consultants who can strategize and ensure better return on ad spend and who can narrate the consumer story, has put them on the radar. This course builds on the theory and foundations of Marketing Analytics and focuses on practical application by demystifying the use of data in marketing and helping you realize the power of visualizing data with artful use of numbers found in the digital space. Marketing Analytics is the most sought-after specialization in this era of data-driven marketing. In this program you will learn Marketing Analytics using Google Analytics and data visualization using Power Bi. This module will also enhance your data-story narrative skills and will give you an understanding of communicating with your business stakeholders

Course Outcomes& Learning levels

The 3- credit Marketing course *'Marketing Analytics' is* designed in four modules. The first module focuses on the marketing analytics process. The second module deals with processing unstructured data and collecting web-based data to store and analyses. The third module, highlights the importance of creating data visualization. The fourth and final module deals with building data stories and insights for reporting needs. The four course objectives are as follows:

1. The students will gain insight into the integrated nature of marketing and marketing analytics **(Marketing Analysis Process)** *L2.*
2. The students will **g**ain in-depth understanding of structured data and know how to analyze for business cases (**Data Collection and Analysis)** *L2, L3, L4.*
3. The students will gain hands-on experience in data analysis and learn to make more memorable presentations and data visualizations **(Data Visualization)** *L3. L4.*
4. The students will learn how to uncover compelling insights and bring data to life through narrative and data democratization (**Data Storytelling, Insights, and Reporting)** *L3, L4, L5.*

5. The students will be industry ready in the use of Google Analytics and Power BI to analyse digital marketing data **(Industry Readiness)** *L2, L3, L4, L5.*

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Marketing Analytics, Tracking and Optimisation (6 hours)

1. Modern Measurement Strategies.

2. Mastering Analytics for Optimization success.

3. Improve conversion rate using Marketing Analytics.

Module 2: Understanding Business Goals as a Data Consumer. (6 hours)

1. Understanding Google tag Manager and how to improve sales & Leads

2. Attribution behind Consumer Behaviour.

3. Reporting with Data Studio.

4. Data Extraction and Data interpretation for business needs.

Module 3: Taking off with smart utility of data (6 hours)

1. Getting and Transforming Data with power BI Desktop.

2. Data Modelling with Power BI.

Module 4: Understanding the Need for Powerful Insight in Business Decisions (6 hours)

1. Power BI Desktop Visualizations.

2. Publishing and sharing.

Module 5: KYC – Know Your Customer (6 hours)

1. Creating the Customer Story.

2. Summary & Assessment

3. Bringing it all together.

Recommended Texts & Reference Books

Course text:

1. Cole Nussbaumer Knaflic. 11/2/2015. Storytelling with Data (https://scholar.harvard.edu/people_analytics/publications/storytelling-data) . 1st ed., Pp. 288. Wiley.

Name of the course:	**Strategic Marketing Management (SMM) (TBD)**
Credits:	**3**
Course category:	**Elective**
Area:	**Marketing**

Course Description

Strategic Marketing is an elective course for those seeking to develop special skills in developing and implementing Marketing Strategies for a corporate concern. This course tries to delineate the analytical and action dimensions and help rebuild market – oriented approach for a growth – oriented approach in a dynamic market.

The analytical dimension is concerned with the needs analysis; attractiveness analysis; competitiveness analysis; and portfolio analysis to use the resulting understanding and knowledge to design a marketing strategy. The action dimension of the marketing process is concerned with development of a marketing strategy. The action dimension of the marketing process is concerned with development of a marketing plan; fine tuning of product; distribution; pricing and communication choices and implementation and control.

The course offers insights into the concepts and their application tools needed for analytical dimension. It further offers methods and means to integrate concepts and principles with operations. The course underlines the need and importance of long term planning in developing and executing marketing programs with clear cut mandate of meeting the demands of consumer and thus ensuring the sustainability and longevity of the organization. This would be attempted by training students in crafting and executing marketing strategies in a competitive and dynamic organization.

Course Outcomes& Learning levels

As stated in the above paragraph, this course is designed with the objective of equipping students with the objective of equipping students with the core skills and knowledge of developing and implementing marketing strategies for organizational sustenance and growth in a dynamic global environment. At the end of the course, the students will be able to:

1. Analyze marketing strategy formation and identify its different elements (Analyze).

2. Identify the analytical and action dimensions, tools and methods of marketing strategy formulation (Analyze).

3. Identify situations that present ethical dilemmas in strategic marketing management (Evaluate).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Able to define the course expectation (7.5 hours)

1. Introduction – Market driven Organization.

2. Market – Customer – Competition frameworks in strategy.

3. Customer Analysis – I: Buyer choice behaviour.

Module 2: Able to evaluate and analyze the situation. (7.5 hours)

1. Segmentation Analysis – purpose and objectives.

2. Market Analysis – Types of Markets – Types of competition

3. Business Choice Analysis.

Module 3: Able to understand the basic concepts of business (7.5 hours)

1. Business models for competitive marketing.

2. Product/ price based strategies.

3. Segmentation based strategies.

4. Channel based strategies.

Module 4: Communication and strategies (7.5 hours)

1. Communication based strategies – roles(s) of advertisement and promotion strategies.

2. The various aspects of ethics in strategic marketing management.

3. Conclusion.

Recommended Texts & Reference Books

Course readings:

1. Marketing Management – Text and Cases – Rajiv Lal, John Quelch and V Rangan. McGraw Hill Education; 1st edition (2005).

2. Harvard Manage Mentor: Strategic Thinking.

3. Harvard Manage-Mentor: Strategy Planning and Execution

Reference cases:

1. Airbnb, Etsy, Uber: Growing from One Thousand to One Million Customers.

2. Disney at the Crossroads of Disruptive Trends.

3. Kookaburra Cricket Bats: Dealing with Cannibalization.

4. Colgate-Palmolive: Cleopatra.

Name of the course:	**Strategic Brand Management (SBM) (MM618E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Marketing**

Course Description

In the ever-changing world, where consumers are confronted with multitude of alternatives to choose from, a strong brand can have a great impact on his/her purchase decision. While it is often possible to imitate product designs or manufacturing processes, the consumers belief, perception, attitudes and associations about the organisation cannot simply be imitated. Therefore, increasingly many firms, irrespective of the offerings that they provide, have realised that brands are the most valuable assets and hence are investing profusely to take their brand in the top of customers' mind. However, it is still a difficult question for many marketers as how to evaluate the current value of the brand and how to make the wise allocation of resources. Branding is a core elective in marketing that builds upon the lessons learned in marketing core courses and provides deeper insights on two interrelated issues: consumer psychology and brand management. The concepts of branding taught in this course will be relevant for any type of organization (public or private, large or small, etc.). Students will also engage in research, developing marketing strategies, and produce a strategic plan for a product/brand of their choice.

Course Outcomes& Learning levels

This course aims to introduce concepts in Strategic Brand Management and provide a basic and fundamental understanding of the brand management decisions that must be made to build, measure, and manage a brand. Particular emphasis is also placed in understanding consumers' evaluations of brand which will help improve managerial decision-making with respect to brands. The course is divided into five modules with distinct learning outcomes for each. Upon completion of this course students are expected to:

(1) Evaluate the characteristics of brands and its importance for firms and consumers **(Evaluate);**

(2) Have attained a thorough understanding of how consumers develop brand attitudes and behaviors and apply this understanding in creating brand equity **(Apply)**;

(3) Analyze the issues, techniques, and decision options in planning and managing brands **(Analyze)**;

(4) be able to apply the acquired knowledge on branding to make informed and more successful decisions in real-world branding problems **(Apply);**

(5) Be able to work effectively in a team to prepare professional, logical and coherent report and presentation on brand management and marketing strategies (**Create**).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Evaluate the characteristics of brands, and its importance for firms and consumers (Evaluate) (6 hours)

1. Introduction to brands: Why do brands matter? Examples of strong brands, what can be branded?

2. Relevance of Brands: Influence of brands on consumer decision making; Branding challenges and opportunities, understanding steps in strategic brand management process.

3. Steps in building brands; Brand resonance – steps in building brand resonance.

4. Brand Value Chain: Stages in the brand value chain, creating customer value, brand equity and customer equity.

Module 2: Attain a thorough understanding of how consumers develop brand attitudes and behaviours and apply this understanding in creating brand equity (Apply) (6 hours)

1. Meaning of CBBE, sources, brand building blocks, resonance, judgments, feelings, performance, imagery, and salience.

2. Measuring sources of Brand Equity: Capturing customer mind set, Research techniques in capturing customer insights.

3. Segmenting and targeting, segmentation in a strategic contact, segmentation bases, criteria for evaluating segmentation schemes, examples.

4. Understand and analyze brand positioning, Brand knowledge and brand mantra, creating mental maps and perpetual spaces, updating positioning over time.

5. Brand elements, criteria for selecting brand elements.

6. The concept of perceived, value pricing, channel strategies, direct versus indirect channels.

7. Developing, integrated Marketing communication, criteria for integrated marketing communication, evaluation and choice of communication options.

Module 3: Analyze the issues, techniques and decision options in planning and managing brands (Analyze) (6 hours)

1. Branding in digital era- key issues, Brand engagement

2. Ways/process to leverage secondary associations, issues in leveraging secondary associations

3. Relevance of measurement in management, link to modern accounting concepts, developing a brand equity measurement system, components and scope of a brand equity measurement systems, Brand audit

4. Outcomes of brand equity- Measuring market performance of brands, comparative approaches, holistic approaches, valuation approaches, comparison of different approaches, examples.

5. Case presentation and discussion, Case 01: Mountain Dew: Selecting New Creative

Module 4: Able to apply the acquired knowledge on branding to make informed and more successful decisions in real – world branding problems. (6 hours)

1. Developing Brand Architecture Strategies, Brand portfolios and hierarchies, corporate branding.

2. Introducing and Naming New Products and Brand Extensions, Advantages and disadvantages.

3. Managing brands over time, Brand reinforcement, Brand revitalisation.

4. Managing brands over geographic boundaries Case presentation and discussion, Case 02: Heineken N.V.: Global Branding and Advertising

Module 5: Be able to work effectively in a term to prepare professional, logical and coherent report and presentation on brand management and marketing strategies (Create) (6 hours)

1. Case presentation and discussion, Case 03: Dove: Evolution of a brand.

2. Student Project Presentations.

Recommended Texts & Reference Books

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 5th Edition 2020, by Kevin Lane Keller, Vanitha Swaminathan, Ambi M. G. Parameswaran, Isaac G Jacob, Pearson.

Name of the course:	**Go to Marketing (GTM) (TBD)**
Credits:	**3**
Course category:	**Elective**
Area:	**Marketing**

Course Description

This course is an introduction to the ever-changing world of B2B customer needs, buying behaviour and marketing. Coupled with increased competition for differentiated value and a superior customer experience, practitioners seek new and innovative value propositions and go-to-market approaches. Students will learn aboutmarketing decision-making, implementation and measurement in the B2B/ SaaS environment. The cases and strategies pertaining to both start-ups and corporations are being discussed. The course is designed to give the students to come away with adeep understanding of how to develop and implement a holistic sales strategy for maximum impact in the current B2B world. The objectives of this course are:

1. To develop an understanding and appreciation for the complexities, problems involved in the design, implementation and measurement of Go-to-Market campaigns and strategy.
2. To expose the students to the decision making involved in the above.

Course Outcomes& Learning levels

1. Be able to understand and evaluate the complexities of GTM decisions, basedon the classic B2B marketing lens (Understand L2).
2. Be able to evaluate frameworks and performance measures used in GTMStrategy (Apply L4, Evaluate L5)
3. Be able to analyze the various marketing mix decisions based on campaign analytics (Analyze L4)

Course Contents (With an approximate distribution of hours/sessions)

Module 1: (10 hours)

1. Introduction to B2B marketing.
2. B2B marketing -compare and contrast with B2C.
3. Value Propositions in B2B Marketing.
4. Segmentation of business markets.
5. Tools like nested segmentation, sales funnel etc.,

Module 2: (10 hours)

1. Understand how segmentations and growth priorities result in winning sales strategies.
2. Move beyond elevator pitches to create compelling B2B value propositions.
3. Incorporate digital into your integrated go-to-market model;
4. Modernize the sales process to drive differentiated value Introduction to neweconomy business models.
5. B2B Business models.
6. GTM, outbound & inbound sales methodology and templates.
7. KPIs for GTM campaigns.

Module 3: (10 hours)

1. Develop effective roadmaps for GTM;
2. Identify and address criticalimplementation issues;
3. Review best practices.

Recommended Texts & Reference Books/ Materials:

Reference Text Book:

1. Study Material will be shared by faculty during class.

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course: Data Analytics using R and Python (DAUR&P) (SY302C)
Credits: 3
Course category: Core Elective
Area: Information Systems and Analytics

Course Description

The course is intended to serve as a guide to the principles, assumptions, strengths, limitations, and application of multivariate methods for business analysts and students. This course introduces concepts essential to understanding the rationale of multivariate data analysis. It reviews basic statistical principles and techniques that form the foundation for learning about multivariate methods.It covers most of the core techniques currently used in multivariate analysis. Data evaluation, identification of suitable models, estimation methods, and evaluation of the models are explained with examples. Many examples of the application of multivariate methods to the problems in variousbusiness domains, including marketing, retail sales, human resource management, operations and supply chain management, finance, and general management.

Course Outcomes& Learning levels

This course aims to provide a comprehensive background in multivariate data analysis. At the end of this course, the students

1. Will be able to explore and pre-process multivariate data in an informed, disciplined way.

2. Will be able to avoid common mistakes in the use of multivariate methods and therebymove toward more sound, correct practices in all phases of the analysis.

3. Will be able to use multivariate models intelligently and get as much out of its application aspossible

4. Will be able to demonstrate the application of multivariate techniques using R and Python inan effective manner.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Able to understand the utility of the R system inmore detail (7.5 hours)

　　1. Introduction to the course & pedagogy

　　2. Introduction to R

　　3. Basics of R

Module 2: Utility of Python language and multivariate data analytics (7.5 hours)

　　1. Basics of Python for Data Science.

　　2. Overview of Multivariate methods.

3. Examining your data.

4. Exploratory factor Analysis.

Module 3: Basic of data and relationship between data and variables (7.5 hours)

1. Principal component Analysis.

2. Cluster Analysis.

3. Multiple regressions Analysis.

4. Logistic regression.

Module 4: Dimension reduction liked CA and MDS and evaluation of models scientifically (7.5 hours)

1. Other methods for dimension reduction.

2. Model Evaluation techniques.

Recommended Texts & Reference Books

1. Wolfgang Karl Härdle and Léopold Simar (2015), "Applied Multivariate Statistical Analysis",Fourth Edition, Springer, ISBN 978-3-662-45170-0.

2. Everitt Brian and Hothorn Torsten (2011), "An Introduction to Applied Multivariate Analysis with R", Springer, ISBN- 1441996508.

3. Barbara G. Tabachnick and Linda S. Fidell (2013) "Using Multivariate Statistics", Sixth Edition, Pearson, ISBN-10: 0-205-89081-4.

4. Denis, Daniel J. (2020) "Univariate, Bivariate, and Multivariate Statistics Using R QuantitativeTools for Data Analysis and Data Science ", John Wiley & Sons, ISBN: 9781119549932.

5. Denis, Daniel J. (2021) "Applied Univariate, Bivariate, and Multivariate Statistics Using Python: Beginner's Guide to Advanced Data Analysis, John Wiley & Sons, ISBN 9781119578147.

6. Schumacker, Randall E. (2015) "Using R with Multivariate Statistics", SAGE Publications, ISBN 9781483377964.

Name of the course:	Spreadsheet Modeling and Optimization for Analytics (SMOA) (BA037E)
Credits:	3
Course category:	Core Elective
Area:	Information Systems and Analytics

Course Description

Spreadsheets play an important role in the business operations of organizations. Managers can usethem effectively for various types of data storage and analyses. The challenge before decision makers now is to make best use of the large amounts of available data and take better-informed decisions.

In this course, the focus is on using spreadsheets for prescriptive analytics. The students will learn to tackle various problems from the different functional areas of management by modeling and solving them using spreadsheets. Since this elective course is offered after the students have hada good grounding in all the functional areas of management, representative applications will be chosen from all functional areas of management for modeling and solving.

Course Outcomes& Learning levels

This course builds on the first-year core courses that introduced students to the different functionalareas of management and also various types of analytics that help managers take decisions. This course seeks to build on that foundation and develop knowledge and skills in the usage of soft computing methods for decision-making. At the end of this course, the student will be able to:

1. Formulate and solve linear optimization models in spreadsheets, and interpret the results(L5)

2. Formulate and solve integer programming models in spreadsheets, and interpret theresults (L5).

3. Formulate and solve nonlinear optimization models in spreadsheets, and interpret theresults (L5).

4. Formulate and solve multi-criteria decision-making models in spreadsheets, and interpretthe results (L5).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Outline of course and formulate andsolve linear programming problems on spreadsheets (7.5 hours)

1. Introduction to the course,structure & evaluation components.

2. Linear programming – introduction

3. Spreadsheet formulation and solution.

4. Indicative list of models – product mix models,blending models, aggregateplanning models.

5. Financialmodels.

Module 2: Sensitivity Analysis and interpreting results (7.5 hours)

1. Linear programming – sensitivity analysis.

2. Interpretation of sensitivityreports.

3. Linear programming – formulating the dual, solution and economic interpretation.

4. Transportation and transshipment problems –formulation, solution.

5. Sensitivity analysis.

6. Assignment models with different types ofconstraints - formulation and solution.

Module 3: Network Optimization problemsin spreadsheets (7.5 hours)

1. Network optimization models – shortest route problem, minimal spanningtree problem, maximal flowproblem.

2. Integer programmingmodels.

3. Specialized integer programming models – fixed charge problems, set covering problems, knapsack problems, facility location problems, travelling salesman problems, cutting stock problems, capital budgeting problems.

Module 4: NonlinearProgramming Models (7.5 hours)

1. Nonlinear programming models – formulation and solution. Managerial economics models, portfolio optimization models.

2. Multi criteria decision making:goal programming models – formulation and solution.

3. Multi criteria decision making:Analytic Hierarchy Process (AHP) – formulation, solutionand consistency check.

<u>Recommended Texts & Reference Books</u>

1. Winston, W. L., & Albright, S. C. (2018). *Practical management science (6th ed.)*. India: Cengage Learning.

2. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., Cochran, J. J., Fry, M.J., & Ohlmann, J. W. (2019). *An introduction to management science: quantitative approaches todecision making (14th ed.)*. India: Cengage learning.

3. Albright, S. C., & Winston, W. L. (2019). *Business analytics: Data analysis & decision making*. *(6thed.)*. India: Cengage Learning.

4. Hillier, F. S, & Hillier, M. S. (2019). *Introduction to management science: a modeling and case studies approach with spreadsheets (5th ed.)*. India: McGraw-Hill.

5. Stevenson, W. J., & Ozgur, C. (2007). *Introduction to management science*. India: McGraw-Hill, Inc.

Name of the course: **Business Application of Digital Technologies (BADT) (BA035E)**
Credits: **3**
Course category: **Elective**
Area: **Information Systems and Analytics**

Course Description

The new generation business models are built using digital technologies such as Cloud, AI, IoT, Big Data, Data Analytics and Mobility; In this course, we would focus on these building blocks that are essential for today's business. The idea is to do an extensive explorative study to understand how these digitaltechnologies work, how these technologies have evolved so far, what are the components of these technologies, what are the benefits, and why it is necessary to understand how these technologies work together in building customer value propositions.

Course Outcomes& Learning levels

After completion of the course the students will be able to:

1. Analyze digital technologies and digital business models.

2. Evaluate and assess various options/ providers for digital technologies such as cloud, mobility, IoT and Analytics, and also get an overall idea on the fundamental architecture of those solutions.

3. Appraise the significance of governance on the usage of digital technologies such as cloud computing, mobility and IoT and how organizations could build value propositions using these technologies (looking into the internal aspects).

4. Formulate typical use-cases for digital technologies such as Bid Data, IoT, Cloud computing, AI and Analytics, that would help them conceptualize ideal solutions in similar situations (looking into the external/customer – facing aspects).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to Digital Technologies, disruptive Innovation, Digital Business Models (7.5 hours)

1. Introduction to Digital Technologies.

2. Introduction to Digital Business Models.

3. BM Components and how Digital technologies affect them.

Module 2: Introduction to Cloud Computing (7.5 hours)

1. What are the components of Cloud computing?

2. Introduction to providers, overview on Cloud computing principles.

3. Service options of cloud computing and use cases.

4. Deployment options for Cloud.

5. What are the factors that need to be considered for governance?

Module 3: Big Data Analytics using Machine Learning (7.5 hours)

1. How does Big data get analyzed to arrive at insights.

2. How do supervised learning and unsupervised learning techniques work?

3. How and when to use solutions such as recommendation systems?

4. What is the importance of "Utility value", and how we could mine utility values using conjoint analysis?

Module 4: IoT and Mobility (7.5 hours)

1. How does IoT work?

2. How do we implement Analytics on IoT?

3. What are the use-cases for IoT and the challenges in using IoT?

4. How does mobility work?

<u>**Recommended Texts & Reference Books**</u>

Cases used for this course: Most of the cases selected for the classroom exercises and discussions are from the text book; Any other external cases would be provided as needed; Any materials used for this course – that are not part of the text book, would be shared with the students.

Name of the course:	**Enterprise Resource Planning (ERP) (GM501E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Information Systems and Analytics**

Course Description

Integration of information / processes is one of the biggest challenges faced by organizations. This course introduces students to enterprises systems (also called ERP systems) and provides an overview of the managerial and technical issues in planning, designing implementing and extending enterprise systems and technologies. The focus of the course is managerial with some technical content and hands-on exercises using ERP software from the industry-leader SAP.

Course Outcomes& Learning levels

The course aims to impart learning that is required for a student to be a competent business professional and contribute value in a service organization in his/her early career. On completion of this course, students will be able to

1. Understand and appreciate the challenges of Automation and integration.
2. Able to understand issues of ERP architecture, design, development, implementation and project management.
3. Get hands-on experience with enterprise software from SAP.
4. Evolution of ERP and Integrating with Emerging technologies and ideas like industry 4.0, IoT, Design Thinking etc.,
5. Best practices and effective Management concepts implemented in ERP solutions like Kanban replenishments, Balanced Score card etc.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to ERP and Technologies to related to ERP (6 hours).

1. ERP Introduction
2. Technologies related to ERP
3. DW, OLAP and Data Mining.

Module 2: Functional Modules in ERP (6 hours).

1. Financial Accounting & Controlling.
2. Supply Chain Management

3. Customer Relationship Management.

4. Human Capital Management.

5. Peripheral Modules – SCM, PM, XI, PI.

Module 3: Implementation (6 hours)

1. Implementation Strategies and Challenges.

2. ERP Implementation Life Cycle.

3. ERP Implementation Methodologies.

4.ERP Project Management

Module 4: ERP Maintenance (6 hours)

1.Assignments Review.

2. Operations and Maintenance of ERP System.

4. Measuring the performance of ERP System.

5. Maximizing and Scaling up of ERP System.

Module 5: ERP Market - Present & Future (6 hours)

1. Market dynamics and Major ERP Players in the market.

2. Enterprise Application Integration – EAI.

3. Review of SAP S/4 HANA Package.

Recommended Texts & Reference Books

1. Alexis Leon ERP Demystified, Third Edition McGraw Hill Education, 2014.

2. Copies of Readings.

3. SAP Help document and Open Sap Videos.

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course: **Business Analytics (BA) (BA001E)**
Credits: **3**
Course category: **Elective**
Area: **Information Systems and Analytics**

Course Description

The proliferation of Information Technology tools in organizations has not only created new opportunities, but also is posing newer challenges. For instance, a major challenge for managers is no longer the collection of data but analysis of the vast amounts of data that are available. The availabilityof low-cost massive data storage technologies and Internet connections have made available large amounts of data that have been collected and accumulated by the various organizations over the years. The challenge is how to make use of the available data to make better decisions. The organizations that can do this better stand to gain. The demand for managers with such skills is also high.

Business Analytics helps managers to leverage value from data. Business Analytics is an umbrella term that subsumes technologies, applications and practices for the collection, integration, storage, access,analysis, and presentation of business information to help users make better decisions. Business Analytics can give competitive advantage to organizations – but there are a lot of factors that contribute to successful implementation of analytics in an organization.

Course Outcomes& Learning levels

This course builds on the first year core course 'Introduction to Business Analytics" and aims to impart learning that is required for a student to be a competent business professional in the business analytics field. The course seeks to develop knowledge and skills at the end of this course,the student will be able to:

1. Demonstrate understanding of the theoretical underpinnings of various business analyticstechniques (L2)

2. Evaluate, process and analyze datasets by applying appropriate analytics techniques onthem (L5)

3. Perform a literature review on the latest literature in one chosen analytics domain (L5)

4. Draw meaningful conclusions from the results of applying various analytics techniques (L6).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Able to recall the contents of the IBAcourse, regression models and how to check for them (6 hours)

1. Introduction to the course,structure & evaluation components.

2. Review of topics covered inthe IBA course.

3. Latest version of Gartner's magicquadrant.

4. Review of Linear Regression& Multiple regression

5. Tackling the problem ofMulti collinearity; Use ofdummy variables in regression.

6. Use of interaction terms in regression

7. Logistic regression.

Module 2: Able to understand Data Warehousing and analysis of DW designs and build various Data Warehousing models (6 hours)

1. OLTP vs OLAP, Data warehousing fundamentals,dimension tables and fact tables, schemas (star, snowflake, galaxy).

2. Multidimensional analysis, OLAP architectures (ROLAP,MOLAP, HOLAP).

3. Multidimensional analysis –pivoting, use of pivot tables,data pre-processing, hands on practice.

4. Data warehouses – characteristics and goals, different approaches to build data warehouses, Data warehousing – Extraction, Transformationand Loading.

Module 3: Able to understand basic concepts of Data Mining & install, open and do basic processes with Weka (6 hours)

1. Introduction to data mining,success stories.

2. Different learning schemesin data mining applications.

3. Introduction to Weka, arfffile format.

4. Introduction to classificationusing Weka.

Module 4: Filtering Techniques in Data Mining (6 hours)

1. Filtering techniques.

2. Test options – differencebetween various options.

Module 5: Able to understand various algorithms, hierarchy, trees in Data Mining (6 hours)

1. Classification algorithms –ZeroR and OneR, Discretization, over fitting.

2. Naive Bayes algorithm, zerofrequency problems, tackling missing values.

3. Decision trees, constructing and visualizing decision trees, J48 algorithm, computing information gain,concept of entropy, Gini impurity index.

4. Ensemble methods - Bootstrap aggregation, random forest algorithm, up sampling, down sampling,SMOTE, boosting and stacking.

5. Mining association rules,concepts of support andconfidence, the apriori algorithm.

6. Clustering techniques(hierarchical and non-hierarchical).

Recommended Texts & Reference Books

1. Hindle, G., Kunc, M., Mortensen, M., Oztekin, A., & Vidgen, R. (2020). "Business analytics: Defining the field and identifying a research agenda". European Journal of Operational Research, 281, 483–490.

Name of the course:	**Advanced Tools for Decision Support (ATDS) (SY615E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Information Systems and Analytics**

Course Description

Advancements in Information Technology have made data collection, storage and retrieval much easier and faster than before. The challenge before decision makers now is to make best use of the large amounts of available data and take better-informed decisions. This course aims at givingan introduction to latest trends in decision support technologies, with special emphasis on soft computing methods and simulation. Besides giving a basic understanding of the various technologies, there will be emphasis on the application of those. Spreadsheet-based tools will be used for this purpose. Since this elective course is offered after the students have had a good grounding in all the functional areas of management, representative applications will be chosen from all functional areas of management for modeling and solving. This will give the students a fair idea of how they can apply what they have learned, using user-friendly software that are spreadsheet-based.

Course Outcomes& Learning levels

This course builds on the first-year core courses that introduced students to the different functional areas of management and also various types of analytics that help managers take decisions. This course seeks to build on that foundation and develop knowledge and skills in the usage of soft computing methods for decision-making. At the end of this course, the student will be able to:

1. Demonstrate an understanding of the various decision-making approaches used by human beings and the biases that affect our decisions. (L2).

2. Demonstrate an understanding of the theoretical underpinnings and working principlesof various soft computing techniques like genetic algorithms, artificial neural networks and fuzzy logic. (L2).

3. Evaluate a problem situation and apply the relevant soft computing techniques to solve the problem through the use of appropriate spreadsheet add-ins, and draw meaningful conclusions from the results. (L5).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Able to understand thehuman decision- making process and various approaches for decision-making (6 hours)

1. Introduction to the course,structure & evaluation components.

2. Human decision-making,various approaches for decision making.

3. Decision support systems – types, classifications, typicalcomponents, new trends.

Module 2: Able to understand Soft Computing, Artificial Neural Network, Fuzzy logic (6 hours)

1. Introduction to softcomputing.

2. Introduction to Evolutionary approaches – Evolutionary Programming, Evolution Strategies, Genetic Algorithms, Genetic Programming.

3. Basics of genetic algorithms (GA), motivation from nature, mechanics of GA.

4. Artificial Neural Networks (ANN) – comparison with biological neural network, models of artificial neuron,network architectures, learning approaches.

5. Fuzzy Logic – What is fuzzy logic, brief history, introduction to fuzzy sets, linguistic variables, linguistic modifiers and fuzzy rules.

Module 3: Able to do modeling inspreadsheets & GA and ANN addins tospreadsheets (6 hours)

1. Spreadsheet modeling (revising concepts from earlier courses).

2. Spreadsheet based tools fordecision support (especiallyGenetic Algorithm, and Artificial Neural Network based tools).

3. Crew scheduling problems.

4. Tower location problems &Budget allocation problems.

Module 4: Able to understand optimization problems, portfolio Management problems in spreadsheets using GA (6 hours)

1. Portfolio optimization problems (with and withouttransaction costs), finding the efficient frontier, the scenario approach for portfolio optimization.

2. Portfolio balancingproblems.

3. Purchasing models – withand without quantity discounts.

4. Travelling salesman problem& Routing problems with precedence constraints.

Module 5: Able to solve advanced problem solving using spreadsheet (6 hours)

1. Investment analysis with neural networks, classification problems usingneural networks, numeric prediction using neural networks.

2. k-mediod clustering, discriminant analysis models.

Recommended Texts & Reference Books

1. Bojadziev, George., & Bojadziev, Maria. 2007. Fuzzy logic for business, finance, andmanagement. (2nd Ed.). Singapore: World Scientific Publishing.

2. Dhar, Vasant., & Stein, Roger. 1997. Intelligent decision support methods: The science of knowledge work. New Jersey: Prentice Hall International Inc.

3. Drummond, Helga. 2001. The art of decision making. Chichester: John Wiley & Sons Ltd.

Name of the course:	**Time Series Analysis and Forecasting (TSAF) (BA036E)**
Credits:	**3**
Course category:	**Elective**
Area:	**Information Systems and Analytics**

Course Description

This course covers the methodology and applications of time series analysis and forecasting, focusing on issues and problems predicting business and economic data. The course is intended to serve as a guide to the principles, assumptions, strengths, limitations, and application of time series models and forecasting methods. This course introduces concepts essential to understanding the rationale of time series analysis. It reviews basic statistical principles and techniques that form the foundation for learning about time series methods. It covers most of the core techniques currently used in time series analysis. Data evaluation, identification of suitable models, estimation methods, and assessment of the models are explained with examples. Many examples of the application of time series analysis and forecasting to the problems in various business domains, including marketing, retail sales, human resource management, operations and supply chain management, finance, and general management.

Course Outcomes& Learning levels

This course provides a comprehensive background in time series analysis and forecasting. At the end of this course, the students.

1. I Will have acquired the skills to use time-series models in business analytics in an informed, disciplined way.
2. Will learn how to avoid common mistakes in the use of forecasting techniques and thereby move toward more sound, correct practices in all phases of the analysis.
3. Will be able to use time-series methods intelligently and get as much out of its application as possible
4. Will have enough knowledge to effectively demonstrate the application of time-series models using R and Python.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Introduction to utility of the R and Python (7.5 hours)

1. Introduction to the study & pedagogy.
2. Introduction to R and Python infrastructure for time series analysis.

Module 2: Essential characteristics of the time-series data (7.5 hours)

1. Time Series and Their Features; Basic Descriptive Techniques.

2. Trends and Time Series Decomposition.

Module 3: Forecasting Time Series and Smoothing (7.5 hours)

1. Smoothing Techniques

2. Introduction to Linear Time Series Models.

3. ARIMA Modeling.

Module 4: Models for Time series and forecasting (7.5 hours)

1. Volatility Models.

2. State – Space Representation of the time series.

3. Time-Series forecasting and performance Evaluation.

Recommended Texts & Reference Books

1. Box, G.E.P., Jenkins, G.M. and Reinsel, G.C. (1994) Time Series Analysis, Forecasting and Control, Englewood Cliffs, NJ: Prentice-Hall.

2. Chris Chatfield, and Haipeng Xing (2019) The Analysis of Time Series: An Introduction with R. CRC Press, London.

3. Galit Shmueli and Kenneth C. Lichtendahl Jr (2016). Practical Time Series Forecasting with R: A hands-on Guide, Axelrod Schnall Publishers.

Name of the course:	**Data Visualization and Communication (DVC) (TBD)**
Credits:	**3**
Course category:	**Elective**
Area:	**Information Systems and Analytics**

Course Description

The course intends to familiarize the basic principles of data visualization and communication. This course introduces the historical development in data visualization and graphic communication, basic principles, and standard practices. It covers most of the core techniquescurrently used in data visualization and graphic communication with commonly used tools. The grammar of graphics is introduced systematically. The syntax and semantics of data visualization are explained in detail. The course introduces standard practices in creating dashboards, notebooks, and widgets as other communication modes. Hands-on exercises also include creating interactive and dynamic visualizations.

Course Outcomes& Learning levels

This course aims to provide a comprehensive background in data visualization andcommunication. At the end of this course, the students

1. Can create data visualizations and communication following basic principles.

2. Will be able to avoid common mistakes while creating data visualization and therebymove toward more sound, correct practices in all phases of visualization and communication.

3. Will be able to use data visualization intelligently and get as much out of itsapplication as possible.

4. Will be able to demonstrate data visualization using standard tools effectively used inthe industry.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Able to understand the basic principles behind creating data visualization in a systematic/scientific way (7.5 hours)

1. Introduction to the course & pedagogy.

2. A brief history of data visualization and graphiccommunication.

3. The Grammar of GraphicsSyntax: Data, Variables, Algebra, Scales.

4. The Grammar of Graphics Syntax: Statistics, Geometry,Coordinates.

Module 2: Creating data visualization in a systematic/scientific way (7.5 hours)

3. The Grammar of Graphics Syntax: Aesthetics, Facets, andguides.

4. The Grammar of GraphicsSemantics: Space, Time, Uncertainty.

5. The Grammar of Graphics Semantics: Analysis, Control,and Automation.

Module 3: Creating Data Visualization in R and Python (7.5 hours)

1. R graphics – base, ggplot2, python graphics

2. Information Dashboard Design Basic Features of Information Dashboards, Variations in Dashboard Uses and Data.

3. Gestalt Principles of Visual Perception.

4. Information Dashboard Design Applying the Principles of Visual Perception to DashboardDesign.

5. Characteristics of a Well-Designed Dashboard,Designing Dashboards for Usability.

Module 4: Power BI in Data Visualization (7.5 hours)

1. Power BI Dashboards.

2. Interactive and Dynamic Graphics.

3. Data visualization beyond thethird dimension, Interactive investigation, Plot manipulation, and enhancement.

Recommended Texts & Reference Books

1. The sessions will be based on the standard materials available from public sources

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course: **Artificial Intelligence in Business (AIB) (TBD)**
Credits: **3**
Course category: **Elective**
Area: **Information Systems and Analytics**

Course Description

      This course introduces the students to Artificial Intelligence and its applications in business. In the initial sessions, the concept of Artificial Intelligence and its applications in various functional areas of business are discussed through a carefully curated set of journal articles. Later practical sessions are held with R as the software platform. The students will work in small teams to prepare and present a term paper on the applications of Artificial Intelligence in an area of their interest.

Course Outcomes& Learning levels

1. Demonstrate an understanding of Artificial intelligence and deep learning (L2).

2. Perform a review of the latest literature related to Artificial Intelligence in one chosen domain (L5).

3. Evaluate, process, and analyse data by applying appropriate Artificial Intelligence techniques (L5).

4. Analyse the ethical implications of Artificial Intelligence (L4).

Course Contents (With an approximate distribution of hours/sessions)

Module 1: (7.5 hours)

    1. Introduction to Artificial Intelligence and deep learning.

Module 2: (7.5 hours)

  1. Applications of Artificial Intelligence in various functional areas of business – marketing, finance, Human Resources and Operations.

Module 3: (7.5 hours)

  1. Deep learning. Neural networks - Tensors and tensor operations.

  2. How neural networks learn, via back propagation and gradient descent.

  3. Different branches of machine learning, evaluating machine learning models.

  4. Data preprocessing for neural networks, Feature engineering.

5. Tackling over fitting, workflow for approaching machine-learning problems.

Module 4: (7.5 hours)

1. Ethical implications of Artificial Intelligence.

<u>Recommended Texts & Reference Books</u>

> No textbook is prescribed. Journal articles and some reading materials will be shared with the students.

Amrita School of Business - Coimbatore
Curriculum Review, MBA – 2023

Name of the course: **Natural Language Process (NLP) (TBD)**
Credits: **3**
Course category: **Elective**
Area: **Information Systems and Analytics**

Course Description

This course aims to provide a comprehensive view of building real-world natural language processing (NLP) applications. The diverse applications of NLP are based on a common set of ideas, drawing on algorithms, linguistics, logic, statistics, and more. The goal of this course is also to provide an overview of these foundations. The course covers the most important topics in the field, keeping a balance between theory and practice. This course focuses on a compact set of methods unified by the concepts of learning and search, which can solve a remarkable number of problems in NLP. This course teaches how these methods work and how they can be applied to a wide range of tasks: document classification, word sense disambiguation, part-of-speech tagging, named entity recognition, parsing, coreference resolution, relation extraction, discourse analysis, language modeling, machine translation.

Course Outcomes& Learning levels

This course aims to provide a comprehensive background in Natural Language Processing. At the end of this course, the students

1. Will be able to understand the wide spectrum of problem statements, tasks, and solution approaches within NLP

2. Will be able to implement and evaluate different NLP applications and apply machine learning and deep learning methods for this process.

3. Evaluate various algorithms and approaches for the given task, dataset, and stage of the NLP product.

4. Understand best practices, opportunities, and the roadmap for NLP from a business and product leader's perspective.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Learning (7.5 hours)

1. The bag of words, Learning algorithms -Naıve Bayes, Discriminative learning, Loss functions and large-margin classification, Logistic regression, Optimization, Additional topics in classification, Feature selection by regularization, Other views of logistic regression.

2. Feed forward neural networks, designing neural networks, Learning neural networks, Convolutional neural networks.

3. Sentiment and opinion analysis, Word sense disambiguation, Design decisions for text classification, evaluating classifiers, Building datasets.

4. Unsupervised learning, Applications of expectation-maximization, Semi supervised learning, Domain adaptation, other approaches to learning with latent variables

Module 2: Sequences and Trees (7.5 hours)

1. N-gram language models, Smoothing and discounting, recurrent neural network language models, evaluating language models, Held-out likelihood, Perplexity, Out-of-vocabulary words.

2. Sequence labeling as classification, Sequence labeling as structure prediction, The Viterbi algorithm, Hidden Markov Models, Discriminative sequence labeling with features, neural sequence labeling, unsupervised sequence labeling.

3. Part-of-speech tagging, Morph syntactic Attributes, Named Entity Recognition, Tokenization, Code switching, Dialogue acts.

4. Regular languages, Context-free languages, mildly context-sensitive languages.

5. Deterministic bottom-up parsing, Ambiguity, Weighted Context-Free Grammars, Learning weighted context-free grammars, Grammar refinement, beyond context-free parsing.

6. Dependency grammar, Graph-based dependency parsing, Transition-based dependency parsing, Applications.

Module 3: Meaning (7.5 hours)

1. Meaning and denotation, Logical representations of meaning, Semantic parsing and the lambda calculus, learning semantic parsers.

2. Semantic roles, Semantic role labelling, Abstract Meaning Representation.

3. The distributional hypothesis, Design decisions for word representations, Latent semantic analysis, Brown clusters, neural word embed dings, evaluating word embedding, Distributed representations beyond distributional statistics, Distributed representations of multiword units.

4. Forms of referring expressions, Algorithms for coreference resolution, Representations for coreference resolution, Evaluating coreference resolution.

5. Segments, Entities and reference, Relations.

Module 4: Applications (7.5 hours)

1. Entities, Relations, Events, Hedges, denials, and hypotheticals, Question answering and machine reading.

2. Machine translation as a task, Statistical machine translation, neural machine translation Decoding, Training towards the evaluation metric.

3. Data-to-text generation, Text-to-text generation, Dialogue.

Recommended Texts & Reference Books

1. Akmajian, A., R. A. Demers, A. K. Farmer, and R. M. Harnish (2010). Linguistics: An introduction to language and communication (Sixth ed.). Cambridge, MA: MIT press.

2. Arora, S. and B. Barak (2009). Computational complexity: a modern approach. Cambridge University Press

Name of the course: **International Business (IB) (GM408C)**
Credits: **3**
Course category: **Core Elective**
Area: **General Management**

Course Description

We live in a world radically different from the one our parents lived in and one that is rapidly changing before our very eyes. The forces of technological change and liberalization have dramatically altered the landscape and playing field of international business. Industries have transformed, countries have transformed, our lives have transformed. Think, for example, of the changing fortunes and newly global ambitions of Indian firms. No industry and no firm has been left untouched by globalization and its consequences. In many ways, all business is international now. Covid'19 was a great reminder of the interconnectedness of the world we live in. This course is both an exploration of the past – the classic theories of IB–and the present–a constantly evolving, uncertain world of enhanced and increasingly global business opportunities, and increasing risk, especially in the post Pandemic world. Serving as an introduction to the theories and practice of international business, this course covers both the macro institutional aspect of international business – global and national institutions and policies that impact international business; as well as the firm level micro dimension of international business – the strategies followed by firms as they expand their business across the borders, as well as the practice of the core business functions – marketing, finance, operations and HR – in the international context.

Course Outcomes& Learning levels

1. You will understand the basic theories and concepts that underlie the study of International Business (IB).
2. You will examine how country differences influence IB practice, and appraise the key role of culture in IB.
3. You will analyze how the IB macro-environment influences firm level micro-actions.
4. You will evaluate market entry and international marketing decisions by firms.
5. You will create original quality content with relation to IB, applying what you have learnt in the course.

Course Contents (With an approximate distribution of hours/sessions)

Module 1: Course Introduction and Environment (7.5 hours)

1. Course Introduction
2. Globalization and De-Globalization.

3. The IB Environment: National Differences; The CAGE Model.

Module 2: Business trade policies (7.5 hours)
1. International Trade – History and Theory.
2. Trade Policy.
3. Trade Treaties - Global, Regional, and Bilateral.

Module 3: Investment Strategies (7.5 hours)
1. FDI.
2. The Strategy & Organization of International Business.
3. Country Evaluation & Market Entry.

Module 4: Marketing mix and exchange rates (7.5 hours)
1. International Marketing Mix.
2. Exchange Rates & Global Finance.
3. IB Post Pandemic: Global Supply Chains & Virtual Cross-cultural Teams

Recommended Texts & Reference Books

Course Text
1. Daniels John D, Lee H Radebough, Daniel P Sullivan & Prashant.
2. Salwan (2018), International Business: Environment & Operations, 16th Edition, Pearson Education.