



SYLLABUS

GLOBAL MBA PROGRAM

Super Specialisation

SESSION: 2022-24

E-Commerce and Digital Leadership

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 1 – Supply Chain Management**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term IV
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn about logistics, operations, planning and sourcing, students will also learn about supply chain management strategy.

Learning Outcome

At the end of this course students will:

1. Gain knowledge of transportation, warehousing and inventory
2. Gain familiarity with logistics network design
3. Understand techniques used to optimize flow
4. Know the theoretical framework of six sigma and lean practices
5. Learn about different forecasting approaches in supply chain planning
6. Learn about different techniques that help create lasting and productive supplier relationship

Course Content

Module 1

Supply Chain Logistics

How goods get delivered to us so quickly as soon as we order them? Introduction to supply chain logistics, Major building blocks of logistics network: transportation, warehousing and inventory, Differentiate the advantages and disadvantages of different models of transportation, Designing and setting up a warehousing facility, Choosing options that enable to develop logistics networks, that minimize cost and deliver top customer service

Module 2

Supply Chain Operations

How products are created exactly the same thousands of time? How companies are able to smooth out operations to manufacture efficiently, effectively and without any waste? Introduction to supply chain

operations, Application of essential process improvement tools to achieve better results, Applying Six Sigma methodology for process improvement, Basic tenets of Lean philosophy for enabling manufacturers to eliminate waste and make more efficient process

Module 3

Supply Chain Planning

How companies know how much to produce in advance so that they do not produce too much or too little? Introduction to supply chain planning, different forecasting techniques essential for building sales and operations plan, tools and techniques to analyses demand data, constructing different forecasting techniques, choosing suitable options for projecting future demand

Module 4

Supply Chain Sourcing

How companies manage relationships with their suppliers? Sourcing as an important part of successful supply chain, supplier selection process and supplier segmentation, tools and techniques used to find right vendors, maintaining relationship with existing suppliers

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

E-Commerce and Digital Leadership

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 2 – Building An E-Commerce Business**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term IV
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn about building an e-commerce business, students will learn about the basics of online business, creating and launching online business

Learning Outcome

At the end of this course students will:

7. Gain understanding of different business models
8. Learn strategies for naming their business
9. Create customer personas
10. Create brand identity
11. Create their Unique Value Proposition and learn how to make your business stand out from competitors
12. Know steps needed to build website including best practices
13. Learn about production do's and don'ts for copywriting, photography and video
14. Gain foundational knowledge of marketing and PR

Course Content

Module 1

Turning Problems into an Online Business Opportunity

Winning Mindset

- How to become an Emotionally Intelligent Leader in the tech world
- What is Entrepreneurship?
- The Entrepreneur Stereotype
- Entrepreneurship vs Innovation vs Digital Transformation

What makes a great digital business?

- Problem + Solution + Insight = Business Opportunity
- e-Commerce Business Models
- Lean Business Model Canvas

Module 2

Launching into the Market

Market Research

- Identifying your Ideal Customer
- Analyzing your Competitors

Developing your Idea

- Designing your Product
- Choosing the perfect Packaging
- Working with Suppliers & Manufacturers

Branding

- How to choose the perfect Business Name
- How to build a successful Proof of Concept
- How to design your own Logo
- How to design your own e-Commerce Websites for quick sales conversion

Marketing

- Digital vs traditional business
- Marketing Mix for digital businesses
- Social Media growths strategies and tools for digital success

Module 3

Getting Customers

Finance

- Revenue Streams: How to Make Money fast online
- Pricing effectively for the online world
- How to organize your budget & set goals

Pitching for success

- The power of Storytelling
- How to find your first customers online
- How to turn your online customers into brand ambassadors via social media

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

E-Commerce and Digital Leadership

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 3 – Designing The Digital Value Chain**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term V
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

Digital manufacturing and design are drawing innovators and investors alike. Referred to as “Industry 4.0” or “Industrial Internet” these labels reflect a basket of new digitally enabled technologies. In this course students will learn about designing Digital Value Chain using digital technologies to create more value for business.

Learning Outcome

At the end of this course students will:

1. Understand the power of big data, the transformation to intelligence and using both to create a superior value chain
2. Master the thinking process for using intelligent data analytics and digital technologies to improve performance, create new ventures or spark new business ideas
3. Discover how tools like AI, experimentation and machine learning can help make better business decisions
4. Create brand identity
5. Explore different paths to transformation and learn best practices from case studies
6. Develop action plans to operationalise key strategies

Course Content

Module 1

Understanding the Value Chain

Understanding the value chain and what it consists of, Processes that comprise company’s value chain, Maximizing value created at each point in the chain, Understanding how a firm creates value, to develop its competitive advantage

Module 2

Components of a Value Chain

Primary Activities: Inbound logistics, Operations, Outbound logistics, Marketing and sales, After-sales services; Secondary activities: Procurement, Technological development, Human resource management, Infrastructure

Module 3

Value Chain Analysis

What is Value Chain Analysis, Conducting value chain analysis, Identifying value chain activities, Determining the cost and value of activities, Identifying opportunities for competitive advantage, Advantages of value chain analysis

Module 4

Designing the Digital Value Chain

Impact of big data in value chain, Turning data into intelligence, Using AI and Machine Learning to impact decision making and forecasting, Value chain analytics, Robotic Process Automation (RPA), Robotic ecosystems, Using virtual reality and augmented reality, 3D printing, Digital value chain transformation roadmap

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

E-Commerce and Digital Leadership

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 4 – Digital Transformation Of Business**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term V
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn digital transformation in two ways. First, the pace of change and the imperatives it creates for businesses. Second, the context for this transformation and what it takes to win in the digital age. Then students will learn about key areas to digitize, including strategy, core processes and technology.

Learning Outcome

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

1. Describe the underlying economics of innovation, technology and market disruptions
2. Weigh the pros and cons of current digital technologies driving advancements
3. Understand digital transformation frameworks for digitizing organisation

Course Content

Module 1

How Technology Changes Business

Three fundamental laws about how digital information can be processed, communicated and stored,
How the exponential rate of technological change is driving changes in the industry

Module 2

Mechanics of Disruption

Foundations of digital transformation and the nature of the competitive life cycle, Underlying economics of innovation and technological change, incumbency and the economics of innovation through the lens of digital transformation

Module 3

Digital Trends Past and Future

Key drivers of digital transformation, opportunities they have established and the challenges they bring, Emerging trends and technologies, What is likely or possible in the future and currently what we are seeing in practice

Module 4

Path to Digital Transformation

The “How” of digital transformation, using varied frameworks which provide practical and strategic model for moving to a digitized business

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

E-Commerce and Digital Leadership

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 5 – Product, Merchandising And Inventory Management**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term VI
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn that product today is at the center of everything, when the product is digital it needs to be updated several times in a day. Massive troves of data is available for making decisions and at the same time deep insights into customer motivation and experience are more important than ever. Students will learn about digital merchandising and how data and algorithms are used to enable a superior customer experience. Students will learn what inventory management is and how to keep right number of products in stock to avoid shortages and overstocks.

Learning Outcome

At the end of this course students will know about:

1. How to create actionable focus to successfully manage product
2. How to focus your work using modern product management methods
3. How to manage new products and explore new product ideas“
4. How to manage and amplify existing products
5. On-site search & categories
6. Advanced dashboard topics
7. Measuring customer experiences
8. Inventory and material management
9. Static inventory problem under uncertainty and risk
10. Dynamic inventory problem under risk and certainty

Course Content

Module 1

Digital Product Management

Achieving Focus and Winning: developing a particular view of what should happen with the product, Identifying vivid, testable customer outcomes and creating focus around them; Using New Product Management Methods: Analysing growth, engagement and monetization using qualitative and quantitative methods, Understanding which methods to apply and hear from the practitioners who are using these methods to make breakthrough products; Exploring a New Product Idea: Applying understanding of modern product management

methods to explore new product ideas; Amplifying an Existing Product: How to keep products fresh and focused on valuable outcomes for the users

Module 2

Digital Merchandising

On-Site Search and Categories: Introduction to digital merchandising, How search works, Site search overview, Managing search result pages, Synonyms definition and overview, Autosuggestion terms overview and managing it, Advanced Dashboard Topics: Categories overview, Managing category pages, Global rules overview, Facets definition and management, Audience targeting, Measuring Customer: Making data driven decisions, Site metrics, Dashboard reporting, A/B testing

Module 3

Digital Inventory Management

Importance of inventory and material management system, Benefits of digital inventory control system, Inventory problems and selective inventory management, Static inventory problem under risk and uncertainty, Dynamic inventory problems under certainty and risk, IT based approaches for material management, Purchase management, Theory of constraints and materials management

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

E-Commerce and Digital Leadership

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 6 – Scaling Up**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term VI
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn about why scale up a business, scaling up product and processes, students will also learn about building culture in a scale up

Learning Outcome

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

1. Describe the key elements of scale up mindset
2. Understand key best practices in scale up gained from industry insights
3. Learn how to scale up a product successfully by addressing the key concerns of product development at the scale up stage
4. Evaluate and suggest process improvement for a growing company
5. Discuss key considerations in team and personnel growth

Course Content

Module 1

Why Scale Up a Business

Key questions to ask to prepare to scale up a business, necessary frameworks to begin the scale up process, identifying key challenges to scaling up and possible solutions, Difference between growing and scaling up, making a company weather proof, identifying risks and strategies to mitigate the risks, common best practices for scaling up effectively and efficiently.

Module 2

Scaling Up Products and Processes

Fine tuning product and processes before scaling up, Rethinking product to make it scalable, Understanding importance and elements of a growth strategy, How to structure the growth team, How to

align sales and marketing for the scale up stage, How to protect cash, company and personal well being,

Module 3

Building Culture in a Scale Up

Understanding changes in company culture during scale up, Ensuring company's mission, values, strategy and objectives are understood by everyone during scale up, Role and relationship between company founder and the company culture in ensuring successful transition to scale up, How and why to build and foster diverse teams, Understanding importance of corporate governance structure

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Finance and Investing

CREDIT 2

Programme: Global MBA

Name of the Topic: **SS 1 – Risk management and Risk Modelling**

Core / Elective: **Elective (Super Specialisation)**

Academic Year & Term: 2022-24, Term IV

Course Coordinator: Prof.

Email:

Instructor:

Email:

Instructor:

Email:

Course Objective

This course walks you through the building blocks of risk modeling and management: uncertainty, vulnerability, resilience, decision making under uncertainty. The course fosters a practical, real world understanding of how models are used in the decision making process in business.

Learning Outcome

At the end of this course students will able to:

1. Identify and formulate a risk analysis problem with quantitative methods in a particular field
2. Understand what is expected of 21st century risk managers in various contexts
3. Describe the qualities that an efficient risk manager must possess to excel in their role
4. Reflect on risk models, their uses and limitations

Course Content

Module 1

Modelling Decisions in Low Uncertainty Settings

How to analyse settings with low levels of uncertainty and how to identify the best decisions in these settings, build an optimization model, use solver to uncover the optimal decision based in data, adjust model to account for simple elements of risk

Module 2

Risk and Reward: Modelling High Uncertainty Settings

How to create models for situations with large number of variables, Examine high uncertainty settings, probability distributions and risk, how to incorporate risk reduction, how to calculate and interpret correlation values, how to use scenarios for optimization, sensitivity analysis and the efficient frontier

Module 3

Choosing Distribution that Fit Data

Examine commonly used distributions of random variables to model the future and make predictions, How to create meaningful data visualization in Excel, How to choose right distribution for data, Differences between discrete distributions and continuous distributions, represent data using graphs, choosing best distribution model for data, testing the model and hypothesis if they are the best fit for data

Module 4

Balancing Risk and Reward Using Simulation

Using simulations to compare different alternatives when continuous distributions are used to describe uncertainty, how to make decisions in high uncertainty settings, how to run simulation model, analyse simulation output, compare alternative decisions to decide on the most optimal solution, make decisions and manage risk using simulations

Module 5

Risk Management Environment

Concept of risk, types and sources of risk, risk and the economic environment, corporate governance and organizational structure, external reporting and accounting, risk management framework, risk management tools and techniques

Module 6

Financial Market Risks: Interest Rates

Overview of markets for interest bearing instruments, Interest rate mathematics, Time value of money and discounted cash flow analysis, Yield curve mathematics, Identifying and assessing interest rate risk, Evaluating interest rate risk, Managing interest rate risk, Interest rate risk management instruments – short term and long term

Module 7

Financial Market Risk: Foreign Exchange

Overview of foreign exchange markets, Identifying and assessing foreign exchange risk, Evaluating foreign exchange rate risk, Managing foreign exchange risk, Foreign exchange risk management instruments

Module 8

Financial Risk: Liquidity

Sources of liquidity, Borrowing and investing principles, Identifying and assessing liquidity risk, Evaluating liquidity risk, Managing liquidity risk

Module 9

Other Financial Risks and Issues

Credit and counterparty risk, Commodity price risk, Pension risk, Treasury operational risk and controls, External risk reporting

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Finance and Investing

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 2 – Merger & Acquisition**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term IV
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

This course explains mergers and acquisitions and the complete process of a proper M&A deal. Students will also learn key concepts about mergers and acquisitions by going through some real life examples and case studies. Students will also learn all the key points in proper M&A deals and the necessary steps to run a successful M&A process

Learning Outcome

At the end of this course students will:

1. Understand the concept of Merger and Acquisition
2. Become familiar with a real, proper M&A process
3. Learn all necessary steps with every document executed in each stage of the deal
4. Gain an in-depth knowledge about what it means to buy or sell a business or asset

Course Content

Module 1

All about Mergers and Acquisitions

What is Mergers and Acquisitions, Why do companies buy each other, Main types of mergers and acquisitions, Friendly vs. Hostile takeovers, Defending against hostile takeovers, Share vs. Asset sale, Cash-in vs. Cash-out, Financial vs. strategic investors

Module 2

Mergers and Acquisitions Process

Introduction to M&A process, How the M&A process works, Origination, Preparation, Marketing, Receiving non-binding offers, Due diligence, Building offers, Negotiations, Selecting the winner, Closing, M&A parties and their duties

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Finance and Investing

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 3 – Small Business and Corporate Finance**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term V
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn about corporate finance. This course will give students a strong understanding of finance fundamentals and advanced topics. Students will also acquire an understating of corporate governance, capital budgeting, cost of capital, measures of leverage and working capital

Learning Outcome

At the end of this course students will:

1. Have deep understanding of Corporate Governance
2. Have deep understanding of Capital Budgeting
3. Have deep understanding of Cost of Capital
4. Have deep understanding of Measures of Leverage
5. Have deep understanding of Working Capital

Course Content

Module 1

Working Capital Management

Working capital management, Liquidity management, Liquidity measures, Asset management ratios, Payables turnover ratios, Comprehensive liquidity analysis, Operating and cash conversion cycles, Net daily position, Yields on short-term securities, Investment policy statement, Accounts receivable management, Inventory management, Accounts payable management, Short-term bank funding sources, Short-term non-bank funding sources

Module 2

Capital Budgeting

Capital budgeting process, principles of capital budgeting, Engaging with multiple projects at a time, Net present value, Internal rate of return, Payback period, Discounted payback period, Average accounting rate of return, Profitability index, NPV profile, Comparing NPV and IRR methods, Problems associated with IRR, Relation between NPV and share price

Module 3

Cost of Capital

Weighted average cost of capital, Effects of taxes on the cost of capital, Use of target capital structure in estimating WACC, Marginal cost of capital (MCC), MCC's role in determining NPV, Calculating cost of debt, cost of preferred stock, Calculating cost of equity, Components of CAPM, Calculating cost of equity with dividend discount model, Bond yield plus risk premium approach, Calculating and interpreting beta, Calculating a project's beta, Marginal cost of capital schedule, Flotation costs

Module 4

Measures of Leverage

Measures of leverage, Business and financial risk, Calculating degree of operating leverage (DOL), Calculating degree of financial leverage (DFL), Calculating degree of total leverage (DTL), Effect of financial leverage on company's NI and ROE, Calculating breakeven quantity of sales, calculating the operating breakeven quantity of sales

Module 5

Corporate Governance and ESG

Corporate governance description, Stakeholder groups and their interests, Stakeholder conflicts, Stakeholder management, Governance mechanisms, Board of directors, Board of directors committees, Factors influencing corporate governance, Corporate governance: risks and benefits, Principles of corporate governance, Environmental factors and social considerations in investment analysis, ESG investing, ESG investing vs. Fiduciary duties,

Module 6

How to Use Financial Calculator

Setting up financial calculator, Basic calculations, Time value of money, Cash flow analysis, Statistics, Depreciation and breakeven

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Finance and Investing

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 4 – Introduction To Fintech Innovations And Disruptions**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term V
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn how disruptive innovations create opportunity in finance industry and its impact to society, how fintech innovations affect companies that relate to fintech services and how it affects careers in finance

Learning Outcome

At the end of this course students will:

1. Learn how peer to peer lending disrupted finance industry in different countries
2. Learn the diversity of impact by fintech in comparison to east vs. west and big firms vs. small firms
3. Learn how to predict fintech trends in different markets

Course Content

Module 1

Evolution vs. Revolution

Exploring the nature of evolutionary versus revolutionary innovations and business transformations, Examining innovation disruptions as a popular business concept in context of social and economic transformations by fintech innovations, case study of peer to peer lending to illustrate and explore these issues in fintech context

Module 2

Diversity of Impact

Fintech innovations are not uniform in their impact and adoption by different participants in the global

economy. Exploring Differences in adoption, attitudes and capabilities based on country, size, age and access to capital or technology

Module 3

Predicting the Future of Fintech

Examining the evolutions of fintech markets and capabilities, and the likely pace of change, Challenges in understanding the impact of change in future, Pace of change is often more important than the eventual nature of market evolution, If change is fast, large established firms are likely to be disrupted and face new competitors, When change is slow or more revolutionary in nature, large firms have time to adapt and thrive in spite of change

Module 4

Implications for Careers

Discuss and examine implications for both firms and individuals working in these types of firms for their future career, Discuss risk-adjusted rewards for employees of large innovative firms might be higher than the average returns in society for smaller start up employees, Discuss staying with a large financial services firm that is investing in and adapting to changes in the financial services industry

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Finance and Investing

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 5 – Investment Management**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term VI
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn investment analysis and portfolio management techniques, students will explore relationships between stock prices, returns and risks, and learn how to quantify and measure investment risk.

Learning Outcome

At the end of this course students will:

1. Understand investment security relationships and estimating returns
2. Learn estimating expected returns
3. Understanding and measuring risk and relationship
4. Learn measuring portfolio risk and return
5. Explore diversification and optimization
6. Learn decomposing diversification

Course Content

Module 1

Understanding Price, Risk and Return Relationships & Calculating Returns

Price, risk and return – definitions and relationships, what is shorting, calculating stock returns, variable notations & descriptions cheat sheet

Module 2

Estimating Expected Returns

Expected returns using average (mean) method, Expected returns using State Contingent Weighted Probabilities, Expected returns using Asset Pricing Models

Module 3

Understanding and Measuring Risk & Relationships

Estimating the total risk of a stock – part 1 & 2, Estimating the market risk of a stock – part 1 & 2

Module 4

Measuring Investment Portfolio Returns and Risk

Estimating portfolio returns, Estimating portfolio risk with two assets, Estimating portfolio risk with multiple assets

Module 5

Exploring the Effects of Diversification and Investment Portfolio Optimisation

Reducing portfolio risk by diversification, Optimal diversification – number of securities to hold, Optimising weights to achieve a target return, Minimising portfolio risk with two assets, Minimising portfolio risk with multiple assets

Module 6

Decomposing Diversification – Investigating Why It Works

A bit puzzling, Correlation of securities, Estimating correlation, Correlation and risk, Correlation, risk and return, Solving the puzzles

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Finance and Investing

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 6 – International Finance**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term VI
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn about international finance, students will mainly learn about real exchange rates, purchasing power parity, hedging. Foreign exchange risk and capital budgeting. The course covers specific hedging activities such as forwards and futures and money market hedges. The course further covers multinational corporations

Learning Outcome

At the end of this course students will:

1. Gain knowledge of foreign exchange markets
2. Gain familiarity with foreign exchange hedging techniques
3. Understand foreign exchange derivatives
4. Know the theoretical framework of international finance issues
5. Be able to approach and solve real-world international finance problems
6. Be able to understand controversial issues of international finance

Course Content

Module 1

Multinational Financial Management and Globalised World

Growth of international trade, Globalisation of financial markets, Goal and organizational structure of an MNC, Important international players, Globalisation and MNC: benefactor or menace?

Module 2

International Financial Markets

Balance of payments, Concepts and terminology, Surpluses and deficits in BOP accounts, dynamics of the BOP, Foreign exchange market, Market players, Organisation of Forex market, spot rates, forward rates, interest rate parity, PPP and real exchange rates, Foreign exchange intervention, exchange rate systems

Module 3

International Capital Markets

International debt financing, Global sources of fund, Characteristics of debt instruments, World's bond market, International bank loans, Cost of debt, International equity financing, International stock market, cross listing and depository receipts, strategic alliances, International capital market equilibrium, Risk and return of international investments, International investments, International diversification, Optimal portfolio allocation, International CAPM, Integrated vs. segmented markets

Module 4

Multinational Capital Structure and Capital Budgeting

NPV, Financial side effects, Real options, Parent versus subsidiary cash flows

Module 5

Risk Management and Hedging

Forecasting exchange rates, parity conditions and exchange rate forecasts, common forecasting techniques, Fundamental forecasting, Technical analysis, Evaluating forecasts, Measuring and managing real exchange risk, Foreign currency futures and options, Foreign currency swaps, Forward markets and transaction exchange risk, Hedging transaction exposure, Forward foreign exchange market, Managing economic and translating exposure, Assessing economic exposure and restructuring to reduce economic exposure, Hedging with forward contracts, Country risk analysis, Country and political risk analysis, Measuring country risk, Assessment of political risk in financial decisions, Risk management and the Foreign Currency Hedging Decision: Arguments against and for hedging, Hedging in real world, Hedging trends, Financing International Trade, Fundamental problem with international trade, Documents, Methods of payments, Financing exports, Countertrade

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Leadership and Strategy

CREDIT-2

Programme: Global MBA

Name of the Topic: **SS 1 – Leading The Strategic Change Process**

Core / Elective: **Elective (Super Specialisation)**

Academic Year & Term: 2022-24, Term IV

Course Coordinator: Prof.

Email:

Instructor:

Email:

Instructor:

Email:

Course Objective

This course provides leadership skills in the development of improvement programmes, students will develop insights on the process of strategic change management and develop skills to deploy change in an integrated and strategic manner.

Learning Outcome

At the end of this course students will learn:

1. Insights on strategic change management
2. To deploy change in an integrated and strategic manner
3. How to manage people issues at every step of change process
4. How to use integrated and strategic tools throughout the change process
5. To develop skills to become reflective practitioners of change

Course Content

Module 1

Change and Organisational Culture

Organisations as systems and system thinking, linking strategy with organization systems, linking strategy with improvement programmes

Module 2

Engaging and Prioritizing stakeholder Relations

Module 3

Framework of Change Management and how to drive successful change

Module 4

Critical Success factors in managing stakeholders

Module 5

Successfully navigating crises in organisations.

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Leadership and Strategy

CREDIT-2

Programme: Global MBA
Name of the Topic: **SS 2 – Managing Teams**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term IV
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn essential leadership skills, including how to inspire and motivate individuals, manage talent, influence without authority and lead teams, Learn how to build important team management skills and how to bring out the best in the team.

Learning Outcome

At the end of this course students will learn:

1. How to manage a team effectively
 2. Important team management skills
 3. How to set goals and delegate tasks
 4. How to manage performance
 5. To develop each member of the team

Course Content

Module 1

Managing Teams

Team expectations, setting team goals and responsibilities, managing underperformance, team development, mistakes to avoid and setbacks, building relationships with your team, developing each team member, prioritising

Module 2

Best Practices in Managing Teams

Learning and adapting, taking an enterprising approach, communicate with your team

Module 3

Managing Different Types of Teams

Virtual teams, managing intergenerational and culturally diverse teams, cross-functional teams, managing difficult people

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Leadership and Strategy

CREDIT-2

Programme: Global MBA
Name of the Topic: **SS 3 – Global Strategy For Changing World**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term V
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

Management consulting involves identifying and suggesting important changes to what a company does and how they do it – developing a working strategic plan and guiding its execution with optimum effectiveness. In this course you will learn about management consulting tools and techniques from problem solving to presentation skills, from corporate strategic analysis to financial analysis.

Learning Outcome

At the end of this course students will:

1. Gain a well rounded consulting technique
2. Explore the techniques and frameworks for problem solving
3. Participate in Management consulting engagements to apply consulting skills in real world situation
4. Learn how to develop corporate strategy
5. Conduct market analysis for company and business
6. Learn steps to an effective financial statement analysis
7. Learn how to deliver operations analysis to find out how operations is working
8. Understand communication strategies for management consultants
9. Learn time management tips and techniques for consultants

Course Content

Module 1

Consulting Approach to Problem Solving

What is Management Consulting, Importance of Management Consulting, What's a Consulting Project, Understand different Project Phases, How Management Consulting Project works, How to structure a study, How to structure a Problem, How to Develop Hypothesis, Building Work Plan, Conducting Analysis, Consulting Report

Module 2

Corporate Strategy & External Environment Linkages

Why have a Corporate Strategy, How is it prepared, What are common pitfalls, Formalising the planning process, Implement Strategic Intent

Module 3

Industry Analysis

Define an Industry, Strategic group analysis, Exit and entry barrier assessment, Industry lifecycle analysis, Market trend analysis, Market size and growth analysis, Market segmentation analysis, Structure-Conduct-Performance, The five forces

Module 4

Competitive Strategies

Module 5

Operations Analysis

SWOT, Value chain analysis, Balance scorecard, Business management process, 7S framework, 3C, Benchmarking

Module 6

Capability Building & Sustainable Competitive Advantage

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Leadership and Strategy

CREDIT-2

Programme: Global MBA
Name of the Topic: **SS 4 – Understanding Leadership**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term V
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

This course explores the ways firms overcome challenges when operating globally - a process characterized for its complexity and uncertainty. Corporations trying to succeed in the global economy need to develop different types of strategies depending on where they are conducting business or industry they are in.

Learning Outcome

At the end of this course students will:

1. Able to determine the best strategy to follow when expanding globally
2. Able to analyse the advantages and disadvantages of those strategies
3. Able to develop appropriate responses to external pressures

Course Content

Module 1

Leadership- Setting the Context

Module 2

Leadership Styles and Inspiring Moral commitment

Module 3

Power and exercise of Influence in Organisations

SYLLABUS
GLOBAL MBA PROGRAM
SESSION: 2022

Module 4

Understanding and Managing Personal Networks

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Leadership and Strategy

CREDIT-2

Programme: Global MBA
Name of the Topic: **SS 5 – Advanced Decision Making Tools**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term VI
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

This course explores the ways firms overcome challenges when operating globally - a process characterized for its complexity and uncertainty. Corporations trying to succeed in the global economy need to develop different types of strategies depending on where they are conducting business or industry they are in.

Learning Outcome

At the end of this course students will:

1. Able to determine the best strategy to follow when expanding globally
2. Able to analyse the advantages and disadvantages of those strategies
3. Able to develop appropriate responses to external pressures

Course Content

Module 1

Introduction

Introduction to Decision Making, Spreadsheet Engineering and Error Reduction

Module 2

Data Analysis & Forecasting

Data Analysis – Descriptive Statistic, Forecasting – Predicting the Future

Module 3

Modelling and Simulation

Modelling – Framing Decision Analysis Problems, Simulation – A Framework for Analysing Risk

Module 4

Resource Allocation and Decision Tree

Resource Allocation – Optimisation Models, Decision Tress – Multi-Period Decisions

Module 5

Decision Making Tools

AHP and DEA – Group Decision Making Tools, Data ELT

Module 6

Dashboards and Visualisation

Dashboards and Visualisation, Data and Decisions – A Management Consultant Perspective

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Module 2

Leadership and Strategy

CREDIT-2

Programme: Global MBA
Name of the Topic: **SS 6 – Non Market Strategy**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term VI
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

Successful corporate strategy aligns the firm's capabilities with the demands of both its market and non-market environment. In this course students will understand how various aspects of the non market environment interact, as well as how these environments not only change over time but also change market and non market competition with an industry and learn how to formulate and differentiate form-specific and industry wide strategies

Learning Outcome

At the end of this course students will:

1. Understand the non market environment of the firm and its relationship to the market environment
2. Learn how to develop a general non market strategy for a firm and how to evaluate the efficacy of different non market tactics
3. Examine the role of non market factors across different substantive public policy areas of concern to firms
4. Explore how non market factors vary across nationality and how they are shaped by international agreements
5. Acquired strong non market strategy fundamentals and be capable of developing and implementing a non market strategy.

Course Content

Module 1

Understanding Non Market Environment of the Firm and its Relationship to the Market Environment

Non market strategy is as important as market strategy, non market strategy is not public relations, marketing or CSR, but is about corporate strategy and corporate governance. Firm's integration of market and non market strategies should be consistent for business legitimation. Non market strategies is not only to deal with crisis and scandals, it should be exercised proactively and positively throughout the value chain

Module 2

How to Develop General Non Market Strategy and Evaluate Efficacy of Different Non Market Tactics

Firms support initiatives because they could materially help them to achieve their goals, There is a market for political activity, Firms need to assess their market for political activity, Evaluate the formulation and implementation of non market strategies, understand how various aspects of non market environment interact, formulate and differentiate firm-specific and industry-wide strategies

Module 3

Examining Role of Non Market Factors across Different Substantive Public Policy Areas of Concern

Understand how suppliers and demanders of policy decisions interact in a market, attractiveness of a political market is determined by the level of competition among actors, Strategies and tactics: Lobbying

Module 4

Effectiveness of Grassroots Campaigns

Understand the demand side of political markets; understand the nature of reputational challenges, Key variables for effectiveness of grassroots campaigns

Module 5

How to Conduct Effective Strategic Planning in the Context of Diverse International Regulatory Environment and Protectionism

How to decide when a project would be worth the reputational and financial cost in the face of steep competition, determine how to conduct effective strategic planning in the context of diverse international regulatory environments, Understanding the complexities associated with conducting a domestic business highly influenced by global markets, Strengthen strategic thinking and negotiation skills by considering the political, economic and societal implications of an issue

Module 6

How Non Market Factors Vary Cross Nationally and How They are Shaped by International Agreements

Non market strategies need to address both firm's business model and the country's developing activities, Sufficient alignment between the two in order to avoid tensions, On entering a new market firms need to develop an in depth analysis of the non market variables, Firms need to decide whether to adapt, transform or stay away from the market

Module 7

Active Non Market Strategies: Lobbying

Reflect on management in a regulated industry, Explore supply side of the political market: legislators and regulators, Industry profitability may be determined by the regulator as opposed to the market forces, learn principles or regularities that apply to these industries, debate the merits of change in regulation

Module 8

Reactive Non Market Strategies

Understand strategic and reputational nature of crisis, challenges in managing crisis, and requirements of building trust in a crisis, strategic business problems in a crisis, how corporate structure may help or hinder effective crisis management, understand the media landscape and its impact on crisis management.

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Business Analytics

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 1 – DBMS SQL**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term IV
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn about DBMS, SQL, Syntaxes, PL/SQL, Theory of DBMS, Functions, Packages, Stored Procedures, Joins

Learning Outcome

At the end of this course students will learn:

1. Basics of DBMS and SQL queries
2. How to write, select, insert and update queries
3. How to write PL/SQL blocks, procedures, functions and triggers
4. Basics of ER diagram and designing table structure from it
5. Codd rules and why it is important
6. Difference between DBMS and RDBMS

Course Content

Module 1

RDBMS and SQL and Introduction

Relational database and Codd rules

Module 2

ER Diagram

Database design using ER diagram, Creating tables, constraints, alter tables, handling cardinality ratios

Module 3

Normalisation of Tables

Normal Forms, Table Joins, various joins with examples

Module 4

Relational Algebra Basics

Relational algebraic operations, Select, Project and Joins, Grouping in Relational Algebra

Module 5

Structured Query Language (SQL)

Select query, Joining tables, update explained, deleting data, querying dates

Module 6

PL/SQL

Basic Structure of PL/SQL block, Creating stored procedures, stored procedures to handle exceptions, creating functions, creating triggers, Creating packages

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Business Analytics

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 2 – Predictive Analytics**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term IV
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will design statistical experiments and analyse the results using modern methods. Students will also explore common pitfalls and interpreting statistical arguments, especially those associated with big data. This course will help students internalize a core set of practical and effective machine learning methods and concepts and apply them to solve some real world problems.

Learning Outcome

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

1. Design effective experiments and analyse the results
2. Use resample methods to make clear and bulletproof statistical arguments without invoking esoteric notations
3. Explain and apply a core set of classification methods of increasing complexity (rules, trees, random forests) and associated optimization methods 9 gradient descent and variants
4. Explain and apply a set of unsupervised learning concepts and methods
5. Describe the common idioms of large-scale graph analytics, including structural query, traversals and recursive queries, PageRank and community detection

Course Content

Module 1

Practical Statistical Inference

Basics of statistical inference, comparing classical methods with resampling methods that allow you to use a simple program to make a rigorous statistical argument

Module 2

Supervised Learning

A tour through the important methods, algorithms and techniques in machine learning, how these methods build upon each other and can be combined into practical algorithms that perform well on a variety of tasks, how to evaluate machine learning methods and pitfalls to avoid

Module 3

Optimisation

How to optimize a cost function using gradient descent, including popular variants that use randomization and parallelization to improve performance, popular methods used in practice and how similar they are fundamentally

Module 4

Unsupervised Learning

Tour of unsupervised learning methods and opportunity to apply techniques in practice on real world problems

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Business Analytics

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 3 – Descriptive Analytics**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term V
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn why descriptive analytics is the most important starting point in developing an analytics driven workplace.

Learning Outcome

At the end of this course students will learn:

1. How to build a „level set“ and common language in an organization around descriptive analytics
2. Understanding and application of data aggregation, extraction, analysis, visualization and data story telling as each relates to descriptive analytics
3. How to develop a framework for building descriptive analytics KPIs and communicating results effectively to both internal and external customers
4. How to quickly build descriptive analytics models so that you can extract actionable insights
5. How to influence leaders and decision makers in an organization by telling an impactful story around descriptive data

Course Content

Module 1

Descriptive Statistics With Probability Models

In this session, we will review Fundamentals of probability and what they mean when describing data. This section will review commonly misunderstood terms and show how best to work probability into descriptive models

Module 2

Visualisation Principles

With the understanding of probability we will discuss key set of data visualization principles with content from Gestalt Psychology and the Preattentive Attributes, Analyse which charts best communicate data outcomes

Module 3

Power Query on Power BI

Data can come from anywhere. Tools like Power Query help combine data from files, servers to create tables or analysis. Power query as a tool can combine and clean any dataset

Module 4

Data Modeling on Power BI

Once data has been cleaned and turned into tables, we can connect these tables as part of the data model. In this session, we will use Power BI to create fully functional models and dashboards built upon everything we've learned so far

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Business Analytics

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 4 – Application of Analytics in Management**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term V
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

This course provides an overview of the field of analytics to make informed business decisions. This is an introduction to the theory of customer analytics.

Learning Outcome

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

1. Describe the major methods of customer data collection used by companies and understand how this data can inform business decisions
2. Describe the main tools used to predict customer behavior and identify the appropriate used for each tool
3. Communicate key ideas about customer analytics and how the field informs business decisions
4. Communicate the history of customer analytics and latest best practices at top firms

Course Content

Module 1

Application of Analytics in Finance

Companies these days have a large amount of financial data. Use of intelligent Business Analytics tools can help use this data to determine the products prices. Also, on the basis of historical information Business Analysts can study the trends on the performance of a particular stock and advise the client of whether to retain it or sell it.

Module 2

Application of Analytics in Marketing

Studying buying patterns of consumer behavior, analyzing trends, help in identifying the target audience, employing advertising techniques that can appeal to the consumers, forecast supply requirements etc. Use Business Analytics to gauge the effectiveness and impact of a marketing strategy on the customers. Data can be used to build loyal customers by giving them exactly what they want as per their specifications.

Module 3

Application of Analytics in HRM

HR professionals can make use of data to find information about educational background of high performing candidates, employees, age, gender, etc. This information can play a pivotal role in the selection procedure of a candidate. HR managers can predict the employee retention rate on the basis of data given by Business Analytics

Module 4

Application of Analytics in CRM

Business Analytics helps one analyse the key performance indicators, which further helps in decision making and make strategies to boost the relationship with the consumers. The demographics and data about other socio-economic factors, purchasing patterns, lifestyle, etc are of prime importance to the CRM department. The company wants to improve its service in a particular geographical segment. With data analytics, one can predict the customer's preferences in that particular segment. What appeals the them and accordingly improve relations with customers.

Module 5

Application of Analytics in Manufacturing

Business Analytics can help you in supply chain management, inventory management, measure performance or targets, risk mitigation plans, improve efficiency in the basis of product data etc. For example the manager wants information on performance of machinery which has been used past 10 years. The historical data will help evaluate the performance of the machinery and decide whether costs of maintaining the machine will exceed the cost of buying new machinery

Module 6

Application of Analytics in Credit Card Companies

Credit card transactions of a customer can determine many factors: financial health, life style, preferences of purchases, behavioural trends etc. Credit card companies can help the retail sector by locating the target audience. According to the transactions reports, retail companies can predict the choices of the consumers, their spending pattern, and preference over buying competitor's products etc. This historical as well as real-time information helps them direct their marketing strategies in such a way that it hits the bulls eye and reaches the right audience

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT

Business Analytics

CREDIT 2

Programme: Global MBA
Name of the Topic: **SS 5 – Analytics Using Python**
Core / Elective: **Elective (Super Specialisation)**
Academic Year & Term: 2022-24, Term VI
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

In this course students will learn how to prepare data for analysis, perform simple statistical analysis, create meaningful data visualizations, predict future trends from data and more. Students will learn about Importing datasets, Cleaning data, Data frame manipulation, Summarising data, Building machine learning Regression models, Building data pipelines

Learning Outcome

At the end of this course students will learn to:

1. Describe Python data acquisition and analysis techniques
2. Analyse Python data using a dataset
3. Identify three Python libraries and describe their uses
4. Read data using Python's Pandas package

Course Content

Module 1

Importing Datasets

The problem, Understanding the data, Python packages for data science, Importing and exporting data in Python, Analyzing data in Python, Accessing databases with Python

Module 2

Data Wrangling

Pre-processing data in Python, Dealing with missing values in Python, Data formatting in Python, Data normalization in Python, Binning in Python, Turning categorical variables into quantitative variables in Python

Module 3

Exploring Data Analysis

Exploring data analysis, Descriptive statistics, GroupBy in Python, Correlation, Correlation – Statistics, Association between two categorical variables: Chi Square

Module 4

Model Development

Model development, Linear regression and multiple linear regression, Model evaluation using visualization, Polynomial regression and pipelines, Measures for in-sample evaluation, Prediction and decision making

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

Midterm, Quizzes, Assignments, Seminars, Term Paper, Mini Projects and FAT